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Cabinet

Date: **Monday 2 October 2023**

Time: **10 am**

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

Membership

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

Advice for members of the public:

This meeting will be held in public and in person.

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

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

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

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

A g e n d a

1 To receive any apologies.

2 Minutes

To confirm the minutes from the Cabinet Meeting held on 4 September 2023 **Page 6**

3 Members to Declare any Interests

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

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

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

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

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

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

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

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

5 Updates from the Chairman/Cabinet Members

6 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by 5pm on Tuesday 26 September 2023. For guidance on submitting a public question, please follow this link: Ask a question to a committee - Norfolk County Council

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

7 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by 5pm on Tuesday 26 September 2023.

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

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

Decisions made by the Cabinet Member for Highways, Infrastructure and Transport:

- Norwich - Dereham Road - Derestriction and 20mph Speed Limit Order and Bus and Cycle Lane Order
- Governance of Transport for Norwich Programme

Decision made by the Cabinet Member of Corporate Services and Innovation

- Compulsory Purchase Order for the Norwich Heartsease Fiveways Roundabout Junction Improvement Scheme

19 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 item below on the grounds that it involves the likely disclosure of exempt information as defined by paragraph 3 and paragraph 4 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.

20 Local Enterprise Partnership (LEP) Integration Plan: Exempt Appendix B

Tom McCabe
Chief Executive
Norfolk County Council
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Martineau Lane
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NR1 2DH

Date Agenda Published: 22 September 2023

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Norfolk County Council

Cabinet
Minutes of the Meeting held on 4 September 2023 in the Council Chamber, County Hall, at 10am

Present:

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

Deputy Cabinet Members Present

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

Executive Directors Present:

Harvey Bullen	Director of Strategic Finance
Caroline Clarke	Director of Democratic and Regulatory Service
Craig Chalmers	Director of Community Social Work
Grahame Bygrave	Interim Executive Director of Community and Environmental Services
Paul Cracknell	Executive Director of Transformation and Strategy
Tom McCabe	Chief Executive
Sara Tough	Executive Director of Children's Services

1 Apologies for Absence

1.1 All Cabinet Members were present. Officer apologies were received from Kat Hulatt, Director of Legal Services and Monitoring Officer (substituted by Caroline Clarke) and Debbie Bartlett, Interim Head of Adult Social Services (substituted by Craig Chalmers).

2 Minutes from the meeting held on 7 August 2023

2.1 Cabinet agreed the minutes of the meeting held on 7 August 2023 as an accurate record.

3 Declaration of Interests

3.1 Cllr Greg Peck, Deputy Cabinet Member for Finance advised he was the

Council's nominated Director on the Board of Norse Group.

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

4.1 No matters were referred.

5 Update from the Chair/Cabinet Members

5.1 Cllr Penny Carpenter, Cabinet Member for Children's Services read the following statement in response to recent media coverage of Reinforced Autoclaved Aerated Concrete (RAAC) and Schools:

5.2 I thought it was important to make a statement today, as I recognise and share the concerns of parents and teachers about the issue of RAAC concrete in schools

We were made aware of this issue in 2018 and proactively worked with all of the county council's maintained schools to identify if RAAC was present and if there were any problems. Structural engineers from NPS carried out surveys of 83 buildings and found no concerns

As you would expect, we are keeping up to date with the changes and updates in DFE guidance and other information on RAAC as it comes through, in case any additional assessment is required to ensure the health and safety of pupils

As you know, most schools are academies, which are independent of the council and they are responsible for their own buildings. We have contacted academies three times since 2018 to flag the potential issues with RAAC and reminded them to complete the Department for Education's survey in June this year

On Friday (1 September), we were contacted by the Thomas Bullock academy school in Shipdham, where RAAC was found in the school hall. The start of term has been delayed by a day to enable checks to take place

We are awaiting further results from a number of other academy schools and the schools will inform parents and staff if any issues are found. We are, as always, ready to assist

I would encourage parents to speak to their schools if they have any concerns. I look forward to receiving further details about how the Government intends to deal with the issue of RAAC in schools

5.3 The Leader added that it was pleasing to see that the Council had undertaken the investigations and were taking the issue very seriously. The position would continue to be monitored closely.

6. Public Question Time

6.1 The questions received are published in appendix A to these minutes.

6.2 **Supplementary question from Jane Overhill**

6.2.1 Why did the Cabinet prioritise investment in refurbishment of offices, meeting rooms and a new car park for County Hall during Covid over the opportunity to begin transforming Wensum Lodge when it was closed during the pandemic?

6.2.2 The Chair responded that during Covid as most staff were absent from County Hall the opportunity was taken to upgrade the building to improve disability access and facilities. Whilst costs had been prepared for the Wensum Lodge project, suitable funding allocation had not been identified at that point. Since then, the Council has recognised that Wensum Lodge is no longer fit for purpose for Adult Education due to difficulties around disabled access. These access issues would have been difficult to overcome unlike those experienced at County Hall. The Chair provided reassurance that the Council would work with all stakeholders, including Norwich City Council who own part of the site, so that the building would continue to be used by the local community and it was pleasing to note that Wensum Lodge was in the process of being registered as a community asset. The Cabinet were still fully committed to delivering Adult Education courses across the county.

7 Local Member Questions/Issues

7.1 The questions received are published in appendix B to these minutes.

8. Strategic Tourism: Supporting Visit East of England's Local Visitor Economy Partnership application.

8.1 Cabinet received the report which detailed how Visit East of England (VEE), the top-tier Destination Management Organisation (DMO) for the area was proposing to submit an application to become a Local Visitor Economy Partnership (LVEP) covering Norfolk and Suffolk. The new LVEP structure in England has been put in place this year by the national tourism authority, Visit England, to better coordinate resources and activity relating to the visitor economy across the country. The application requirements requested a £120,000 annual contribution from the Council.

8.2 The Cabinet Member for Economic Growth, Cllr Fabian Eagle introduced the report and advised:

- The new LVEP structure had been successfully applied in other areas such as The Peak District and had seen many economic benefits.
- The contribution of £120,000 was seen as a worse case scenario as it was hoped to partner with Suffolk County Council in the future, although Norfolk had been first to initiate the proposal.
- The opportunities for tourism in Norfolk were considerable from Norwich to the Broads National Park and the varied coastline, as well as the numerous country houses and market towns. It was felt that almost every member's ward would benefit from the proposal.

8.3 The Cabinet Member for Health and Wellbeing, Cllr Bill Borrett fully supported the proposals and said the additional funding will open the door for more funding from central government which should provide larger returns than the initial sum, as 20% (£2bn) of the County's economy was provided through tourism. The proposals also supported Better for Norfolk and should be considered as an exciting step forward.

8.4 The Cabinet Member for Environment and Waste, Cllr Eric Vardy supported the proposals and added that it was important to recognise the valuable contribution tourism played within Norfolk's economy.

8.5 The Cabinet Member for Highways, Infrastructure and Transport, Cllr Graham Plant supported this step forward and thought the proposals provided good strategic alliance with central government as 700,000 new jobs have been identified as an requirement in the UK within tourism in the future.

8.6 The Cabinet Member for Communities and Partnerships, Cllr Margaret Dewsbury supported the report and advised that these proposals would support the creative arts and museums within the county.

8.7 The Cabinet Member for Corporate Services and Innovation, Cllr Jane James supported the proposals and emphasised the work of VEE in the county which has highlighted the many past famous people from Norfolk who had helped shape politics across the globe such as Thomas Payne and Princess Sophia Duleep Singh.

8.8 The Cabinet Member for Adult Social Care, Cllr Alison Thomas fully endorsed the proposals and thought the promotion of tourism in the county was something that would bring in additional funding and growth in the economy and jobs for local residents.

8.9 The Chair concluded by advising that the proposals had cross party support within the Council and all members were keen to promote our culture, heritage, countryside and coastline within the county.

8.10 Cabinet **RESOLVED**:

That Norfolk County Council supports the Visit East of England's application to become an LVEP covering Norfolk and Suffolk. This would include contributing an additional £110,000 per annum towards VEE's core costs, ending after five years.

8.11 **Evidence and Reasons for Decision**

See section 5 of the report.

8.12 **Alternative Options**

8.12.1 The Council could choose to develop an LVEP for just Norfolk. The minimum size for an LVEP is a county or city region meaning we could have an LVEP for just Norfolk. However, VEE currently covers both Norfolk and Suffolk, offering good economies of scale and impact in a competitive market.

8.12.2 The Council could choose to do nothing and not put forward an LVEP application. As a result, Norfolk would be the only major tourist destination in England not represented at the national table, with no access to Visit England and its expertise, resources, or international marketing campaigns.

8.12.3 The Council could run tourism 'in-house' as an NCC department. This model would not be recognised as a starting point to become an LVEP and would not project a picture of collective partnership working nor take advantage of pre-existing private investment. Norfolk, through VEE, is currently perceived by DCMS and Visit England as a national example of good practice in many areas including sustainable tourism and collective decision making, something which brings many benefits and access to national resources.

9. Modern Slavery Statement 2022-23

9.1 Cabinet received the report which provided details of how it would provide appropriate arrangements which would be establish the delivery of cross cutting/cross departmental functions to include statements and procedures to tackle Modern Slavery risks. The proposed 22/23 statement provided at appendix A of the report explains the steps that the Council has undertaken to help ensure there is no slavery or human trafficking within the organisation, sub contractors, partners or supply chains.

9.2 The Chair introduced the report and advised that this was an annual statement being provided for consideration and approval. Central government had alluded that such statements were to be mandatory but so far this suggested had not happened. The report had already been considered by the Corporate Select Committee. The Council considers this is a very important policy and as a result are providing a voluntary annual statement to meet that acknowledgement.

9.3 Cabinet **RESOLVED**:

To agree:

The Modern Slavery Statement for the year 2022/2023 (in Appendix A) including the approach to the action plan; and

To note the Equality Impact Assessment (EqIA) at Appendix B.

To review the Action Plan (at 4.5) and the progress on modern slavery activity, that there is adequate governance, management of risks and effective communication on this topic with its residents and stakeholders.

9.4 **Evidence and Reasons for Decision**

See section 4 of the report.

9.5 **Alternative Options**

9.5.1 Although the content of the statement could differ, the Council is expecting a requirement to produce and publish a statement, so no alternative option has been considered.

10. West Winch Housing Access Road – Project Update

10.1 Cabinet received the report which provided an update on the project to provide the West Winch Housing Access Road (WWHAR) which includes improvements to the Hardwick Interchange, dualling of a section of the A47 and a new road between the A47, just east of Hardwick Interchange and the A10 to the south of the village of West Winch. The report included a project update, outlined the next key stages including revisions to the budget and delivery programmes.

10.2 The Cabinet Member for Highways, Infrastructure and Transport, Cllr Graham Plant introduced the report and additionally advised:

- The report provided an update on the project since the government approved the Strategic Outline Business Case (SOC) in July 2022 including an update of cost estimates and the results of the public consultation.
- The Outline Business Case (OBC) was to be submitted before the end of September 2023 (subject to approval for submission) and if approved the majority of the funding for the WWHAR project would be provided by the Department for Transport (DfT). There would also be a local contribution that would be funded by future housing developments.

10.3 The Deputy Cabinet Member for Highways, Infrastructure and Transport, Cllr Lana Hempsall and the Cabinet Member for Environment and Waste Cllr Eric Vardy both acknowledged the hard work of officers and Cabinet Members to keep the forward momentum in the project given the myriad of ever changing issues in delivering this important piece of infrastructure growth for the area.

10.4 The Cabinet Member for Public Health and Wellbeing, Cllr Bill Borrett was pleased to see large sums of money invested in West Norfolk and by working together with King’s Lynn and West Norfolk Borough Council, the local district target for new housing would be largely met by the West Winch project, which demonstrated the Council’s commitment to the residents in the west of the county.

10.5 The Cabinet Member for Finance, Cllr Andrew Jamieson, supported this investment in the west of the county and advised that after budget profiling in July had taken place, officers had indicated the project would require an additional temporary uplift of £1.05m for the period to the end of November 2023. From that point the outcome of the OBC is expected to be known and the Council can drawdown from the Business Rates Pool to virtually offset all of the Council’s contribution of £4.14m

10.6 The Cabinet Member for Adult Social Care, Cllr Alison Thomas noted that the proposals provided early mitigation to relieve pressures before more substantive highway infrastructure could be built.

10.7 The Chair advised that meetings had taken place with herself and Cabinet Members from King's Lynn and West Norfolk Borough Council, together with the Cabinet Member for Finance Andrew Jamieson to establish good working relationships for both councils. This offer had been extended to all Cabinet Members of district authorities across the county.

10.8 Cabinet **RESOLVED**:

1. To note the details presented in this report, including the results of the public consultation, and approve the continued delivery of the WWHAR project;
2. Delegate to the Executive Director of Community and Environmental Services (CES), in consultation with the Cabinet Member for Highways, Infrastructure & Transport, the authority to agree the finalised OBC and submit it to the DfT.
3. Agree to continue the development of the Planning Application and Side Roads Order and to note that a further report will be presented to Cabinet to seek agreement to submit the applications and will also include details regarding the procurement strategy for the project;
4. To note the proposals for Land Acquisition;
5. To agree to temporarily increase the Council's contribution by £1.05m until this is reimbursed when DfT (and Homes England) funding is approved.

10.9 **Evidence and Reasons for Decision**

10.9.1 To deliver the large-scale growth in the West Winch area, as set out in the Local Plan for the King's Lynn and West Norfolk, the evidence shows that additional highway capacity is required to accommodate the traffic generated from the planned 4,000 new homes. The WWHAR will also provide a high- quality new route that will provide relief for West Winch village that can accommodate the longer distance strategic traffic movements which comprises a high proportion of Heavy Goods Vehicles (HGV).

10.10 **Alternative Options**

10.10.1 The alignment of the WWHAR is largely dictated by the proposed growth area as set out in the local plan and already published/consulted masterplan. This includes the WWHAR to the east of the proposed new housing. With regard to alternative options, slight variations of the alignment to provide the best fit were investigated and these are reported in the SOC document.

10.10.2 There are no significant alternative highway solutions that would be effective in enabling the housing growth and providing relief to the existing A10 through the village of West Winch. There are also no non-highway transport schemes or policy options that could accommodate the transport impact of the planned growth in isolation. However, since the SOC, work has been undertaken to develop a sustainable transport strategy that supports both the OBC submission and the planning application for the WWHAR

10.10.3 Notwithstanding, alternative options for the WWHAR have been investigated and a preferred option selected. The options investigated include:

- 5 different alignments at the northern end of the new road between the A10 and A47
- 2 different alignments at the southern end of the new road between the A10 and A47
- A number of options for junction alterations at the Hardwick A10/A47/A149 junction

11. Disposal, acquisition and exploitation of property: West Winch Landowner Collaboration Agreement

11.1 Cabinet received the report which outlined the approval required for the Council to enter into this collaboration agreement and work with the Borough Council in supporting the delivery of the West Winch Growth Area.

11.2 The Cabinet Member for Corporate Services and Innovation introduced the report and advised that the collaboration agreement was vital to the success of the growth area of West Winch and to service that growth area all landowners will need to contribute to the site wide costs.

11.3 The Cabinet Member for Highways, Infrastructure and Transport supported the agreement which he advised was a vital stepping stone for the delivery of the project, the access road and the subsequent new housing to be built.

11.4 The Chair acknowledged the hard work by all involved to bring the project to that stage and the agreement would help the Council deliver the project.

11.5 Cabinet **RESOLVED**:

1. For the land at North Runcton / West Winch – Mill Farm Lane, PE33 0LT (2054/100), to delegate authority to the Director of Property and subject to the agreement of final terms to:

1.1 To enter into the Landowner's collaboration agreement as set out in Appendix A
1.2 To enter into the promotion agreement as set out in Appendix A
1.3 To enter into the S106 agreement as set out in Appendix A

2. To delegate to the Director of Property authority to act on behalf of the County Council in meeting the obligations of the landowner and related agreements.

11.6 **Evidence and Reasons for Decision**

11.6.1 Entering into the Collaboration agreement supports a significant housing and regeneration scheme in Kings Lynn.

11.7 **Alternative Options**

11.7.1 NCC could not sign the collaboration agreement. However, this would cause a significant issue in the delivery of the WWHAR, which would not proceed without the estimated housing growth in the area.

12. **Finance Monitoring Report 2023-24 P4: July 2023**

12.1 Cabinet received the report which provided a summary of the forecast financial position for the 2023-24 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2024, together with related financial information.

12.2 The Cabinet Member for Finance introduced the report and advised:

- At the close of July 2023 the Council continues to forecast a **balanced net revenue budget** of £493.707m.
- A review of capital requirements has resulted in £167m being reprofiled by either removal or deferring to a later period.
- The review had also been adjusted to allow for an additional £90.724m in both Council borrowing and external grant funded projects.
- This additional £90.724m was helping to provide funding for projects such as King's Lynn STARS, retro fitting the majority of Council owned buildings, various highways schemes including West Winch Bypass, Costessey- Bowthorpe Mobility Hub, Thickthorn Park and Ride and improvements to Harfreys Roundabout in Great Yarmouth.
- The proposed resolution to the outstanding balances in both receivables and payables was considered to be pragmatic and would avoid countless of hours of wrangling with the Council and Norfolk and Waveney Integrated Care Board (ICB).
- The bad debt provision of £2.419m had already been accounted for and that the NHS had agreed to pay the Council £6m against

outstanding debts providing much needed cash flow. £1.14m of debt had already been resolved. In total the Council would receive £7.092m.

- Moving forward the Council's finance department has assigned a dedicated credit control facility to manage the ICB relationship which included a joint working group between the organisations.
- The Cabinet Member highlighted the level of scrutiny and transparency in the resolutions with the ICB.
- The construction of the Operations and Maintenance Facility had continued to be delayed by reasons outside of the Council's control. The overall budget had increased by £3.4m to £24.8m. This increase would be underwritten by the Council and Great Yarmouth Borough Council but would be repaid from the Enterprise Zone Business Rates Pool.
- There was an requirement to increase capital funding by £1.05m to the West Winch Housing Access Road project until the end of November 2023 pending approval of the scheme by the Department of Transport (DfT).
- Norse Group required funding of £10m to transform its HR and Finance systems and had approach the Council for a loan at market rates. This would provide returns in both interest and capital repayment which would not impact the Council's revenue budget.
- Norse Group had also requested a £10m increase in its treasury management limit to £25m.
- Whilst the Norse Group's requests would increase exposure to the Council the overall ratio of total debt (£25.9m) to turnover (£359m) and assets base (£192.9m) was considered low at 6%.
- An overspend within CES department, due to rising utility costs has been offset within Finance mainly by increased interest received.
- Reserves and provisions indicate forecast reserves held departmentally as £144.493m. Cash balances remained similar to last year's level. External debt at end of July 2023 was £842.455m and is expected to be £894.333m at the year end although it was anticipated the work by the Capital Review Board would lower this figure.

12.3 The Cabinet Member for Adult Social Care, Cllr Alison Thomas fully supported the arrangements concerning the ICB debt resolution and commented that it was important to note that care was provided when required for individuals and the financial arrangements did not affect this. The new joint working group would provide robust governance arrangements for a service which often has differing and complex issues to overcome.

12.4 The Deputy Cabinet Member for Finance, Cllr Greg Peck added his support for the loan to Norse Group of £10m which will provide efficiencies that should increase dividend payments to the Council which currently stood at £2.7m.

12.5 The Cabinet Member for Public Health & Wellbeing, Cllr Bill Borrett stated that it had been more important to provide the correct care for vulnerable people rather than delaying services whilst the funding position was established. The new arrangements for the future, working together with all stakeholders across the sector would ensure that vulnerable people would continue to be protected.

12.6 The Cabinet Member for Highways, Infrastructure and Transport, Cllr Graham Plant applauded the continued high level of investment in the whole county by the Council. This investment would see the county's economy grow and develop.

12.7 The Deputy Cabinet Member for Highways, Infrastructure and Transport, Cllr Lana Hempsall thanked the Cabinet Member for Finance for his continued sage stewardship of the Council's finances which had provided excellent direction and avoided potential pitfalls and problems which had been experienced by other Council's elsewhere.

12.8 The Chair thanked the Cabinet Member for Finance for his report which demonstrated how the Council had been both responsible and supportive of current and future capital projects in particular. The Chair commented that those that seek to delay projects, especially highways related, just added to the costs, something of which they were often critical about in the first instance. The Chair also thought it was also important to note that the financial resolutions with the ICB did not mean money had been lost and to suggest so was disingenuous. This money was in the hands of the NHS and had been carefully spent to provide services.

12.9 Cabinet **RESOLVED**:

1. To note the addition of **£90.724m** to the capital programme to address capital funding requirements funded mostly from various external sources as set out in detail in capital Appendix 3, paragraph 1.4 as follows:
    - £26.474m King's Lynn Sustainable Transport and Regeneration Scheme (STARS) supported by £24.480m external funding and £1.994m NCC Borrowing recommended at Cabinet on 3 July 2023 and approved at Full Council on 18 July 2023
    - £16.7m Corporate Property Retrofitting Plan recommended at the 5 June 2023 Cabinet meeting and approved at Full Council on 18 July 2023
    - £1.8m external funding allocated to the Estates Decarbonisation programme
    - £1.250m uplift to the flexible use of capital receipts to fund the Adult Social Care Transformation programme, bringing the total ASC Transformation Programme funded through capital receipts to £2.250m
    - £0.139m DEFRA funding received for the eCargo Bike Library scheme
    - £44.452m DfT funding allocated to various Highways improvement and maintenance schemes including £4.6m for the West Winch Bypass, £3.5m for the Norwich Heartsease Fiveways Junction, £3m for the Costessey – Bowthorpe Mobility Hub. Further details of the various Highways projects budgets impacted are listed in Appendix A.
    - (£0.092m) net reduction in various other schemes

2. To recommend that the Council approves the addition of a net £8.94m to the P6 capital programme on 26 September 2023 for the following schemes as set out in Capital Appendix 3, paragraph 4.2-4.4 as follows:

   - £10m new capital loan for the Norse Group Project One replacement and integration of its HR and Finance systems as set out in Appendix 3, note 4.2
   - £3.4m uplift to the Great Yarmouth O & M Campus project to fund the cost pressures identified in the latest forecast including inflationary cost pressures and additional drainage, decontamination and remedial works identified as set out in Appendix 3, note 4.3.
   - £1.05m temporary uplift to the NCC Borrowing contribution to fund the West Winch Housing Access Road project up to the end of November 2023, as set out elsewhere in the agenda
   - Offset by £5.515m reduction in the Adult Learning capital programme following the decision to pursue alternative more accessible venues for the delivery of the Adult Learning programme and dispose of the Wensum Lodge site.

3. To delegate:

   3.1. 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.

   3.2. 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.

   3.3. 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.

4. To recognise the period 4 general fund forecast revenue of a **balanced position**, noting also that Executive Directors will take measures to reduce or eliminate potential over-spends where these occur within services.

5. To recognise the period 4 forecast of 95% savings delivery in 2023-24, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends.

6. To note the forecast General Balances at 31 March 2024 of **£25.410m**.

7. To note the expenditure and funding of the revised current and future 2023-28 capital programmes including the significant reprofiling undertaken to date and the increase in the capital programmes of £90.724m in P4.

8. To approve the appointment of directors to Norfolk County Council owned companies and joint ventures as set out in section 2.3, as required by the Council's Financial Regulations.

9. To note the update regarding financial arrangements in place with the Norse Group as set out in Appendix 3 – section 4.2 and to:

   9.1. Recommend to Full Council the amendment to the Annual Investment and Treasury Management Strategy 2023-24 adopted by Full Council on 21 February 2023 to increase the treasury management investment limit for Norse Group to £25.000m in order to maintain the existing level of cash flow facility available to the company. (See also Appendix 2, paragraph 1.12)

   9.2. Approve the timetable for adoption of amendments to the Annual investment and Treasury Management Strategy 2023-24 as set out paragraph 2.4.3 below.

   9.3. Recommend to Full Council to approve the addition of £10.000m to the capital programme to provide for a capital loan facility for the Norse Group

   9.4. Delegate to the Director of Strategic Finance to agree the details of the £10.000m capital loan to the Norse Group for the implementation of a Finance and HR system (Project One) subject to the provision of appropriate security, the completion of financial and legal due diligence, and compliance with subsidy control requirements.

10. To approve the recommended NHS Norfolk and Waveney Integrated Care Board (ICB) and Norfolk County Council receivables and payables outstanding balances resolution arrangement described in Appendix 5.

12.10 **Evidence and Reasons for Decision**

12.10.1 Four appendices were attached to the report giving details of the forecast revenue and capital financial outturn positions and the background information concerning the other recommendations included in the report:

12.10.2 Appendix 1 summarised the revenue outturn position, including:
- Forecast over and under spends.
- Changes to the approved budget
- Reserves
- Savings

12.10.3 Appendix 2 summarised the key working capital position, including:
- Treasury management
- Payment performance and debt recovery.

12.10.4 Appendix 3 summarised the capital outturn position, and includes:
- Current and future capital programmes
- Capital programme funding
- Income from property sales and other capital receipts.

12.10.05 Appendix 4 summarised the key points taken into consideration in the proposed resolution of outstanding receivables and payables between NHS Norfolk and Waveney Integrated Care Board (ICB) and the Council

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

12.11 **Alternative Options**

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

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

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

14. Exclusion of the Public

14.1 Cabinet **RESOLVED** to exclude the public from the meeting under section 100A of the Local Government Act 1972 to discuss item 15 on the grounds that it involves 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.

14.2 **Evidence and Reasons for Decision**

The appendix to Item 11, Disposal, acquisition and exploitation of property: West Winch Landowner Collaboration Agreement is exempt from public disclosure under paragraph 3 of part 1 of Schedule 12 A to the Local Government Act as it contains the heads of terms for a commercially confidential legal agreement.

15. Disposal, Acquisition & Exploitation of Property: Exempt Appendix

15.1 Cabinet **RESOLVED** to approve the Exempt Appendix

The meeting ended at 10.57am

Chair of Cabinet

Cabinet
4 September 2023
Public & Local Member Questions

	Public Question Time
6.1	**Question from Gemma Guynan** We live on hall road, opp asda, cars use the hall road as a racing track and also outside our houses even though its 20 miles an hour. We would like to see if speed cameras would be considered on hall road to at least slow the traffic down and not have a racing circuit outside the house?
	Response from the Cabinet Member for Highways, Infrastructure and Transport It is disappointing to hear that drivers are choosing to ignore the existing 20mph speed restriction on this residential road. Enforcement of speed limits is a matter for Norfolk Constabulary and your concerns have been raised with them directly. With regard to the installation of safety cameras, the Safety Camera Partnership work to national guidelines produced by the Department for Transport (DfT) in order to identify where the provision of safety cameras would provide the greatest casualty reduction benefits on the highway network. In terms of Hall Road there are no recorded injury accidents and therefore the provision of a safety camera would not meet DfT guidance and would not be a priority to investigate further.
	Supplementary question from Gemma Guynan Would speed humps be considered outside the house, its already a 20 mile an hour zone but this doesn't stop the rat run?
	Response from the Cabinet Member for Highways, Infrastructure and Transport Priority is given to those sites where a proven need is identified which usually targets locations where personal injury accident records exist. As Hall Road does not have an injury accident record a traffic calming scheme would not be considered a priority to investigate further.
6.2	**Question from Beverley Broadhead** Ref. Closure of Reablement Unit Benjamin Court, Cromer How will vulnerable people, previously living alone, benefit with no interim assessment period in a reablement unit in their locality?
	Response from the Cabinet Member for Adult Social Care Thank you for your question. This change is about re-purposing our reablement service to be home-based rather than in-patient based, which is where people want to be. Since Covid, demand for home-based reablement has increased and this is why we are tailoring our service to provide more support in this way, with the NHS focusing on in-patient support for people with higher medical needs. Our current bed-based reablement is not set up to deal with such medical needs and this has led to falling occupancy levels at Benjamin Court. There have been many changes in health and social care, and particularly in the out-of-hospital care in recent years. The NHS has been able to increase its community-based care for people with

	medical needs, leaving hospital for example through virtual wards and therapy-led recovery in community hospitals. Much of this provision wasn't there when we set up our beds in Benjamin Court.
6.3	**Question from Rev'd Dr Mike Bossingham** When the decision to close the reablement faculty at Benjamin Court was made was there consultations with the NHS about adequate coverage of this service?
	Response from the Cabinet Member for Adult Social Care Thank you for your question. Yes, there were discussions with the NHS regarding our proposals around Benjamin Court and our aim to provide increased levels of home based reablement in our communities. The NHS focus is for in-patient support for people with higher medical need.
	Supplementary question from Rev'd Dr Mike Bossingham If so when and how did these take place and what was the outcome?
	Response from the Cabinet Member for Adult Social Care Discussions with the NHS with regards to our Benjamin Court proposals were ongoing over a period of time at the many joint meetings held between ASSD (Adult Social Services Department) and the ICB (Integrated Care Board) on a regular basis. NHS recognised the falling numbers who were accessing the service, our ambition to provide more community reablement support which the people of Norfolk want, and that other services such as 'virtual wards' have now been developed which complement our home-based model.
6.4	**Question from Jane Overhill** Why wasn't the excellent report and proposals drawn up for Wensum Lodge ever shared with council members and the public for their views at a time when interests rates were low enough to make the scheme much more affordable?
	Response from the Cabinet Member for Communities and Partnerships On 16 January 2019, a paper titled "Future vision for the Wensum Lodge site, Norwich" was considered by the Council's Communities Committee. At the meeting, the Committee received a detailed presentation from Hudson Architects which included the potential opportunities and how the site layout could be used to meet a creative hub vision. This meeting was held in public and both the report and presentation are available to view on the Council's website here (the presentation is appended to the minutes of the meeting).
6.5	**Question from Martin Booth** Is the half a million pounds saved from ending the lease on Benjamin Court part of the Council's £60 million savings for this year, or is it is being reinvested in care, and if so, how?
	Response from the Cabinet Member for Adult Social Care Thank you for the question. The majority of the resource deployed at Benjamin Court will be redeployed to our home-based reablement service. Any residual funding related to the building related running costs will form part of the wider management of the existing Adult Social Care Budget.

6.6	**Question from David Russell** Despite Cllr Borrett's statement x 3 that there will be public consultation on NCC issues there was none about the closure of Benjamin Court.
	Response from the Cabinet Member for Adult Social Care Thank you for your question. It was an operational decision to close Benjamin Court based on a number of drivers, but the services continues to be provided elsewhere. Our aim to support more people in the community where they want to be supported, best use of our resources – in this case our skilled reablement staff – to help the most people we could and falling occupancy level. The decision also reflects the many changes in health and social care, and particularly in the out-of-hospital care, in recent years.
	Supplementary question from David Russell Can I have an assurance that something like this will not happen again please?
	Response from the Cabinet Member for Adult Social Care The department will continue to make the right operational decisions in the interests of the people of Norfolk and will always liaise with a range of stakeholders, as appropriate.

	Member Question Time
7.1	**Question from Cllr Paul Neale** The Postwick park and ride reopening is welcomed after a long absence. However it is disappointing that it is only on a trial basis. It needs heavyweight promotion of the reopening such as area-wide road signage, signage at the other Park and Ride sites and near city car parks, to name a few options. If you do not take every opportunity to promote this facility, then it could be claimed that the reopening has been designed to fail. Could the Cabinet member explain what measures have been put in place to promote this facility apart from the odd press release?
	Response from the Cabinet Member for Highways, Infrastructure and Transport We have extensively advertised the re-opening of Postwick P&R, including a direct mailout to more than 10,000 homes to the east of the site. In addition, signs will be placed on the entrance road on the 4th September when it re-opens, we have placed adverts in the Yarmouth Gazette and Yarmouth Mercury, there are posters at the other P&R sites and on the buses, there has been a social media campaign reaching more than 50,000 users, and also a feature on Radio Norfolk where I was interviewed about it. Therefore, significant promotion has already been undertaken and we will continue to promote the re-opening and raise public awareness.
	Second Question from Cllr Paul Neale Two recent collisions of cars with cyclists in the city resulted in a serious injury and a death. This follows nearly 200 similar incidents recorded over a 4 year period. In March the Cabinet Member said the council is adopting a Safe System Strategy. In light of the tragic and alarming deaths of cyclists, please provide details of how the Safe System Strategy will be implemented as a matter of urgency to prevent further deaths
	Response from the Cabinet Member for Highways, Infrastructure and Transport We are saddened to hear of these recent collisions and our thoughts are with the families of those affected. Both accidents are currently being investigated by the road safety partnership to understand the circumstances and identify what, if any measures may help prevent further accidents. The Council has already adopted the safe systems approach in our current Local Transport Plan strategy. Officers from Public Health and Highways teams regularly meet with our blue light services colleagues to jointly deliver a safe systems approach. This includes an annual £250,000 Local Safety Scheme programme of safety engineering works targeting locations with a poor accident safety record. In addition, there is further funding allocated to enable the delivery of walking and cycling improvement schemes following several successful bids including to the Active Travel Fund (£5.6m) and Transforming Cities Fund (£66m overall) as well as through the member-led Road Safety Community Fund (£1m). Some notable recent examples of improvements include the Earlham Road, Fiveways roundabout and St Williams Way segregated facilities and imminent

	plans for improvements at Heartsease roundabout and St Andrews Street. The Council's road safety team also provides free Bikeability courses for thousands of school children every year, and safer riding and driving courses to more than 25,000 adults every year. We actively continue to seek further funding so that we can deliver further initiatives and improvement schemes in line with our safe systems approach.
7.2	**Question from Cllr Catherine Rowett** The Government's ripping-up of environmental protections with the scrapping of nutrient neutrality rules leaves our already highly-polluted rivers at even greater risk of being choked with effluent. The Government's plans furthermore do nothing to address agricultural run-off that is also a huge contributor to the dying off of our rivers. Norfolk boasts some of internationally important chalk streams that are under threat from this pollution, which went uncontrolled for years under a Tory government. Does the Cabinet Member agree that the health of our rivers cannot be allowed to continue to deteriorate and that the Government must introduce more effective pollution controls which hold polluters to account?
	Response from the Cabinet Member for Environment and Waste There is common agreement that water quality in our waterways needs to be improved. Natural England and the Environment Agency are the key regulators who have responsibility for addressing this challenge. The County Council works closely with these agencies and seeks to support them wherever possible to help deliver improvements in this key area. Particularly as Lead Authority for Local Nature Recovery (LNRS) in Norfolk.
	Second Question from Cllr Catherine Rowett Will the Cabinet Member work with district councils to coordinate the strengthening of pollution controls and mitigation to ensure that the gaps in protection left by the Government's new approach to Nutrient Neutrality are filled as far as possible through the development of robust local planning policy?
	Response from the Cabinet Member for Environment and Waste The Government's recent announcement on Nutrient Neutrality comes with no advice yet issued by Natural England, the Governments own advisor on Nutrient Neutrality. Consequently, it is too early to confirm how local planning policy can best respond to this new approach. Nonetheless, the County Council will continue to work closely with all the Local Planning Authorities in Norfolk to identify ways in which we can protect and improve the condition of our waterways through the Planning system.
7.3	**Question from Cllr Jamie Osborn** The retendering of National Highways' contract for dualling the A47 is likely to result in increased costs as inflation is still very high. The retendering adds additional uncertainty to the A47 project which would connect with the NWL. It could also prefigure similar events occurring on the NWL: Ferrovial were appointed two years ago, and with no sign of funding being committed and costs spiralling, it would not be a surprise if the firm had second thoughts about the project's viability. How are these risks being built into the NWL risk register?
	Response from the Cabinet Member for Highways Infrastructure and Transport

	National Highways are not re-tendering the A47 dual carriageway works for the Easton to North Tuddenham (or Blofield to Burlingham) projects. They are likely to seek a different contractor for the delivery of the Thickthorn junction improvement works – details of which are yet to be confirmed by National Highways. They are maintaining their commitment to deliver this project as well as the other A47 improvements and the County Council fully supports this. Ferrovial UK Ltd, the contractor for the NWL was appointed as part of a design and build contract and they remain actively engaged in working towards the approval of the NWL project as soon as possible. A further update report will be brought to Cabinet in November 2023 to provide an update to the NWL project, which will include details of risk assessments.
	Second Question from Cllr Jamie Osborn Speeding on Old Palace Road in Norwich negatively affects residents, especially young families and elderly people who find crossing the road risky. Will the County Council explore options to make Old Palace Road 20mph, and liaise with the police to ensure that enforcement would be taken?
	Response from the Cabinet Member for Highways Infrastructure and Transport Speed limits are set in accordance with national guidelines and the criteria are outlined in the Council's recently approved Speed Management Strategy. Old Palace Road does not meet the criteria for a 20mph speed limit, however other options to improve crossing facilities could be explored including through the Road Safety Community Fund or a future potential bid for other suitable national funding. A pedestrian crossing assessment, possibly funded using the local member fund, could be used to assess the need and feasibility for new crossing facilities, which can then be used to inform future bids for funding when they become available. If you would like to use some of your local member fund for this purpose, please discuss this with your local Highway Engineer. A request to the Police can also be made by the local Highways team as part of any assessment and to enforce the existing speed restrictions.
7.4	**Question from Cllr Ben Price** Wensum Lodge is a county owned asset which has been woefully underinvested in for a long time. It is a site that is unviable for development by the private sector. The local community, local ward councillors and the general public deserve a say in the future of the site. Will the cabinet member be willing to ensure that the local member for Thorpe Hamlet is included in any high level conversations about the next steps for Wensum Lodge, ahead of any decisions being taken?
	Response from the Cabinet Member for Cororporate Service and Innovation The site is listed as an Asset of Community Value and the County Council will set out the process for community organisations to put forward their proposals for the site in the autumn.
	Second question from Cllr Ben Price Many people in the county, and especially those with disabilities and the elderly, are deeply concerned about the consequences of the closure of ticket offices at railway stations. Can the Cabinet Member provide details of what actions he has taken to address these concerns with Greater Anglia and whether he will continue to push for the reopening of ticket offices?
	Response from the Cabinet Member for Highways, Infrastructure and Transport

	I have responded on behalf of the Council to the consultation on the matter setting out the Council's concerns. In this we replied that we "firmly oppose the proposal to close ticket office closures at Great Yarmouth, King's Lynn, Diss, Downham Market and Thetford and reduce capacity for selling tickets at Norwich." I have also spoken to senior managers at Greater Anglia, the train operator providing the majority of services to Norfolk. The County Council is strongly supportive of rail travel, recognising the many benefits that good services bring to the county. It is important that everyone is able to use, and feels comfortable using, the rail network. We know from feedback how important people consider facilities such as ticket offices and that, without them, many people may not use the railway. I know that my concerns are shared by many others including neighbouring authorities in the east and I hope that the feedback to the consultation nationally, which closed on Friday 1 September, will lead to a change of mind about closures.
7.5	**Question from Cllr Alexandra Kemp** As County Councillor for West Winch, I support Norfolk County Council's Outline Business Case for Government funding for the West Winch Housing Access Road. Without the Housing Access Road to take out HGV's and heavy through traffic to enable traffic calming of the current A10 and improve road safety for all users, the 4,000 new town development in the Local Plan will not be sustainable. With what measures is Cabinet going to resolve West Winch's real concerns about increased congestion, safety issues and worse pedestrian conflicts, that would emanate from Highways current permissibility for 300 new houses on the A10 before the construction of a link road to the A47?
	Response from the Cabinet Member for Highways, Infrastructure and Transport The support for the Outline Business Case for the West Winch Housing Access Road is helpful and appreciated. As you will be aware, Cabinet is fully supportive of the project and recognises the importance of the new road, providing resolution to the existing traffic related issues in West Winch as well as supporting the delivery of the planned housing of up to 4,000 homes. It is noted however that it is also important that there is confidence that the housing will be delivered and up to 300 homes are considered to be possible ahead of the completion of the new access road. However, there is also scope for some crossing improvements to be delivered that support this initial housing delivery and provide benefits for existing West Winch residents, as well as new residents. It remains both the County Council's and Borough Council's intention to deliver the new Housing Access Road as soon as possible, with the current programme indicating it will be delivered ahead of any significant housing growth.
7.6	**Question from Cllr Brian Watkins** Many people will have been dismayed that the Council has had to write-off more than £2 million because of a dispute over who should pay for the care of vulnerable people across Norfolk. Whilst it appears that no one actually missed out on care, it is important to understand the reasons that this matter was not uncovered sooner. Understandably, the claim that it is a 'pragmatic decision' to accept the write-off, will 'stick in the craw' for those who rely so heavily on adult social care. What safeguards will the Cabinet member seek to put in place to ensure that this never happens again?

	Response from the Cabinet Member for Adult Social Care Thank you for your question. Officers from both the council and the ICB are working closely together to formulate an equitable, comprehensive, and binding agreement with NHS partners that will ensure that all future 'shared care' agreements, recharges and reimbursements are reliably recorded and honoured, regardless of organisational changes or re-structures, changes in personnel, or other external factors such as the Covid pandemic. The delivery of care to people with high health and social care needs can be very complex, as are the financial arrangements to support this delivery. However, the council and NHS colleagues are committed to continue working in partnership to provide the care people need, underpinned by a new, robust protocol which will prevent any future dispute or misunderstanding. Due to the scale of our financial relationship, over 30,000 invoices during the five years in question, there is always the chance of records not wholly aligning. In this instance, we will now have a refreshed process and multi-layered supporting governance that ensures these instances are managed and resolved in a timely and appropriate way.
	Second question from Cllr Brian Watkins Norfolk currently has around 700 refugees and asylum seekers in the county who are in desperate need of hope, help and practical support. One particular barrier is access to healthcare with many of them finding it hard to adjust to differences from the systems in place in their country of origin. How widespread is this problem, and how is it being tackled?
	Response from the Cabinet Member for Public Health and Wellbeing The County Council has provided a comprehensive package of resettlement support to refugees coming to the county. This follows the government's strategy. The Home Office has recognised Norfolk as providing the "gold standard" in resettlement support for refugees. The county council also has asylum seekers placed by the Home Office under the provisions of Section 95 of the Immigration and Asylum Act 1999. Norfolk and Waveney ICB commission the county council to provide healthcare outreach and support, enabling these individuals to access mainstream healthcare services and overcome barriers. The work of the team addresses healthcare inequalities, but all patients face problems accessing certain types of healthcare, for example NHS dentists, but this problem is not unique to asylum seekers and refugees.
7.7	**Question from Councillor Steffan Aquarone** Concerning the Sheringham Household Waste Recycling Centre, why is the County Council proposing to build on the site, concrete over an Area of Outstanding Natural Beauty (AONB), then charge itself £20,000 per annum for the use of the site?
	Response from the Cabinet Member for Environment and Waste Following a review of the overall Norfolk Recycling Centre service provision it was identified that the existing Sheringham Recycling Centre could not provide a modern and efficient service required by residents. A number of options were investigated including extending the existing site, and re-locating operations where potential alternative sites in the area were considered. The proposed site, and its improved junction with the A148 Cromer Road, has been designed to modern standards, with a great deal of consideration to its visual and environmental impact to the local area. The new recycling centre, which received positive public consultation, creates a considerable biodiversity net gain based on the current land use and condition. The

	new facility will also have the capacity for the recycling of additional materials in addition to a reuse shop, creating income for the council, funding for charity partners, and reducing residual waste disposal costs compared with the existing location. The new recycling centre will also not have to close to the public for safety reasons when containers are exchanged, unlike the existing site. This will improve the recycling experience for customers and the efficiency of the operation. Upon transferring operations to the new recycling facility, the existing site will be cleared of its infrastructure and, as well as a redundant section of the existing access layby, will be returned to native woodland in line with its surroundings.
7.8	**Question from Cllr Rob Colwell** King's Lynn residents will have been alarmed and inconvenienced by the serious road flood on 27th August. Can the Cabinet member give an assurance that contractors will look again at the South Wootton drainage system, and that taxpayers' money will not be used to foot the bill (given that the road was closed for three weeks over the summer) to apparently solve 20-year-old problem costing thousands?
	Response from the Cabinet Member for Highways, Infrastructure and Transport Following the receipt of reports of serious flooding, a Council officer attended the site later that afternoon. Whilst on site, they were informed by an adjacent resident that the standing water had dissipated, soaking away reasonably quickly and within an hour. Upon further investigations, it has been identified that the newly installed 450mm perforated soakaway system is functioning as designed, but on that particular rainfall event was over-whelmed by the storm conditions. The local Highways team will closely monitor how the new system performs over the coming months to ensure it continues to operate as designed under more typical rainfall events and conditions.
	Second question from Cllr Rob Colwell As the residents of Norfolk get ready to queue for the over-subscribed and inadequate seven weeks of hazardous household waste disposal, what reassurances can be given that further additional dates over and above the current number, will be provided in future years to enable safe disposal of paints and oils etc, to protect the environment?
	Response from the Cabinet Member for Environment and Waste We hold hazardous waste days annually. The hazardous waste days are located around the county and the length of the events are designed to meet demand in each area whilst keeping best value for taxpayers in mind. Additional dates could be considered in future, however sufficient demand, impact on other site users and cost implications would be part of these considerations. The tonnage of hazardous waste collected at annual hazardous waste events peaked in 2020 during the pandemic, but it has since dropped below pre-pandemic levels. We continue to monitor hazardous waste tonnage and demand each year. Helpful advice on how to deal with materials such as paint is provided on the County Councils website.

7.9	**Question from Cllr David Sayers** None of the Liberal Democrat councillors representing the area of King's Lynn Town were approached or consulted about the appointment of Councillor Stuart Dark, member for Dersingham, as the County Council's representative on the King's Lynn Town Deal Board. Appointing an individual from outside King's Lynn, especially without transparent consultation, only perpetuates a perception of favouritism and undermines the principles of equitable governance. Does the Leader believe that this appointment of Councillor Dark is reflective of a transparent and equitable decision-making process?
	Response from the Cabinet Member for Strategy and Governance I welcome the Government announcement that King's Lynn will benefit from the £3.6bn Towns Fund, which will help drive economic regeneration, providing new opportunities for local skills and jobs, growing innovative businesses and enhancing King's Lynn's existing cultural assets to ensure wider levels of access for all residents of the borough, not just those living in King's Lynn itself. This is very much in line with the ambitions we've laid out in Better Together for Norfolk, particularly to achieve a vibrant and sustainable economy, so I'm extremely pleased that King's Lynn, along with the wider borough, will be a part of this. As you're aware, Cllr Dark was until very recently the Leader of the Borough Council of King's Lynn and West Norfolk, presiding over the delivery of sound and balanced budgets, even through the once in a multi generation pandemic, for the residents of the whole borough, including King's Lynn, along with ensuring vital services were delivered at the most efficient cost to the tax payers, including those that promoted many of the aims of this Town Fund. This means he is uniquely placed to be our representative on the King's Lynn Town Deal Board, as his skill set and experience will ensure the best outcomes for the residents of the whole borough, as all borough residents will benefit from this Government funding. Cllr Dark isn't the only elected representative on the Board, the Borough Council of King's Lynn and West Norfolk provide three representatives covering areas including from outside the immediate King's Lynn town area, which provides equitable balance and governance.
	Second question from Cllr David Sayers Transparency, accountability and care are essential for our healthcare. Given the report on 'watered down' NHS trust deaths data, residents deserve answers. How will Norfolk County Council respond to report revelations on editing, and address concerns from patients and families relying on Norfolk and Suffolk Foundation Trust services, especially amid allegations of undercounting deaths and critical information?
	Response from the Cabinet Member for Public Health and Wellbeing Thank you for your question. As you would have seen in a recent press statement this issue will be addressed at the Health and Overview Scrutiny Committee next month. I have sent a copy of the specific questions you raise to the Committee Chairperson.
7.10	**Question from Cllr Chrissie Rumsby** Refusing to reveal what items have been stolen from museums prevents Norfolk residents being reassured that our valuable artifacts are secure and gives confidence

	to any thieves that what they steal won't be publicised. That makes stolen items more difficult to recover and must leave doubts in the minds of anybody thinking of donating items to museum collections. Will the Cabinet Member for Communities and Partnerships reverse this position and reveal the truth as keeping this secret gives the impression of things being rather shady? If there is a serious problem then the public need to know. If there isn't there is no reason not to publish the evidence.
	Response from the Cabinet Member for Communities and Partnerships A recent FOI request relating to the security of museum artefacts was received by our press office and was referred to our FOI team as per the Council's information protocols. The Council's consideration of this matter within the requirements of the statutory FOI process is still ongoing and will be responded to in due course. It is our policy to be as open as possible with any enquiry and we have previously provided information through enquiries and through the FOI process, including information relating to museum thefts and accidental damage to collections. In common with other museums and public institutions, we are constrained from providing information in certain circumstances, for example giving out details of the monetary value of collections, providing details which may make collections more vulnerable to theft, particular circumstances such as live investigations, or where providing such information may make a terrorist act or other form of deliberate interference more likely.
7.11	**Question from Cllr Maxine Webb** Money is being spent keeping the old Angel Road school shuttered and secure as every day it becomes an eyesore and reminder it is a wasted opportunity. We know it will soon be returned to the County Council, so preparation work could begin now for repairs, upgrades and commissioning work to transform it into a further desperately needed SEND school. It could be ready long before the welcome new ones announced for Downham Market and Great Yarmouth are complete to help meet the considerable unmet need for education opportunities for young people with SEND. Will the Cabinet Member for Childrens Services instruct officers to begin this work without further delay?
	Response from the Cabinet Member for Children's Services I was asked a similar question within the previous Cabinet meeting and at that time was able to confirm that, '…as part of the process for any vacated property we consider the potential use of such assets for Children's Service. This will involve how this building could support our Local First Inclusion Programme and will therefore be considered as part of the SEND Sufficiency and Capital workstream'. I am not able to provide any further update at this time. However, I believe all councillors are aware that SEND developments remain a priority for this council and that Officers continue to work hard to move these developments forward and I will be happy to provide an update when the next stage of the process has concluded.
	Second question from Cllr Maxine Webb Does the Cabinet Member for Childrens Services agree that the £750,000 the Council spent last year on legal costs fighting SEND tribunal appeals would be better spent on improved communication with families and on funding the support disabled children need?
	Response from the Cabinet Member for Children's Services

	I do agree that we should continually seek to target the council's resources, financial and human, on those aspects of our SEND responsibilities that have the greatest possible impact for children, young people and their families. It is apparent that the council's record investment in SEND over the past 5 years and our improvements to services, that were acknowledged by Ofsted and the Care Quality Commission, is proof of this. However, the national statutory framework for SEND does provide the right to parents to lodge appeals to the Tribunal when they disagree with local policy/decisions regarding their children and the council has to fund officer time respond to these. I would like to reassure Cllr Webb that the Service are continuing to work hard to use alternative ways to reconcile differences between ourselves and families and I hope that during the coming 12 months we will be able to increase confidence of families in our decision making, providing them with new specialist placements they seek, as well as additional support in mainstream settings, and in turn reduce our costs on tribunals.
7.12	**Question from Cllr Alision Birmingham** As the chair of TfN failed to call a meeting of the committee, members have not had any opportunity to discuss the delivery of the Heartsease roundabout scheme. Can he explain for incredulous residents, businesses and councillors how it can take 8 months with all the loss and disruption especially during the Christmas period?
	Response from the Cabinet Member for Highways, Infrastructure and Transport The works to improve the safety and operation of the Heartsease Roundabout are significant in their scope and there is limited road space in which to operate during the construction phase. All works are being planned to minimise disruption, but also to ensure the safety of the construction operatives and the highway users. Every effort will be made to complete the works as soon as possible. Consideration was given to breaking the scheme into 2 parts to avoid the Christmas trading period, but this would have significantly lengthened the duration of the works, incurred additional costs and was thought to be more disruptive to local people with several changes to the traffic management in the area. Access to all the local businesses will be maintained at all times.
7.13	**Question from Cllr Emma Corlett** Given Newsnight and attempted cover-up of deaths data to remove criticism of leadership and governance in addition to the original catastrophic failing of losing count of deaths, does the Leader, Cabinet Member for Public Health and Wellbeing or Cabinet Member for Adult Social Care have confidence in NSFT leadership as partners they can work with in good faith?
	Response from the Cabinet Member for Public Health and Wellbeing Thank you for your question. As you would have seen in a recent press statement this issue with the NHS Foundation Trust will be addressed at the Health and Overview Scrutiny Committee next month. I have sent a copy of the specific questions you raise to the Committee Chairperson.
7.14	**Question from Cllr Mike Smith-Clare** Parents continue to tell us how difficult it is to find dentists for their children. Even if urgent action were taken now to address the backlog the dental health of many children has already been adversely affected. What does the Cabinet Member for

	Public Health and Wellbeing think the long-term consequences for health and costs to the NHS will be of the lack of adequate dental care for children?
	Response from the Cabinet Member for Public Health and Wellbeing Thank you for your question although Norfolk County Council does not have responsibility for the provision of dental health services, as Cabinet Member for Public Health, I fully support access to local dentistry services for all of Norfolk's residents. Oral Health and the prevention of tooth decay in children are important in terms of ensuring every child has the best start in life. Poor oral health can impact on quality of life, such as eating and speaking and can impact on the child's ability to learn at school. As you are already aware and whilst having regular checks with a dentist is important, there are also other effective things we can do to ensure good childhood oral health. Reducing the amount of sugary food and drinks (like sweets and fizzy drinks), and supervising children to brush their teeth twice a day with a fluoride-based toothpaste, are two other important measures we can take to keep teeth and mouths healthy. Our Norfolk Healthy Child Programme has really useful information for all parents on how to support good oral health for their children. Teeth and Toothbrushing (justonenorfolk.nhs.uk)
7.15	**Question from Cllr Steve Morphew** Cabinet is being asked to agree a deal that accepts a bad debt caused by a failure to properly manage the financial relationship between the county council and NHS. I assume there is an audit report or an audit underway, so will she confirm that and give a date when the report will be published and agree it will inform future proposals to council to strengthen the scrutiny of the complex relationship between NHS bodies and Norfolk County Council to give reassurance to the public that never again will we see a write off of £2.4m to a partner body?
	Response from the Cabinet Member for Adult Social Care Thank you for your question. For the avoidance of doubt those who required our help and support received ahead of resolving which organisation needed to pay for it. The report to Cabinet today sets out clearly the huge volume and complexity of financial transactions which lie behind providing the right joined-up care for people who need it. Our finance team have gone through line-by-line hundreds of individual transactions and are now working with counterparts in the ICB to set up robust processes and systems to ensure future arrangements are subject to regular oversight. These new arrangements will be subject to internal audit, and regular monitoring to give transparency and assurance about fair apportionment of costs across health and social care.
7.16	**Question from Cllr Terry Jermy** In a reply to my question about the Big Norfolk Holiday Fun scheme at the 7th August 2023 Cabinet Meeting, it was stated that Children Services staff would be undertaking a series of quality assurance visits to providers across the county over the summer holidays. I'd be grateful if you could confirm how many visits took place and whether any issues were identified from those visits?

	Response from the Cabinet Member for Children's Services At least 70 QA visits are planned to take place over the summer period. As the holiday period and activities are still running, the final number of QA visits undertaken and logged by the HAF team is still being collated. To date, within the visits already logged, there is evidence that all providers visited have been compliant with DfE requirements for receiving HAF grant funding. Visits have provided a positive opportunity to encourage providers to increase hot food provision and include more nutritional education within activity sessions, to generally raise awareness about safeguarding and the support and training needed for younger staff, the importance of appropriate signage at venues, providing a differentiated programme where there is a wide age range, and the provider's role to contact families to encourage attendance. Given the HAF team and providers are committed to the continual improvement of the programme, it is positive that the overall picture from the visits so far is encouraging and there is evidence of progress in these areas compared to previous holiday periods.
	Second Question from Cllr Terry Jermy 2,765 places were available for children in Thetford as part of this year's Big Norfolk Holiday Fun (HAF) scheme. Could you confirm how many of these places were taken up?
	Response from the Cabinet Member for Children's Services Providers have until 10 September to provide their returns to the HAF team. We will not have the final data on actual take up of sessions until after the summer holiday. Whilst not all providers use the Every Move booking system as some have their own booking platform, the HAF team's monitoring of Every Move bookings throughout the holidays has given no cause for concern on the level of bookings being made by families for HAF activities in Thetford. Anecdotally, early indications are that take up has been good, but this can only be confirmed once all returns have been received from providers and collated by the HAF team.

Cabinet

Item No. 8

Report title: Safeguarding across the life course in Norfolk: The work of the Norfolk Safeguarding Children Partnership and Norfolk Safeguarding Adults Board in 2022-23

Date of meeting: 02 October 2023

Responsible Cabinet Member: Cllr Alison Thomas (Cabinet Member for Adult Social Care) and Cllr Penny Carpenter (Cabinet Member for Children's Services)

Responsible Director: Debbie Bartlett, Executive Director for Adult Social Services and Sara Tough, Executive Director of Children's Services (Children, Education and Families)

Is this a Key Decision? No

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

Reason for the Report

The Norfolk County Council's Cabinet should be sighted on the work to safeguarding children, young people or adults with care and support needs from abuse and harm. Safeguarding is a marker of how well or not our society is able to protect those at greatest risk of abuse and harm.

The 'Think Family' perspective will support Cabinet's ability to judge the effectiveness of the overarching safeguarding governance arrangements across the life course and support ongoing work to protect children and adults at risk. This aims to ensure strategic join up in relevant areas.

This report presents the 2022-23 work of both the:

- Norfolk Safeguarding Children Partnership (NSCP) – 01 July 2022 to 30 June 2023 (Appendix A) NSCP Annual Report
- Norfolk Safeguarding Adults Board (NSAB – 01 April 2022 to 31 March 2023 (Appendix B) Annual reports | Norfolk Safeguarding Adults Board

NSAB and NSCP enjoy a unique relationship and have collaborated throughout the year and in particular, conducting a scrutiny exercise into the effectiveness of our multi-agency safeguarding arrangements.

Executive Summary/Introduction from Cabinet Member

1.1 Local Multi-Agency Safeguarding Arrangements for children are written into *Working Together 2018*. The plan is owned by three statutory partners: the Local Authority (Norfolk Children's Services), Police and Health (Norfolk & Waveney Integrated Care Board).

1.2 In order to bring transparency for children, families and all practitioners about the activity undertaken, *Working Together* requires that the safeguarding partners publish a report at least once in every 12-month period. This should include:

- *evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families from early help to looked-after children and care leavers*
- *an analysis of any areas where there has been little or no evidence of progress on agreed priorities*
- *a record of decisions and actions taken by the partners in the report's period (or planned to be taken) to implement the recommendations of any local and national child safeguarding practice reviews, including any resulting improvements*
- *ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service provision*
  (Chapter 3, Paragraph 42)

1.3 This annual report sets out what the NSCP has done as a result of the arrangements, including responding to child safeguarding practice reviews, and how effective these arrangements have been in practice.

1.4 Publication of a Safeguarding Adults Board's annual report is a statutory requirement under the Care Act (14.136 Care Act Guidance 2021).

1.5 In addition, a copy of the annual report is required to be sent to the chief executive and leader of the local authority, the police and crime commissioner, the chief constable and the local Healthwatch. The annual report sets out work done to safeguard those at risk of abuse and harm in a very busy and challenging time for all involved within the safeguarding adults arena; particularly the legacy from the pandemic, increasing pressure on all of our systems and the cost of living crisis.

1.6 The report provides key point summaries on adult safeguarding activity covering the following topics:

a) The statutory duty to carry out Safeguarding Adult Reviews
b) Activity summaries from NSAB three statutory partners
c) Review of the business plan and the board's subgroups
d) NSAB's website and social media

1.7 The NSAB leads adult safeguarding arrangements across Norfolk and oversees and coordinates the effectiveness of the safeguarding work of its member and partner agencies. The purpose of NSAB is to help and safeguard adults with care and support needs. It does this by:

a) assuring itself that local safeguarding arrangements are in place as defined by the Care Act 2014 and statutory guidance
b) assuring itself that safeguarding practice is person-centred and outcome-focused
c) working collaboratively to prevent abuse and neglect where possible
d) ensuring agencies and individuals give timely and proportionate responses when abuse or neglect have occurred
e) assuring itself that safeguarding practice is continuously improving and enhancing the quality of life of adults in its area

1.8 It also concerns itself with a range of issues which can contribute to the wellbeing of its community and the prevention of abuse and neglect, such as: the safety of people who use services in local health settings, including mental health, the safety of adults with care and support needs living in social housing, effective interventions with adults who self-neglect, for whatever reason.

1.9 The local authority along with the police and health commissioners form the three statutory partners for safeguarding adults, with the local authority holding lead responsibility.

1.10 The Executive Director takes a keen and active involvement in the work of NSAB, and safeguarding is one of the items that continues to be discussed at monthly locality accountability meetings.

Recommendations:

Cabinet is recommended to:

a) **endorse and comment the contents of the annual report 2022/23 for NCSP and NSAB**

b) **To promote NSCP and NSAB's work to the public via social media enabling more people to see it, helping to give important safeguarding messages to Norfolk's communities.**

2. Main content: Safeguarding children

2.1 As noted above, the report covers a wide range of safeguarding activity and challenges faced in the year between July 2022 and June 2023. The NSCP annual reports are presented to the Health and Wellbeing Board every year and this report builds on the content provided in November 2022. As a reminder:

- The NSCP has been established to provide a **single sustainable system** to safeguard children in a complex partnership network. Under the leadership of the three statutory partners and with the support of the independent scrutiny team - including the NSCP independent chair - they are responsible for ensuring that safeguarding arrangements enable all partners to work together, lead the change and use our resources in the most effective way.

- The MASA plan clearly states the NSCP's commitment to **prioritise prevention** through early help, which in turn supports Norfolk's children and young people to be healthy, independent and resilient throughout life.

- The local safeguarding arrangements build on the strengths of partnership working in Norfolk, for example, learning from Child Safeguarding Practice Reviews, placing a strong emphasis on locality working and clear thresholds for intervention. This supports us to **understand and tackle inequalities in communities**, providing support for those who are most in need and address wider factors that impact on wellbeing, such as housing and crime.

- The success of the NSCP is predicated on **joined up working** and collaborating in the delivery of people-centred services. Good relationships and clear communication between providers and services as well as between partners underpins effective safeguarding. This includes strategic leaders and links with other partnership boards with shared priorities and cross cutting strategies.

2.2 As in 2021 - 2022, the NSCP will produce two versions of the report: a lengthy and detailed account as well as a Children and Young People's (CYP) version which acts as an Executive summary. The CYP version is currently in production following a workshop with young people in August 2022 and will be available later in the year.

2.3 In November 2022, the Health and Wellbeing Board members expressed a particular interest in the work we are doing with fathers. The project lead will be attending Board to provide further detail on this as part of the presentation.

3. Main content: Safeguarding adults

3.1 Some of NSAB's key achievements and activity during 2022/23:

- The launch in January 2023 of the new NSAB monthly newsletter called Safeguarding Matters with a growing readership each month

- The development of an assurance framework for safeguarding adults in Norfolk

- NSAB continues to a have significant national profile over the last 12 months in relation to the Safeguarding Adults Review (SAR) into the tragic deaths of Joanna, Jon and Ben at the privately run Cawston Park hospital, holding a Progress Summit in September 2022 to assess the progress made against the recommendations made by the author of the report Margaret Flynn

- An increase in the board's Safeguarding Adults Review (SAR) work (see page 11 in the report) both in terms of the number of SAR referrals and the number of reviews we are now undertaking

- Conducting a joint scrutiny exercise with the Norfolk Safeguarding Children Partnership

- the further development of the board's business processes in relation to the way we identify and manage safeguarding risks and issues and how we use data to help identify future safeguarding focus.

- Launch of the new NSAB leaflet which is now available in some of the most common languages in the county: Lithuanian, Polish, Portuguese, Romanian, and Ukrainian.

4. Impact of the Proposal

4.1 None identified

5. Alternative Options

5.1 None

6. Financial Implications

6.1 None identified

7. Resource Implications

7.1 **Staff:**

7.1.2 None identified

7.2 **Property:**

7.2.1 None identified

7.3 **IT**

7.3.1 None identified

8. Other Implications

8.1 **Legal implications**

8.1.1 None identified

8.1 **Human Rights implications**

8.1.1 None identified

8.2 **Equality Impact Assessment (EqIA)**

8.2.1 None identified

8.3 **Health and Safety implications** (where appropriate)

8.3.1 None identified

8.4 **Sustainability implications** (where appropriate)

8.4.1 None identified

8.5 **Any Other Implications**

8.5.1 None identified

9. Risk Implications/Assessment

9.1 None identified

10. Select Committee comments

10.1 Not applicable

11. Recommendations

11.1 **Cabinet is recommended to:**

a) Agree the contents of the annual report 2022/23

b) **To promote the report to the public via social media enabling more people to see it, helping to give important safeguarding messages to Norfolk's communities**

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

Cabinet

Item No: 9

Report Title: Market Sustainability and Improvement Fund – Workforce Funding

Date of Meeting: 2nd October 2023

Responsible Cabinet Member: Cllr Alison Thomas (Cabinet Member for Adult Social Care, Public Health & Prevention**)**

Responsible Director: Debbie Bartlett, Interim Executive Director for Adult Social Services

Is this a Key Decision? Yes

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

Executive Summary / Introduction from Cabinet Member

The Department of Health and Social Care announced on 28th July 2023, a further £600m of funding for Adult Social Care, £570m of which will be distributed to Local Authorities over two years, with the residual £30m for Local Authorities in the most challenged health systems. For Norfolk, this equates to £6.3m in 2023-24 and a provisional £3.5m allocation in 2024-25.

The grant is *"intended to enable local authorities to make tangible improvements to adult social care, in particular to increase social care capacity through increasing social care workforce capacity and retention, reducing social care waiting times and increasing fee rates paid to social care providers".*

The funding is one-off and consideration needs to be given to the impact for 2024-25, which is expected to be financially challenging for the Council.

The accompanying letter from the Care Minister encourages Local Authorities to work closely with providers to use this additional funding to grow workforce capacity. The funding is "flexible" funding to allow Local Authorities to allow them to tailor it to benefit local needs.

The paper outlines some of the challenges we face related to areas in scope of the grant. It utilises intelligence gathered over many years and summarised in the recently revised Market Position Statement. In addition, Providers have been informed about the funding through the Norfolk Care Association (NorCA) provider forums during August. Their feedback via NorCA in addition to the latest recruitment and retention survey results has been considered within this report.

Whilst not a condition of the grant, the accompanying communications make it clear that this funding is to work alongside other funding sources, such as Winter Discharge Funding, to help shape the system's response to winter surge pressures. On 31 August the DHSC issued the msif-workforce-fund-reporting-template.xlsx (live.com) requiring local authorities to report how they plan to spend the allocation and how this funding will affect existing capacity plans and how these will align with NHS plans.

The paper outlines the issues to be taken into account and the recommended options for use of the funding.

Recommendations:

1. **To discuss and agree the proposed use of the Market Sustainability and Improvement funding – Workforce fund as set out in section 3.6 of this report. Funding available is £6.3m in 2023/24 and a provisional £3.5m in 2024/25.**

1. Background and Purpose

1.1 The Department of Health and Social Care announced on 31st July 2023, a further £570m of ringfenced funding. The funding will be across two years with £365m allocated in 2023-24 and £205m in 2024-25. For Norfolk this equates to £6.3m in 2023-24 and an indicative £3.5m in 2024-25. The funding for this financial year will be paid as a single payment in September.

1.2 The purpose of the funding is to improve adult social care capacity. Whilst the grant can be used flexibly, it does come with three conditions as follows:

Condition 1:
The first condition is that the recipient authority must allocate its full funding allocation from the grant on adult social care, as part of a substantial increase in planned adult social care spending. Recipient authorities must confirm through reporting (see paragraph 4) that they have allocated their full funding allocation from the grant on adult social care (ASC), and that this has been added to their existing ASC budgets

Condition 2:
The funding can be used to make improvement in at least one of the three target areas:

- Increasing fee rates paid to adult social care providers in local areas
- Increasing adult social care workforce capacity and retention
- Reducing adult social care waiting time

The definition of each of the above is consistent with the original market sustainability and improvement fund and is available here.

Condition 3:
Recipient authorities must provide a fully completed final report required under the third condition of the MSIF by 11:59pm on 22 May 2024 (see paragraph 3(b) and (c) of the Market Sustainability and Improvement Fund grant conditions). This must provide assurance that performance of any areas not chosen as target areas have not worsened.

Where a recipient authority identifies target areas where the performance metrics do not indicate any improvement, officials from DHSC may engage with the recipient authority to understand what additional support may be required to meet the grant conditions or to explain why the performance metrics indicate no improvement.

1.3 There is an expectation that the funding will support winter pressures and a requirement for Councils to include details of use of this funding within plans for how we will ensure sufficient capacity to meet surges in demand over winter. These submissions were required by 28th September 2023 and have been provisionally submitted in line with the content of this paper.

1.4 Whilst additional funding is of course welcome, the temporary nature and its reduction into year 2 mean that long term planning is difficult. Our recommendations therefore take a sensible approach to both short term and long term planning that we believe will make impact but will not create any financial instability that would adversely impact the Council or the Care Market in future years.

1.5 It has long been stated by this Council, and others, that Adult Social Care needs a long term financial settlement that allows it to be appropriately funded to meet long term need. At present this Council is seeking to deliver £28m of Adult Social Care savings in 2023/24 with the prospect of an additional £60m of savings across 2024-28. It is in this context that we must make decisions about our grant funding, whilst of course meeting the conditions of that grant.

1.6 This paper sets out the areas and issues to be considered and the proposed options for use of the funding.

2. Proposed options for the use of funding

2.1 Given the 3 areas that this funding can be spent on, it is important to restate some of the challenges we have related to them. These fall into two categories a) ASC Waiting Times and b) Care Market.

2.2 **ASC Waiting Times:**

This relates to the period of time people are waiting for:

- Care Act Assessments
- A care or support package to begin
- Annual care package reviews

We, like many other local authorities, developed a backlog in assessment and reviews during the Covid-19 pandemic and have been working on reducing this over the last 18 months. In addition, we are ensuring any new requests for support received via our front door are managed in a timely way.

2.3 **Care Market:**

The recent market position statement sets out the latest assessment of capacity and demand. The key challenges in relation to care capacity and challenges in Norfolk are:

- Increasing independent living opportunities for older people and younger adults
- Increasing capacity within supported living services including services to support people with mental health needs; for people with autism in the Norwich area; and for floating care and support
- To increase the number of skilled personal assistants working and support people in Norfolk
- To reduce staff turnover rates and encourage more people to both remain in the sector but also to increase length of service with a care provider as this best enables continuity of care, which we know is important to people in receipt of care.
- Increasing availability of home support, particularly in the North, South and West of the county. Although we have seen a marked reduction in interim care volumes, we know that people still do wait for care and that there is a wider need across the whole market including self funders. Although there is an improving position the last Skills for Care analysis showed home care vacancies in Norfolk at 12%. The cost of living, including uncertainty about energy costs continues to be a concerning factor for delivering services in more rural areas.
- There are challenges with recruiting in most roles including care workers, nurses and registered managers.
- To increase the availability of support for people with complex physical disabilities at more affordable rates.
- To increase the quality of services for people with learning disabilities living with more complex needs in residential care.
- To manage the gaps in support for people with mental health needs, including access to supported living, care within independent housing and support for people with more complex needs and step down from in-patient settings.

2.4 It is important to consider the key local priorities identified at 2.3, but also to get provider views on the type of actions that will make an impact to these and that will continue to drive local recruitment and retention activities. An initial meeting was held with NorCA representatives with presentations at all NorCA provider forums during August. In addition the feedback from the NorCA recruitment and retention survey was used to help inform decisions. Some of the key messages include:

For recruitment and retention:

- Helping providers to better understand branding and social media so that they can use this more effectively in recruiting and retaining staff.
- Master classes and support in recruitment.
- Wellbeing sessions and support and the opportunities for Registered Managers to talk to other registered mangers.
- Improving the image of social care and working with schools and colleges to increase the awareness of young people of careers in social care – improved handouts that are more targeted to young people and that better sell the benefits of working in social care.
- Care ambassadors to promote careers in social care.
- Quality on-boarding approaches, the experience of people in the first 6 months is critical to staff retention.
- Importance of strong leadership – peer support programme, evidenced based leadership training programmes, action learning sets etc.
- Peer to peer support for the first 90 days for new staff to the sector to aid retention.

Other support requirements:

- More timely reviews and support re changes of diagnosis e.g. people aged over 65 years of age with enduring mental health conditions.
- Improved processes for provider payments that are outside of normal invoicing arrangements i.e. hospital admittance payments for home care.

2.5 The work on fair cost of care (FCoC) helped identify median fee rates for older adult nursing and residential and 18+ home support services. The following provides a reminder of the fee increases for older people residential and nursing care and home support. Actual fee rates incurred for residential and nursing care can be higher.

Sector	2023/24 usual rate (£)	FCoC adjusted median rate 2022/23 price base (£)	2023/24 uplift %	Median rates as per 2023/24 prices
Older adult residential	753.81	888.72	9%	968.70
Older adult residential enhanced	830.60	927.47	9%	1,010.94
Older adult – nursing*	762.10	962.89	9%	1,277.57
Older adult – nursing enhanced*	851.68	1,021.40	9%	1,341.34
Home Support hourly rate	24.17	23.09	9.5%	25.28

***net of FNC**

2.6 The affordability for 2024-25 will need to be considered as there is less additional funding for next year. Although the older people residential and nursing care and homes support have received cost of care increases during the last two years, the rate for supported living has not been adjusted at the same rate as home care. It is recognised that there are differences in the cost basis for provision of supported living services, however, it is also recognised that this is both a priority area for the council and a part of the sector where there have been financial concerns raised. Investing in transformational change is needed to increase sustainability within the supported living sector.

2.7 There are also some areas where it is unlikely that an increase in fees designed to support pay would necessarily increase capacity and a more direct approach may be required. One area for consideration is to ask providers to come forward with options about how they could increase capacity and effectively apply for the funding. This may be a good approach where there are some priority gaps - for example to increase resources for step down placements for people with mental health needs.

2.8 The following wider issues also need to be considered when exploring options:

- The funding is "one-off" with a second (but smaller) one-off payment next year.
- Budget pressures for 2024-25 are already expected to be challenging and could impact on available funding for fee increases to meet inflation. Therefore, any decisions taken in-year must be affordable for 2024-25.
- A cost of care exercise was completed for older people residential and nursing and home support in 2022, which supported the increase in fees for 2023-24. This has enabled parts of the care market to receive a step change in fees, whilst recognising that there is still further progress required to reach any market median rates to prepare for social care reform. However, some areas of the care market have not been part of this work, and these are the parts of the sector where there is less available capacity compared to need and greater budgetary pressures.
- The use of funding needs to have regard to expected changes in 2024-25. The Low Pay Commission has published a short report which looks ahead at what the new rates will mean, and sets out an updated path of

the NLW to its target of two-thirds of median hourly earnings by 2024. *Estimating the forward path of the NLW is very challenging as earnings growth is difficult to measure and predict in the current economic climate. Our central estimate of the on-course rate of the NLW for 2024 is £11.16, within a range of £10.90 to £11.43.* This equates to a 7.4% increase for pay.

- Our workforce recruitment and retention work is currently funded from one-off NHSE (previously Health Education East funding), which ends March 2024. A longer term funding agreement would help secure work to redevelop the Norfolk Care Careers site; increase collaboration with the International recruitment hub; extend recruitment and retention training and undertake more focused work in the LD market, including incentives to start work and undertake training.
- The training and development programme funded from ESF funding ends in September. Although fully funded training will not be available going forward, support and access to encourage the right skills and training in the sector is critical for both retention of staff and ensuring quality of care. The proposed service will only be affordable until March 2025.
- Norfolk County Council, alongside side wider partners in the Norfolk & Waveney Integrated Care System, are developing a winter framework with key initiatives that will help our population live as healthy life as possible during winter. The four key strategic priorities that cross our range of partners are: 1.) Meeting people's needs, 2.) Resilient communities, 3.) Supporting our workforce, and 4.) Working together in Winter conditions. As part of the winter framework, actions will be taken to support capacity for urgent and emergency care surge pressures over the winter period, including intermediate care, supported by funding from the Additional Discharge Fund contained with the Better Care Fund.

3. Options

3.1 The following provides some over-arching narrative to areas we believe investment will address some of the challenges identified in section 2.2 and 2.3 within the remit of the grant.

3.2 To reduce the waiting times, as measured by our holding lists, we have contracted with an agency who will undertake supervised assessments on our behalf. In addition, we will allow our Care and Assessment teams to run over establishment for an interim period to provide additional assessment capacity and thus reduce our holding list. In our SCCE (Social Care Community Engagement) team we have recruited additional staff and existing workers have been undertaking overtime to ensure we are responsive to new support requests. Finally, we will extend our contract to undertake additional Deprivation of Liberty work. These initiatives will address the current backlog in assessments and review.

3.3 The delay in getting client assessment and review has been flagged as an issue by providers. Section 3.2 above details the initiatives to address the current backlog but it is recognised that we will not be able to recruit the number of social workers needed to keep this in check. The Council is currently piloting a provider trusted assessment approach and it is proposed that some of the resource is used in 2023/24 to support the infrastructure supporting this initiative. This will include developing a checklist for provider selection and to inform a consistent assessment approach. The year two resource is to secure additional capacity to audit the quality of submissions and act as a conduit between providers and adult social care to help identify gaps in skills, knowledge and behaviours to support improvement.

3.4 With our Care Market, although a simple approach would be to apply the funding to a new and generic in-year fee increase, with the aim to increase pay rates for staff, the one-off nature of the funding does not enable this to be a sustainable option. We have seen in-year fee increases beyond our annual fee uplifts, driven by the economics of our local market. As part of the original Market Sustainability Fund, recent fee increases for some parts of the market have already gone some way to address fee rates and the pressures across the market in relation to capacity are not uniform. It is therefore felt that a more bespoke set of recommendations is required that reflects the pressures being experienced within the Norfolk market.

3.5 Supported living fees have not increased at the same rate as home support fees, which has created a risk affecting capacity for this type of service. Supported living remains a strategic priority for the council, as part of market shaping to support people and enable wider choices for people with learning disabilities and/or autism in particular. To help secure capacity it is proposed that there is further investment used to work proactively with supported living providers to improve sustainability and best value.

3.6 Providers able and willing to support people with most complex needs continues to be an issue. Positive Behavioural Support training is a person-centred framework for supporting children and adults with learning disabilities and/or autism, who have, or may be at the risk of developing challenging behaviours. It is a multi-component, personalised and enduring system of support that aims to enhance the quality of life for the focal person as well as those supporting them. The Council is requiring providers to ensure that their staff undertake PBS training and it is proposed that some of this fund is used to undertake audits to measure staff well-being, individual wellbeing and cost avoidance through the better embedding of least restrictive practices for people with Learning Disability and Autism.

3.7 It is becoming increasingly difficult for the mental health operational teams to make local placements at our published rates. An increasing number of mental health accommodation providers are raising issues about financial pressures.

Over 50 bed spaces from a total of c500 residential care placements, which were available for adults of working age with mental health support needs, have been lost in the last 18 months. It is particularly challenging to find local placements for people whose needs are complex. Although some needs will be health related there are a proportion that require social care support. There is an agreed priority to expand the amount of mental health supported living, principally through the housing capital programme and while this will deliver in the next 2-3 years there is increasing imperative to develop additional care and support options.

3.8 Investment into Contract Management will increase the resources available to respond to provider issues and concerns, raised about specific placements/ contracts with NCC. This would include queries such as incorrect payments, which is an important consideration for providers as noted in the development of the NCCs Ethical Commissioning approach. It will enable NCC to provide a timely response as queries can often require detailed investigation (working across different teams), to understand the query raised and any subsequent action that needs to be taken.

3.9 Recruitment and retention of staff remains a high priority for care providers across Norfolk. This includes the need to continue to raise the ‘brand’ of social care and to support initiatives to help retention of staff. This includes helping to improve the recruitment to managerial roles and development of individuals both aspiring to and working within registered manager positions. The proposals therefore include a range of initiatives to enable continuation of existing actions and development of new areas of focus.

3.10 International recruitment has increased significantly with the changes made to the Skilled Worker visa. The Government provided funding for regions across the UK to develop support offers for international recruitment and social care employers with the aim of improving access to employment through ethical international recruitment. Norfolk County Council is the lead sponsor for the International Recruitment funding for the Eastern Region. Like many areas regionally and nationally, we have also seen some employer sponsorship revoked. This can be through misunderstanding of the visa and immigration rules, but also malpractice. Although the regional support is up and running with the aim to support best practice within international recruitment, it is important that we also seek assurance from providers that we contact with. It is therefore proposed that some of the funding is used to enable an audit of current practice. It is proposed that there are two audits one to focus on international recruitment practice and one on compliance with the national living wage, which would apply to any provider and for all staff.

3.11 The proposed use of funding for 2023/24 and provisional 2024/25 (subject to confirmation of allocations) is described in the table below.

Proposal	Grant area	2023-24 £m	2024-25 £m
Older People Residential and Nursing in-year market driven average price increase	Provider Fees and Capacity	0.600	
Learning Disability Supported Living in-year market driven average price increase		0.750	
Learning Disability Residential in-year market driven average price increase		1.450	0.700
Targeted uplift to support complex care – mental health needs step down (this could be via an application process to enable capacity to be offered by the market)		0.062	0.158
Supported living – investing in transformational change to increase sustainability within the supported living care market and audit of PBS impact on staff and client wellbeing.		1.428	1.292
Assessment/Backlog capacity	ASC Waiting Times	1.500	0.300
Provider trusted assessment approach including link with enabling quicker access to equipment		0.050	0.100
Increasing contract management function	Workforce Recruitment and Retention	0.075	0.150
Audit to support National Living Wage (NLW)/International Recruitment (IR) practices and provide compliance assurance		0.050	0.030
Care Market Workforce Recruitment and Retention Support		0.390	0.770
Total		**6.355**	**3.500**

4. Evidence and Reasons for Decision

4.1 Sections 2 and 3 have been compiled utilising intelligence gathered through the compilation of our Market Sustainability Plan and local provider feedback provided by NorCA.

4.2 Given the Governments timescale to see impact, we believe this suite of investment is deliverable, will have impact at pace, and is a sustainable usage of two year funding.

4.3 The proposals seek to impact the areas under condition 2 of the grant and focus on the areas of biggest challenge, namely our waiting lists, care market for younger adults and the general recruitment and retention of care staff.

4.4 Whilst interlinked, this paper is distinct from the fee uplift planning for 2024/25 (fees from April 2024) that Cabinet will receive in January 2024.

5. Alternative Options

5.1 The funding provided is one-off and therefore this limits the opportunities to propose increased fees to increase pay, which will be an ongoing commitment for providers. Although early fee increases to enable pay increases could be considered this does not negate the need for providers to consider the overall affordability to enable this, particularly where council contracts only reflect a proportion of business undertaken. In year changes could also affect means tested charging, as well as have an impact for other organisations, including the Integrated Care Board (ICB).

5.2 The proposals provide more direct funding for services supporting working age adults. This reflects the current capacity concerns for these services and aims to enable more people to access social care.

6. Financial Implications

6.1 The proposals set out utilise the recently announced Market Sustainability and Improvement Fund – Workforce Funding, in line with the grant conditions set out by Department of Health and Social Care. The funding is one-off, which expenditure needing to be utilised by the end of March in each financial year.

6.2 The proposals outlined provide an affordable option, which will not incur additional committed pressures in future years above the level already forecast. Where proposals could continue beyond 2024-25, for example support for training, then a business case outlining the need, costs and benefits for continuation will be prepared to enable a decision to be taken at that time.

7. Resource Implications

7.1 Staff: Some of the proposals would include recruitment of additional staff to support delivery of the proposals.

7.2 Property: None identified

7.3 IT: None identified

8. Other Implications

8.1 Legal Implications: None identified

8.2 Human Rights Implications: None identified

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

8.3.1. The primary purpose of the Market Sustainability and Improvement (MSIF) Workforce Fund is to build on the existing Market Sustainability and Improvement Fund to support local authorities to make tangible improvements to adult social care services in their area, with a particular focus on workforce pay. There is also a requirement to set out how the plans for the use of this funding align with NHS winter plans that are to be completed by integrated care boards.

8.3.2 Norfolk's Market Sustainability Plan highlighted the fragility within the working age residential and supported living sector, with high levels of service closures and service restrictions due to financial viability issues, and poorer service quality than other sectors of the market. As a result Norfolk has had to source out of county provision and pay more for local specialist provision. Average fee rates are increasing above those predicted for 2023/24, due to the need to secure alternative arrangements for people where homes are closing. This is all very reactive and is not supporting the sustainability improvements needed within the sector.

8.3.3 Unlike older adult residential and domiciliary care services, there has not been a cost of care review within working age adult provision since the establishment of the banded fee rates. Therefore we have prioritised the use of this funding to support a more sustainable market for working age adults. This fund being non recurrent will help to pump-prime the transformational change needed within this sector.

8.3.4 A review of the average fee rates reported by other like local authorities highlights that Norfolk is paying above the average for older adult residential and nursing homes and domiciliary care. Average fee rates for older adult care homes have, and continue to increase, which reflects the requirement for providers to be offering higher pay rates to staff. Less provision is available to Norfolk at usual rate fees as a result of cost pressures experienced by the sector, hence the need for the Council to commission capacity above usual rates. It is for this reason that we believe that this proposal will not have an adverse impact on people within the older adult care home and domiciliary care sectors.

8.3.5 The Council has engaged with providers on the Market Sustainability Plan, the Fair Cost of Care reviews and to get feedback on initiatives that will continue to support the recruitment and retention of staff (see section 2.4).

8.4 Data Protection Impact Assessments (DPIA): None identified

9. Risk Implications / Assessment

9.1 We believe that this new investment will have an impact and the proposals contained will meet the conditions associated with the grant. We have mitigated any risk in over-committing funding beyond the life of the grant by the proposals we have brought forward.

9.2 Given the uncertainty in Adult Social Care, there is always the risk that our impact is mitigated or negated by wider market forces. As per the grant conditions, should the associated metrics not show positive improvement within the grant time period, additional scrutiny from DHSC would be possible.

9.3 The Council spends £400m a year on Care, for us to have a material impact on the underlying wages of those employed within the Care Market will require a level of investment beyond that provided with this grant. We therefore need to continue to engage with government about a long term financial settlement for Adult Social Care that matches funding to need in a sustainable way.

10. Recommendations

1. **To discuss and agree the proposed use of the Market Sustainability and Improvement funding – Workforce fund as set out in section 3.6 of this report.**

11. Background Papers

12.1

12.2

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

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Cabinet

Item No: 10

Report Title: Local Enterprise Partnership (LEP) Integration Plan

Date of Meeting: 02 October 2023

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

Responsible Director: Chris Starkie Director for Growth & Investment

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 31 August 2023.

Executive Summary

LEP integration into upper tier local authorities was announced in the Chancellor's March 2023 budget statement. The Chancellor announced that the Government would launch a consultation into transferring responsibilities for local economic growth and development from LEPs to local authorities from April 2024.

Following an information gathering exercise, on 4th August 2023 Government confirmed its decision to integrate LEPs into upper tier local authorities. Government's view is that there is likely to be scope for greater join-up, efficiencies, and clarity for the private sector by LEP functions being discharged within mayoral combined authorities, devolution deal areas, and upper tier local authorities.

Government's sponsorship and core funding of LEPs will now cease. Government will now support local authorities to take on LEPs' functions as set out in the Government's March 2022 LEP integration guidance and previously supported by annual core funding – namely, business representation, strategic economic planning, and responsibility for the delivery of government programmes where directed.

Government expects these functions to be exercised by upper tier local authorities (working in collaboration with other upper tier local authorities as appropriate), where they are not already delivered by a combined authority, or in areas where a devolution deal is not yet agreed.

Government is providing some revenue funding to local authorities in 2024/25, in Norfolk this funding will be paid to Norfolk County Council, to support them to deliver the functions currently delivered by LEPs. Details of this support will be confirmed in due course. Funding beyond 2024/25 will be subject to future Spending Review decisions.

The Integration of LEPs is also a key element of the in-principle County Deal, but the Chancellor's intention to integrate LEPs in all parts of England into local authorities means it is taking place with or without the in-principle County Deal.
Therefore, the integration plan outlined has been developed to work with or without a county deal being in place.

LEP integration provides the opportunity to strengthen Norfolk County Council's work with business and the economy, by bringing together LEP functions with those of the Growth and Investment directorate and other NCC functions.

It aligns with the Norfolk Together for Norfolk corporate strategy, particularly the Growing our Economy theme. It also provides an opportunity for NCC to be more visible in its support of business and to strengthen working with partners including districts.

A report on LEP Integration was previously presented to the Infrastructure and Development Committee on 12th July 2023. The committee was asked to:

- Consider the changes in policy for the integration of the LEP functions nationally and the role upper tier authorities are asked to undertake.
- Consider the approach proposed to integrate the LEP functions into Norfolk County Council.
- Provide feedback on the proposed approach.

This report outlines the approach being taken to integrate the LEP into NCC and includes an Appendix A the LEP Integration plan being prepared for Government.

The approach and plan follows a period of consultation on options for the integration, including feedback from the July 12th I&D Committee and 20th September Scrutiny Committee.

These options have been explored with partners and stakeholders, who continue to be briefed and involved in discussions.

For example, workshops to discuss LEP integration and establishment of a Business Board were held with Norfolk district council chief executive officers on 17 July and 21 August 2023. The LEP Integration approach was also presented to Norfolk Leaders on 27 July 2023.

Stakeholders include NCC members, Norfolk district council leaders and chief executive officers, as well as business and education representatives. Business and education leaders have been engaged through LEP sector groups and sub-boards and the LEP board received an update at its July board meeting.

The LEP Integration Plan has been endorsed by the New Anglia LEP Board and signed off by the Chair at a LEP Board meeting, 20 September 2023.

The transition plan has also continued to be co-designed with New Anglia LEP and Suffolk County Council, to ensure plans are aligned.

If endorsed by NCC Cabinet on 2nd October 2023, the LEP Integration Plan for Norfolk will be submitted to Government by end of October 2023. The LEP Integration is expected to conclude by April 2024.

Recommendations

1. **Cabinet is asked to approve the LEP Integration Plan**
2. **Recommend that a progress report is brought back to Cabinet in April 2024**.

1. Background and Purpose

1.1 New Anglia Local Enterprise Partnership is one of 38 LEPs established under the Coalition Government in 2011 and covers the counties of Norfolk and Suffolk. At the time of its establishment, Government wanted LEPs to cover a minimum of two upper tier council areas.

1.2 The partnership was established as a company limited by guarantee with 16 board members, who serve as directors of the company, from local authorities, business and education. The leader of Norfolk County Council is a board member and director of the company.

1.3. Since 2011 the LEP has invested more than £150million in Norfolk and generated at least £650million in matched funding. Its investments have created approximately 8,000 jobs in the county, and more than 7,500 businesses provided with one-to-one support.

1.4. In a letter to LEPs and local authorities in March 2022 Government outlined its future plan for LEPs:

“Local Enterprise Partnerships (LEPs) have played an important role in supporting local economic growth since their inception in 2011. LEPs have brought businesses, education, and local government together, delivered. large capital investment schemes, provided vital support to businesses during COVID-19, hosted impactful programmes on behalf of government departments and developed economic strategies for their areas. Government values the contribution LEPs have made and continue to make to their local economies.

“The publication of the Levelling Up White Paper marked a turning point for local growth policy. It set out a series of ambitious missions to level up by, for example, increasing pay, employment, skills, and productivity, ensuring every area has a

globally competitive city, and offering every part of England a devolution deal that wants one within the new devolution framework. The missions will be cross-government, cross-society efforts, and it will be vital that the private sector plays a role in delivering against them. Government recognises the strategic value of involving business leaders and other stakeholders in local decision-making, and of locally-led economic strategies covering functional economic areas. Government have therefore advised they will be re-wiring the system to ensure it is fit for purpose, including by integrating the functions and roles of LEPs into unitary and upper tier local authorities….

"Government wants to ensure that businesses will continue to be able to access the support, insights and representation that LEPs provide, and to ensure that an independent business and stakeholder voice continues to play its vital role supporting growth in all parts of England."

1.5. In the Budget Statement, 15th March 2023, the Chancellor developed the Government's position, announcing that the Government would launch a consultation into transferring responsibilities for local economic growth and development from LEPs to local authorities, from April 2024. The Government is minded to stop core funding from 24/25, with LEP functions to be delivered by local government.

1.6 The Department for Levelling up, Housing and Communities (DLUHC) requested that each local authority and Local Enterprise Partnership submit a questionnaire with relating to LEP integration. During May 2023, Norfolk County Council, Suffolk County Council and New Anglia LEP worked together to coordinate their responses to the questionnaire.

1.7 Following this national information gathering exercise, on 4th August 2023 Government confirmed its decision to integrate LEPs into upper tier local authorities. Government's view is that there is likely to be scope for greater join-up, efficiencies, and clarity for the private sector by LEP functions being discharged within mayoral combined authorities, devolution deal areas, and upper tier local authorities, working together as appropriate.

1.8 Government's sponsorship and core funding of LEPs will now cease. As private enterprises, LEPs may choose to continue operating, but government will now support local authorities to take on LEPs' functions as set out in the Government's March 2022 LEP integration guidance and previously supported by annual core funding – namely, business representation, strategic economic planning, and responsibility for the delivery of government programmes where directed.

1.9 Government will therefore provide some revenue funding to local and combined authorities in 2024/25 to support them to deliver the functions currently delivered by LEPs. Details of this support will be confirmed in due course. Funding beyond 2024/25 will be subject to future Spending Review decisions.

1.10 The purpose of this report is to outline the LEP Integration Plan for Norfolk (see Appendix A), following a period of consultation with stakeholders who include district and borough colleagues as well as representatives from business, education and the voluntary sector.

1.11 If endorsed by NCC Cabinet on 2nd October 2023, the LEP Integration Plan for Norfolk will be submitted to Government by end of October 2023. The LEP Integration is expected to conclude by April 2024.

2. LEP Functions for Integration

2.1 New Anglia LEP delivers a number of economic development and skills functions locally on behalf of Government, for which it either receives core Government funding or separate grant funding (eg Growth Hubs, Careers Hub, Skills Boot Camps).

2.2 The Government has highlighted which LEP functions it wishes to see continue. This was set out in a letter to LEPs in March 2022. Government expects the following LEP functions to continue:

- Strong independent **business voice** via a new Norfolk Business Board
- Strategic **economic planning** in partnership with local leaders which clearly articulates the area's economic priorities and strengths
- **Delivery of functions** on behalf of Government including (but not limited to) Growth Hubs, Careers Hubs, **Enterprise Zones**
- **Skills analysis** to support Local Skills Improvement Plans
- Monitoring and assurance of existing local growth programmes of funds for which LEPs are responsible (e.g. Growth Deal and Getting Building Fund).

2.3 The LEP has a wide range of functions and programmes to consider which go beyond the Government's core list:

- **Inward Investment** – Invest Norfolk and Suffolk
- Growth Hub and **wider business support** eg Scale Up New Anglia
- **Business grant and loan programmes** eg Growing Places Fund, Growth Through Innovation
- **Industry councils** and sector groups such as Agri-tech, Energy and ICT Digital, plus programmes such as NAAME, Creative East and Space East
- **Innovation Board** and Connected Innovation programme
- **Skills advisory panel**
- **Skills Boot Camps** programme
- **Enterprise Adviser Network**
- **New Anglia Capital**

2.4 The LEP also has responsibilities to monitor existing and legacy programmes, which Government has indicated need including in the transition. These include:

- Growth Deal and Getting Building Fund
- Growing Business Fund
- Enterprise Zones
- ERDF Growth Programme (Growth Hub, small grants programme)

3. LEP Assets

3.1 The LEP has a number of assets, which are not covered by the transfer of functions. These assets include:

- Enterprise Zone agreements and revenues
- Property investments and loans
- New Anglia Capital portfolio

3.2 Local agreements are being developed between NCC, district partners and the LEP board over how these assets are managed as part of LEP Integration.

3.3 Norfolk and Suffolk County Councils have agreed, in principle, the assets will be split by geographies – Norfolk County Council will manage assets relating to Norfolk as part of the transition, and Suffolk will manage assets relating to Suffolk.

3.4 New Anglia LEP has a number of Enterprise Zone agreements in Norfolk: Nar Ouse in King's Lynn, South Denes and Beacon Park in Great Yarmouth, the Norwich Research Park in South Norfolk and Scottow Enterprise Park in North Norfolk. These enterprise zones generate revenue through retained business rates, a proportion of which is currently ring-fenced for New Anglia LEP to deliver economic development. Therefore, management of future income is being considered as part of the integration plan. There are also monitoring responsibilities for existing Memoranda of Understanding (MoUs) agreements for each enterprise zone.

3.5 New Anglia LEP also has a number of property investments and loans, which will require agreements between local partners as to how these are handled as part of the LEP integration.

3.6 There is also the New Anglia Capital portfolio - New Anglia Capital is a separate legal entity (100% owned by NALEP) which makes investments in potential high growth companies who do not have access to mainstream finance. Essentially it exists to address a market failure in the finance sector.

3.7 There is an expectation that local agreement will be reached over future use of assets. However, if an agreement cannot be reached, Government would facilitate resolution .

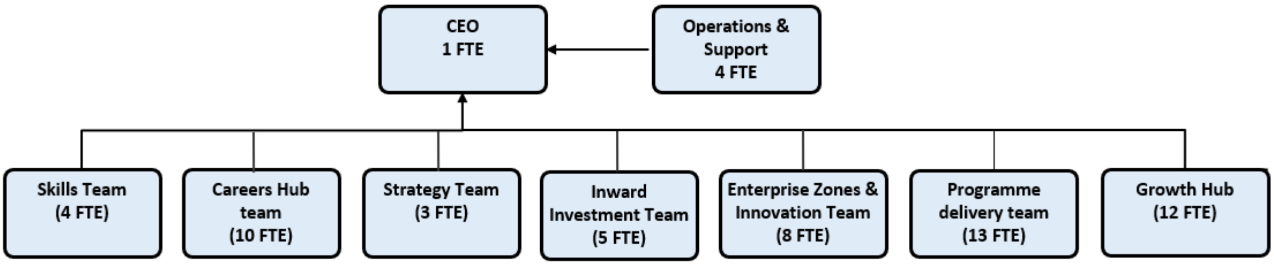
4. LEP Staff

4.1 New Anglia LEP currently directly employs staff across its services and core business responsibilities.

4.2 The LEP Integration plan includes the LEP's current organisational structure. New Anglia LEP is currently taking specialist advice around TUPE.

4.3 Figure 1 below, demonstrates the teams linked to the LEP functions.

Figure 1: LEP Staff by LEP Function



4.4 Once it is understood which roles are in scope where TUPE applies, a process taking place now and concluding in winter 2023, Norfolk and Suffolk County Councils will agree how these roles will be hosted across the separate authorities.

4.5 The LEP has sufficient reserves set aside to cover any potential staff liabilities arising from the transition. This mitigates the financial risk of staff transferring to the county council.

5. Integration plan

5.1 Norfolk County Council, Suffolk County Council and the LEP must submit a plan to Government outlining the approach that partners will take towards integration, ensuring alignment with the Government's ambitions.

5.2 More details of the plan can be found at Appendix 1 – please note sections relating to finance (section five) and staffing (section six) remain confidential in line with Government guidance because of the sensitive nature of those ongoing discussions.

5.3 The two county councils and the LEP are responsible for the LEP Integration as set out by Government, but are engaging with partners on the process and governance arrangements for the integration.

5.4 The LEP Integration Plan will need to be endorsed by NCC Cabinet and is also being considered by NCC Scrutiny Committee before submission to Government. The LEP Integration plan will also need to be approved by the LEP Board at a meeting 20th September 2023, whose membership includes business, district authorities , VCSE and education providers.

5.5 <u>Business Voice</u>

The role of business is seen as critical in the process of LEP integration and Government has mandated the creation of a Norfolk Business Board.

Norfolk County Council has started engaging with business representatives on the development of a business board, in addition to district authorities, with work due to step up with members and stakeholders over the optimum terms of reference including governance and responsibilities of the business board.

5.6 It is proposed that the Norfolk Business Board will be a stand-alone business board with the following purpose:

- A partnership between business, education and local government to enable sustainable growth in Norfolk.
- A strategic board designed to shape policies and create actions to improve Norfolk businesses and employees.

5.7 The responsibilities of the Business Board include:

- To develop an ambitious evidence based economic strategy for the county
- To act an advocate for Norfolk's economy to raise the county's profile with Government
- To work to attract new business investment into the county
- To convene businesses to understand their needs and ambitions
- To act as an enabling vehicle for sector specific councils and groups
- To develop and oversee programmes to support business growth (including start-up and increasing innovation and productivity).
- To make recommendations for funding projects and programmes to support business growth

5.8 The Norfolk Business Board will consist of 16 members. This will include business leaders (including VCSE), local authority leaders (county and district) and education representatives (FE & HE). Members will be recruited through external advertisement. A 3-year term is anticipated.

The Norfolk Business Board would be an unincorporated partnership with Norfolk County Council as the accountable body. NCC would hold funds on behalf of the business board and employ any staff dedicated to the board.

5.9 <u>Projects, Programmes and Services</u>

The implementation plan outlines the list of projects, programmes and services delivered by the LEP and how these will be transferred to Norfolk County Council and Suffolk County Council.

5.10 These include: Growth Hub, Inward Investment service, Enterprise Zones management, sector groups and industry councils, Innovation board and programmes, clean growth, skills boot camps, Careers Hub, skills hub, business grant and loan programmes, management of legacy programmes, economic strategy development and evidence base.

5.11 These activities will be transferred into NCC's Growth and Investment directorate and funded through a combination of residual LEP funding, and ongoing funding from Government and other external sources such as the Careers and Enterprise Company.

5.12 We anticipate most of the services being transferred will continue during 24/25 financial year. However, further budget planning is being completed between now and the end of 2023 as Government confirms what transition funding it will make available and the level of LEP residual funding is established.

5.13 Some programmes will continue to be managed on a two-county basis. This is where both county councils agree the service operates more efficiently on a two-county footing and/or where external funding requires a two-county service.

5.14 In these instances – for example Skills Boot Camps and Careers Hub – one of the two county councils will act as the lead partner with an agreement in place between the two authorities on the management of the programme.

5.15 Norfolk County Council is working with the LEP and district and borough colleagues to reach agreement on the future use of Enterprise Zone revenues. These revenues are ring fenced for economic development.

5.16 Options include pooling the EZ receipts across Norfolk to enable all areas to benefit from the growth, or the district which contains the EZ pooling with the county council and for funds only to be restricted for use in that district. The former approach is the preference of the county council as it is in line with previous use of the funding.

5.17 Norfolk County Council is also working with district colleagues on agreement over the use of revenues generated of a small number of property assets. Finances generated by these assets is also ringfenced for economic development.

5.18 <u>LEP staffing</u>

The two authorities are working with the LEP on an appropriate split of staffing and funding in a way which ensures continuity of service and maximises operational efficiencies as well as honouring TUPE responsibilities. It is anticipated that there will be some staff who are in scope of this work and would transfer to Norfolk and Suffolk County Councils within timescales to be agreed.

5.19 <u>Transition plan</u>

A number of discussions have been taking place over the past 2 months with Government, to determine expectations and more specific timescales for individual streams of work. Workshops with partners and stakeholders continue to ensure options explore meet their needs and expectations.

5.20 For Norfolk County Council members, ongoing engagement with this work will take place though the Members' Engagement Working Group meetings which take place every two weeks.

6. Impact of the Proposal

6.1 Integration of LEPs is a key element of the in-principle County Deal, but the Chancellor's intention to integrate LEPs in all parts of England into local authorities means it is taking place with or without the in-principle County Deal.

6.2 The proposed approaches above provide high level view of the process for integrating the continuing functions, funding and staff into Norfolk County Council and Suffolk County Council, in line with the Government's approach and timeline for integration.

6.3 The Council believes the approaches to integration outlined provides an opportunity to complement and strengthen the county council's support for businesses and skills programmes, while continuing the partnership model fostered by the LEP.

6.4 For example there are some clear benefits from bringing together NCC's activities around skills and employment with LEP programmes such as Skills Boot Camp and Careers Hub. Further business support and sector development activity carried out by NCC will be strengthened by integration of the LEP's Growth Hub and Innovation activity.

6.5 For Norfolk County Council, it will be important to ensure that the integration process, as a result of current work, will have the least financial and legal implications to NCC, and be supported by model of Governance that continues to foster partnership and collaboration.

6.6 Whilst the integration will include the transfer of some staff, the county council is ensuring that redundancy and pension liabilities are covered and ongoing revenue to support roles is in place.

7. Key Milestones

7.1. Following the Government publication of its decision on 4th Aug 2023, the following key milestones are outlined below:

- NCC Cabinet consider sign off of proposed Norfolk LEP Integration Plan –2nd October 2023

- Norfolk LEP Integration Plan proposals submitted to Government – end October 2023

- Arrangement of transfer of assets and staff notifications – October to December 2023

• Closure of New Anglia LEP - Norfolk and Suffolk County Council LEP Integration completes - March 2024

8. Alternative Options

8.1 A number of alternative options have been considered and rejected. These are listed as follows:

8.2 Allowing the LEP to continue operating as now. This option is permitted in the Government's guidance but is not their preferred option. It has also been rejected by Suffolk County Council and the LEP as not a financially viable option given the Government has said it will no longer fund LEPs.

8.3 Demerging the LEP to create a Norfolk only LEP. This option would leave the LEP as a single county entity. Rejected as the Government has said it will no longer fund LEPs.

8.4 Allowing the LEP to close and not transferring functions to NCC. Rejected as this option would be against the Government's guidance and would also mean the county would miss out on services provided by the LEP.

8.5 Allowing the LEP to close and transferring functions to a range of partners – eg districts. Rejected as this option is against the Government's guidance, and therefore would miss out on Government funding. It would also be far more complex from a legal and TUPE perspective, be more costly and is not supported by the LEP board.

9. Financial Implications

9.1 Detailed in the 4th August 2023 announcement on LEP Integration, Government will provide some revenue funding to local and combined authorities in 2024/25 to support them to deliver the functions currently delivered by LEPs. Details of this support will be confirmed in due course. Funding beyond 2024/25 will be subject to future Spending Review decisions.

9.2 The integration plan proposal is expected to be met within existing budgets.

9.3 Any residual funds from the LEP Integration, or future income from assets will be ringfenced specifically for economic activity and allocation overseen in partnership with stakeholders. Residual funds from the LEP Integration, or future income from loan repayments cannot be used by Norfolk County Council for other council activities.

10. Resource Implications

10.1 Staff: The proposal will require appropriate Human Resources advice and support given the TUPE transfers.

10.2 Property: N/A

10.3 IT: N/A

11. Other Implications

11.1 Legal Implications: The proposal will require appropriate legal support given for the reframing of legal agreements regarding shared assets and the novation of a number of contracts from the LEP to Norfolk County Council.

11.2 Human Rights Implications: N/A

11.3 Equality Impact Assessment (EqIA) (this must be included):
11.3.1 A comprehensive range of evidence has been gathered and analysed, to enable the Council to develop a sound equality impact assessment about the likely impacts of the Deal on people with protected characteristics. This has involved reviewing data about people and services that might be affected, contextual information and commissioned research about local areas and populations.

11.3.2. The equality impact assessment conducted as part of the public consultation on the County Deal, identified that a core theme in the public consultation was a desire to ensure that the needs of disabled and older people in Norfolk and people with other protected characteristics in relation to growth, infrastructure, employment, housing, transport and education are understood championed, prioritised and addressed.

11.3.3. Although the integration of the LEP functions now forms part of a separate Government policy to that of the County Deal, it will still contribute to ensuring that everyone in Norfolk is able to play their part in developing Norfolk's economy, and LEP strategy will always give due regard to equality.

11.3.4. Details of the equality impact assessment is included in the Cabinet papers for 5 June 2023 (pages 264 – 271)

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

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

11.6 Sustainability implications (where appropriate): N/A

11.7 Any Other Implications: N/A

12. Risk Implications / Assessment

12.1 Although any integration plan proposal should be met within existing budgets, the county council will need to consider if it is prepared, as a point of principle, to deliver functions on behalf of Government were core funding not available in 2025/26.

13. Scrutiny Committee Comments

13.1 At the meeting held on the 20 September 2023, members of the Scrutiny Committee received the draft integration plan, and an accompanying covering paper outlining next steps. The following points were raised and discussed as part of a pre-scrutiny exercise:

13.2 Members of the committee welcomed the LEP integration plan, and further welcomed the greater accountability and oversight of the County's economic growth activity this would allow moving forward. It was noted that historically, while officers of the LEP routinely welcomed Scrutiny from the committee, the complexity of separate bodies carrying out economic development functions for which the County Council was ultimately responsible often made effective challenge fairly difficult, particularly with relation to governance. Members were assured that greater accountability and oversight of economic development functions was the driving force behind the government's decision to integrate LEPs with local authorities.

13.3 Members of the committee raised the issue of wider council targets to reach net zero by 2030, and requested information on how the integrated LEP would fit into this agenda and whether there were measures built into the integration plan to hold them accountable. This could be either in the form of regular reporting to a responsible body such as the council's internal net-zero board or a formal KPI around contributions to carbon reduction targets. It was further noted by members that the integration plan as presented had little reference to net zero commitments, and how the business board or expanded economic development function would contribute to the council's targets in this area. It was confirmed by officers and that the new Director for Growth and Investment would have a place on the net-zero board, and work was underway to identify how relationships with industry the wider business community could aid delivery of the county council climate change strategy approved earlier in the year by Cabinet. Members were also provided an update on the development of a skills board as part of the integration plan, and were assured that retrofitting and skills necessary for a green economy would feature heavily in this, with dedicated officers in this area already employed within the new Growth and Investment function.

13.4 The committee noted with interest that an Economic Development Strategy was being progressed by officers, and received assurances that this would be added to the Council's Policy Framework once approved by Council. This would ensure a clear governance process, with a defined role for Scrutiny members enroute to eventual approval. This was expected in May/June 2024.

13.5 The committee discussed with officers the technical definitions of low-skilled workers as detailed in the report. This included a discussion around care and agricultural workers, and the work that was needed to raise wages of those carrying out important, but currently low paid roles in areas where retention was of significant concern. Members were assured that driving up wages at all levels was a priority for the Growth and Investment function. Further information around plans to support individual sectors such as the care market and agriculture would be included in the Economic Development Strategy, which the Scrutiny Committee and Select Committee would have a part in shaping. The Cabinet Member for Adult Social Care further updated members on the workforce strategy for social services, and provided assurances that the Economic Development Strategy wouldn't progress in a silo and that work would take place in a joined up and cohesive way to ensure that care workers received the recognition and support they deserved.

13.6 Members raised concerns around existing LEP developments and arrangements, and the process for ensuring that these are handled in a way that is agreeable to both the county council and district/borough/city partners. Members were advised around asset management procedures within the LEP integration plan, and proposed arrangements for handling existing loans and how the money from these loans would be reinvested. Members were further assured that simplicity and continuity were a driving factor behind proposed arrangements, which was welcomed by the committee.

13.7 Officers were questioned by members around progress with integration, and the challenges they had experienced or were expecting. Members were happy to note that progress was continuing well, with officers able to ensure continuity and consistency to partners and the business community. It was particularly noted that relationships with Suffolk County Council and constituent district authorities had remained positive throughout. The delays to announcements regarding transition funding from central government, however, were seen as potentially concerning by officers.

13.8 Officers were questioned by the Scrutiny Committee around the makeup and future role of the proposed Business Board, particularly the involvement of representatives from the education sector and trades unions. Officers highlighted that the Business Board represented a fantastic opportunity to develop positive and meaningful relationships with the business environment in Norfolk. Education sector leaders were praised historically for their role on the LEP board, particularly with regards to innovation and skills, both at a higher and further education level. They would be appointed to the skills board, and would be engaged around how to shape the skills agenda at colleges and universities to match the needs of businesses and organisations across the county. Trades unions would similarly be engaged, particularly with relation to development of the Business Board.

13.9 Members raised questions around how the revenue from enterprise zones would be handled moving forward. Officers noted the success of the enterprise zones and how beneficial they had been to local communities, particularly the retention of revenue to invest in economic growth projects. It was noted that it was the position of Suffolk County Council to continue to pool revenue on a county level to ensure that funding could be allocated at a more strategic level. Norfolk County Council have determined that the preference at a county level would be to follow a similar strategy so as to more fairly distribute growth funding to areas with and without an enterprise zone, but that negotiations with districts were ongoing.

13.10 Members discussed how the LEP integration plan, and development of the Growth and Investment function, would enable officers to ensure that Norfolk was at the forefront of discussions with central government, and remained the destination of choice for businesses. Officers noted that Norfolk County Council were at the forefront of discussions around LEP integration, leading the way and sharing learning with colleagues across the region. The opportunity that the County Deal provided with regards to increasing the visibility and negotiating capability of the County Council were also outlined by officers as positive steps forward - allowing a more agile approach to accessing opportunities across the region. Moving forward, the aim would be to ensure the resilience of the relationships built with Suffolk, while developing greater links with areas such as Cambridgeshire and Essex.

13.11 Officers were questioned around the relationships with district/city/borough councils across Norfolk, and provided assurances that work was being done to maintain healthy and positive discussions. Regular engagements were taking place to ensure that partners had the opportunity to feed into economic development projects moving forward. The Greater Norwich Growth Partnership was particularly highlighted by members, and officers set out a desire to continue working closely between the board and the County Council in the future. When questioned over governance arrangements and the future status of growth partnerships, officers highlighted that bringing the partnerships into the same directorate as the wider economic growth function allowed the opportunity for greater strategic involvement of partnership priorities. In terms of governance arrangements and how the various boards and partnerships would work together as the integration work becomes finalised, it was agreed that this discussion would take place in the form of an update to a future meeting of the Scrutiny Committee.

14. Recommendations

1. **Cabinet is asked to approve the LEP Integration Plan**
2. **Recommend that a progress report is brought back to Cabinet in April 2024**.

15. Background Papers

15.1 Levelling Up the United Kingdom - GOV.UK (www.gov.uk)

15.2 Local Enterprise Partnerships: integration of LEP functions into local democratic institutions - https://www.gov.uk/government/publications/local-enterprise-partnerships-integration-of-lep-functions-into-local-democratic-institutions

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

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Cities & Local
Growth Unit

INTEGRATION PLAN TEMPLATE

INTRODUCTION AND GUIDANCE

The Levelling Up White Paper set out the UK Government's ambition for more integrated, better aligned and empowered local institutions with the tools they need to unlock economic growth and 'level up' at a local level. To that end, the Government is encouraging the integration of LEPs and their business boards or private sector membership into mayoral combined authorities (MCAs), the GLA and institutions with devolved powers for the purpose of hosting a county deal.

This document is intended to provide an illustrative template for those developing integration plans. It should be read in parallel with the guidance published on Local Enterprise Partnership integration on 31 March 2022, available at the following link: https://www.gov.uk/government/publications/local-enterprise-partnerships-integration-guidance

It is expected that the process of integration planning will be led by the body that is taking on LEP functions and roles – i.e. the local authority, (M)CA or institution with devolved powers for the purpose of hosting a county deal, depending on the preferred local solution – working in close partnership with the relevant local LEP(s). The respective local LEP(s) should play a key role in co-developing the plan and should sign it off prior to its submission to government for consideration.

It is recognised that the formal process of transferring any assets, loans, investments or liabilities between existing LEP(s) and local democratic institutions will require agreement between both parties. This form should not therefore be considered a substitute for following the relevant laws and regulations that will apply in such cases. The purpose of this form is instead to aid the process of integration and inform the direction of any future government funding.

In areas currently without a devolution deal, the government will not expect local partners to submit an integration plan; LEP integration will be considered as part of any future negotiations.

The precise blend of LEP services and functions to be integrated will differ depending on local circumstances. In many areas, LEPs are already well integrated into their local (M)CA. Those leading the process of integration planning are therefore asked to complete only those sections of this form which apply in their case.

The document is structured around the following key themes:

- SECTION 1: CORE INFORMATION
- SECTION 2: GEOGRAPHY & GOVERNANCE
- SECTION 3: BUSINESS VOICE
- SECTION 4: PROJECTS, PROGRAMMES AND SERVICES
- SECTION 5: FINANCE & ASSETS
- SECTION 6: STAFFING
- SECTION 7: TIMESCALES & DELIVERY
- SECTION 8: PUBLIC SECTOR EQUALITY DUTY

It is recognised that many of the issues covered in this template will require further development and testing ahead of any formal integration. Those completing the document are therefore encouraged to share as much detail as possible, including any emerging solutions where plans are yet to be finalised.

Where the preferred local solution is to integrate an existing LEP into more than one authority, it is likely that separate forms will be needed for each individual area. However, the process of integration planning may require that both plans are developed in parallel. Government officials will be happy to discuss making alterations to this template to aid the sharing of information on a case-by-case basis,

Any commercially sensitive information may be submitted in parallel to the main integration plan. The use of annexes is also recommended for non-sensitive issues where more detail is required.

Completed plans should be sent to the central LEP Integration inbox (LEP.Integration@levellingup.gov.uk) and copied to the relevant Area Lead in the Cities and Local Growth Unit.

The first deadline for submission of plans to government is 23:59hrs on Friday 29 July 2022. Where more time is needed, local partners are encouraged to contact their local Area Lead to discuss future submission dates. The government remains keen to work with local partners to allow LEP functions and roles to be integrated into local democratic institutions at the earliest practicable opportunity.

SECTION 1: CORE INFORMATION

Core Details & Current Arrangements	
1.1 **Name of LEP which is to be integrated.**	New Anglia LEP (NALEP)
1.2 **Name of authority into which the LEP is being integrated.**	Norfolk County Council NB - NALEP is being integrated into its two geographic counties: Norfolk County Council (NCC) and Suffolk County Council (SCC). This plan has been completed by NALEP and Norfolk County Council and sits alongside the Suffolk submission.
1.3 **Current relationship with the LEP**	The leader of Norfolk County Council is a LEP board member. The chair and chief executives are members of the Norfolk Public Sector Leaders Board.
Integration Leads	
1.4 **Contact details for integration leads**	LEP Chief Executive - Rosanne Wijnberg NCC Director of Growth and Investment - Chris Starkie

SECTION 2: GEOGRAPHY & GOVERNANCE

Geography		
2.1 (a) **Is the local LEP geography coterminous with the (M)CA boundary or the area over which a devolution deal is being negotiated?**	Yes ☐	No x
2.1 (b) **If not, does the area situated outside the MCA or devolution deal geography constitute a functional economic area?**	Yes x	No ☐

Norfolk is a self-contained labour market, in part due to its peripheral and coastal location, but also due to the distance from other regional cities and the limited connectivity of the transport network. It is an area covered by a single County Council and seven districts, who work together to protect and improve the functional economic area by meeting economic development, environmental and social challenges collectively. With over 100 miles of coastline, significant historic and cultural assets, two nationally recognised educational institutions (the University of East Anglia and Norwich University of the Arts), rural landscapes, coastal communities, market towns and three urban centres, Norfolk boasts a unique and distinctive identity, strengthened by its people's passion and pride of place.

Norfolk has a rich history of innovation and manufacturing, creating some of the most iconic British brands and products, shipped around the world for centuries. This is assisted by our premier knowledge bases such as the University of East Anglia, Norwich Research Park, Lotus cars and Aviva. Norfolk has the scientific, creative, engineering and professional skill base to help grow the UK economy.

Norfolk covers an area of 5,400 square kilometres and is home to over 900,000 people and 39,000 businesses (predominantly SMEs). The County's foundational economy was built on agriculture and manufacturing. While both remain important sectors there has been significant diversification and investment into clean energy, financial services, agri-food, agri-tech and life sciences research. Today the economy generates £19bn of GVA per annum.

The county has Enterprise Zones (Great Yarmouth South Denes & Beacon Park, King's Lynn NarOuse, Norwich Research Park and North Norfolk Scottow Enterprise Park) and is part of the Cambridge-Norwich Tech Corridor. Norfolk is home to both a fast-growing digital tech sector as well as internationally renowned research into food and agri-tech. Norfolk has diverse engineering and advanced manufacturing expertise that can turn cutting-edge research and ideas into products and services, in addition to being well position for the growing clean energy sector totalling £39bn over the next 20 years, with the Southern North Sea offshore wind market poised to increase significantly in both pace and scale to meet expectations around Net Zero.

The A11 **Cambridge Norwich Tech Corridor** represents dynamic and growing sectors, which have significant linkages and interdependency. They also benefit from considerable local supply chain, and talent pipeline. Sectors include manufacturing, advanced engineering, food and life sciences. Linked to the A11 tech corridor, is what's becoming known as the Norwich Research Triangle. This triangle joins expertise at the Norwich Research Park (the largest single-site concentration of research in food, health and life sciences in Europe, fostering a unique mix of world-leading research) to the engineering expertise at Lotus and Hethel with further growth planned to establish a technology hub in the region with potential to create in excess of 500 further jobs by 2026, leverage £500m investment and safeguard the area as a centre for sports car operations. The triangle then links to the world class agri-food expertise at the Easton Food Enterprise Park, just off the A47. In addition to recent investments such as the Broadland Food Innovation Centre, the Food Enterprise Park aims to position itself as the leading site for Controlled Environment Agriculture in the world. To date £60m has been invested in sites and building facilities.

King's Lynn and West Norfolk have huge potential, with lower land values. There are opportunities to capitalise on good rail and road links, just under an hour away from Cambridge, to attract investment and boost productivity and GVA to the local economy in the manufacturing and engineering sectors. This could cement King's Lynn as the place for SMEs to thrive by attracting and retaining skilled innovators to generate enterprise and high value employment for the town, by building on the NarOuse and NORA developments.

Norfolk has rapidly become a global leader for offshore wind. Shallow water, deep-water ports and ideal weather conditions of the Southern North Sea offer developers and their supply chains, the perfect environment for multi-billions of pounds worth of investment. Some of the world's biggest wind farms are being built off the Norfolk coastline including, Norfolk Vanguard East and West, East Anglia Hub, in addition of 4 extension projects; Sheringham Shoal, Dudgeon, North Falls and Five Estuaries. **Great Yarmouth** is ideally situated to capitalise on this growth and accelerate new jobs in the local supply chain. Facilities such as Beacon Park and the deep-water port will unlock this growth. Businesses looking for modern offices, industrial units or development land, including quayside space, can take advantage of the Great Yarmouth and Lowestoft, with sites in and around the ports, aiming to support growing clusters of energy related companies.

Norfolk is at the forefront of tackling the challenges and opportunities of climate change. Strengths in energy generation and usage, and high-tech, sustainable agri-food present major opportunities, in particular the cross-sector opportunities which will have a major contribution to the UK's transition to a post-carbon economy.

Thanks to the booming offshore wind cluster, Great Yarmouth, a relatively deprived coastal town, generates £1.8bn of GVA. Meanwhile Greater Norwich is becoming a dynamic innovative city with a burgeoning data science cluster, fin-tech start-ups, research institute and an array of cultural and arts attractions. 20% of Norfolk's GVA is generated in Norwich alone. If this current momentum if built on, and Norfolk's GVA per capita approaches the England average, the economy could generate a net additional £5bn per year, a 25% increase. This would require multi-pronged effort to create and expand new businesses and jobs, attract more large companies into Norfolk, smartly leverage major investments like offshore wind.

The regeneration of **East Norwich** will deliver the largest brownfield development in the East of England Region and will ensure early and successful implementation of the allocation strongly supported by the emerging Greater Norwich Local Plan. It is an ambitious project to create a sustainable new urban quarter for the city, supported by the preparation of a masterplan for East Norwich and a commitment to substantial future investment. The regeneration of East Norwich will support manufacturing, digital creative, professional services and tourism.

Cultural tourism is also a hugely important economic contributor to Norfolk, attracting people to live and work in the county. It supports more than 54,000 jobs and contributes about £2.8bn to the local economy with further potential to grow in the next five years. The area's vibrant cultural sector boasts award-winning theatres and major international festivals.

Norfolk's economy is sizeable, however its current per capita GVA is much lower at £21k when compared to similar regions and the national average of £27k. This is explained by the legacy strength of lower-GVA generating sectors, such as manufacturing and agriculture, that have suffered productivity declines over the last decade. Norfolk's rates of business and job creation lag behind national average at 13% for business creation (against 29% nationally) and 9% for job creation (against 14%). These county-level statistics mask significant regional variation. The higher-than-average contingent of agricultural and tourism businesses means that pressure on seasonal labour supply, rapidly escalating materials and energy costs, combined with destabilisation of logistical supply chains poses a pertinent threat to our economy. Historically, Norfolk is a lower wage, lower skill economy – Median resident earnings are £28,571 vs £32,944 in East of England – over £4000 more per year. Whilst skills levels have increased, the gap between Norfolk and national figures has increased. For example, Norfolk residents with Level 3 qualifications is 5% lower than the national average and NVQ4+ is 5% lower than national average. This gap is widening over time and also highlights 7% of Norfolk population (over 64,000 people) have no qualifications at all. Without Government-funded programmes, a significant proportion of Norfolk's growth potential will not be achieved as critical employment space to accommodate the fast-growing sectors such as clean energy and high-value manufacturing will not be brought forward by the market. Potential private sector led growth in the region will also be greatly assisted by the geographic clusters, by utilising the A11 corridor through to East Norwich, the energy cluster in Great Yarmouth, and manufacturing cluster in King's Lynn – leveraging existing infrastructure investment.

2.2 (a) **Do you consider it is viable to maintain a separate LEP for the area situated outside the MCA or devolution deal geography?**	Yes ☐	No ☐
N/A, as NALEP covers only the counties of Norfolk and Suffolk.		
2.2 (b) **If not, please describe the proposed solution for maintaining relevant LEP functions in the area that will remain outside the (M)CA boundary or devolution deal geography.**		
N/A		

SECTION 3: BUSINESS VOICE

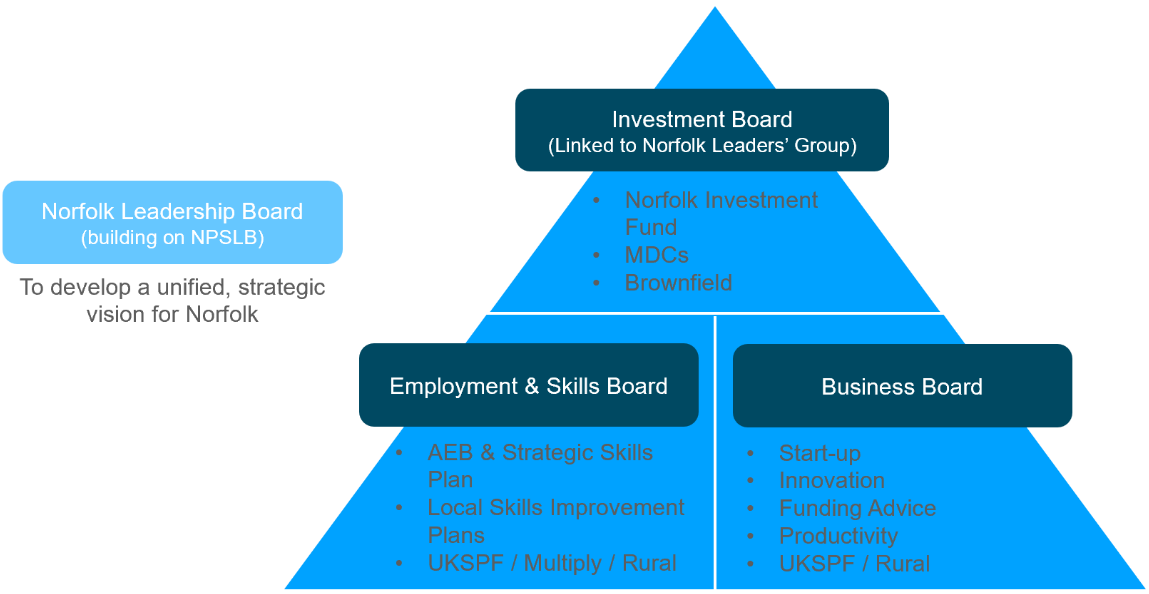
Current and Future Activity

Please set out how you intend to embed a strong, independent and diverse local business voice in the (M)CA or institution with devolved powers for the purpose of hosting a county deal. Answers should cover the following points:

(a) **Proposed Model & Governance Structure** (e.g. a stand-alone business board, sub-board or other structure. Please also set out your proposed approach to maintaining any existing thematic sub-boards managed by the LEP);
(b) **Expected Role & Responsibilities** (e.g. how will members be meaningfully involved in local decision making? How will their independence be maintained; and what responsibilities will they have? *In answering these questions, it may be helpful to attach proposed terms of reference setting out the key functions and objectives of independent business members*)
(c) **Membership** (including the mix, balance and diversity of independent business members and any other partners drawn from outside of the business community. Please also set set out your proposed approach to utilising existing LEP Board Members);
(d) **Future Recruitment** (including details of how you will ensure business members are openly recruited and politically independent);
(e) **Continuing Partnerships** (e.g. will any board or equivalent structure and its members continue to play a role in any existing partnerships, such as Town Deal Boards?).

(A) Proposed model and Governance structure

The Norfolk Business Board will be a stand-alone business board.
- An unincorporated partnership
- Partnership between business, education and local government to enable sustainable growth in Norfolk
- Strategic board designed to shape policies and create actions to improve Norfolk businesses and employees
- Will sit alongside the Investment Board and Employment & Skills Board within NCC
- The Business Board will also feed into the Norfolk Leadership Board for strategic sounding and, should a county Deal be in place by April 2024, the Directly elected Leader and NCC Cabinet for decision making



(B) Expected Role & Responsibilities

The role of the Business Board will be strategic with some commissioning capability, it is expected it will advise the County Council and Norfolk Leadership Board and oversee functions and activity related to business support and growth.

The responsibilities of the Business Board will include:

- Developing an ambitious evidence based economic strategy for the county
- Acting as an advocate for Norfolk's economy to raise the county's profile with Government
- Working to attract new business investment into the county
- Convening businesses to understand their needs and ambitions
- Acting as an enabling vehicle for sector specific councils and groups
- Developing and overseeing programmes to support business growth (including start-up, and increasing innovation and productivity).
- Making recommendations for funding projects and programmes to support business growth

Potential role

- Develop economic strategy for Norfolk and advocate on behalf of county
- Oversee/manage programmes transferred into NCC from the LEP
- Oversee/manage pooled revenues e.g. EZ, pooled business rates
- In the event of a devolution deal could have a role in advising the Investment Board and for allocation of UKSPF
- Bid for future funding and programmes

(C) Membership

The Norfolk Business Board will consist of 16 members. This will include business leaders (including VCSE), local authority leaders (county and district) and education representatives (FE & HE).

Members will be recruited through external advertisement, with a three year term anticipated.

SECTION 4: PROJECTS, PROGRAMMES AND SERVICES

Current and Future Activity
4.1 **Please list the projects, programmes and services currently delivered by the local LEP. (Please indicate in the description where activity is delivered jointly with another partner).** *In each case you should indicate whether, subject to receiving equivalent funding, the (M)CA or institution with devolved powers for the purpose of hosting a county deal would continue to undertake each activity. Where a different set of functions/services is being delivered for a neighbouring area, you should repeat the exercise for that area.*

Title	Short Description (1-2 sentences)	Will the activity continue once the LEP is integrated? (subject to future funding)	
		Yes	No
		☐	☐

Service	Description and future proposal	Will the activity continue? (subject to future funding)
Inward Investment	**Description** Service focused on working with Department of Business and Trade and the market to attract both UK and International investment to Norfolk and Suffolk. **Future Proposal** Continue with joint Norfolk and Suffolk capability until 30/03/2024 with expected extension to 30/03/2025, funded by NCC and SCC. Resources to be employed by Norfolk County Council (2-3 FTE) and Suffolk County Council (1-2 FTE) and operate as a virtual team.	Yes
Growth Hub (Advisors)	**Description** A team of telephone and front line advisors. Norfolk advisors are employed by the NALEP, Suffolk advisors are employed by YTKO. **Future Proposal** Norfolk advisors will be transferred into NCC.	Yes
Growth Hub (Back Office)	**Description** Management and coordination of the Growth Hub, including the CRM system. Staff currently employed by the NALEP. **Future Proposal** Continue with existing service in Norfolk and Suffolk to 30/03/2025. Current LEP employees to be transferred to SCC and NCC. Review in Apr 2025 in line with new UKSPF funding regime	Yes
Growth Hub (High Growth Service)	**Description** Service focused on working with local business to support them to expand and grow e.g. access to grants, access to sites, access to staff and training etc. **Future Proposal**	Yes

	Continue with existing service in Norfolk and Suffolk to 30/03/2025. Current LEP employees to be transferred to SCC and NCC. Review in Apr 2025 in line with new UKSPF funding regime	
Enterprise Zones	**Description** Enterprise Zones are land and financial incentives to support local business growth. 25-year agreements for retention of business rates. **Future Proposal** NCC to take on administration and monitoring role, funded via a top slice of revenues. Agreement reached on maintaining Pot A and Pot B agreements in place. Agreement on Pot C revenues being agreed between NCC, District Councils and the LEP.	Yes
Industry Councils & Sector Groups	**Description** Industry Councils exist for the priority sectors in the Norfolk and Suffolk Economic Strategy and include stakeholders from business, local government and education. The Councils inform the development of programmes and investments. **Future Proposal** The following industry Councils exist and will continue in the short term on a Norfolk/Suffolk geography where appropriate, subject to availability of funding: • Agri-Food • Digital Council • Culture • NAAME (manufacturing) • Finance Industry Group Norwich and Ipswich	Yes
Monitoring of existing investments and programmes	**Description** Monitoring of existing investments is required to ensure the numerous funding packages and interventions provided by NALEP (generally from government or ERDF funding including Getting Building Fund, Growing Places Fund etc) are being spent in the agreed manner and are delivering the agreed outputs and returns. **Future Proposal**	Yes

	Monitoring of Norfolk grants and loans will be integrated into Norfolk County Council	
Innovation Programme and Board	**Description** The Connected Innovation programme and Board are focused on improving the success of start-ups in new industries in Norfolk and Suffolk e.g. space applications. **Future Proposal** This will be continued on a two-county basis, with staffing resource integrated into NCC and SCC, operating as a virtual team.	Yes
Creative East	**Description** Programme to support creative industry businesses in Norfolk, Suffolk, Cambs and Peterborough. UEA lead partner, LEP accountable body **Future proposal** NCC and SCC are already partners in the project. The project will be continued with LEP's responsibilities transferred to NCC or SCC	Yes
Space East	**Description** Dedicated programme to develop the space cluster in Norfolk and Suffolk **Future Proposal** This will be continued on a two-county basis, with resource integrated into either NCC or SCC.	Yes
Clean Growth	**Description** LEP has developed a project and bid to government around industrial decarbonisation. Existing work is funded by NCC but could be expanded if bid is successful. **Future Proposal** The programme to be transferred into NCC as a key part of NCC's climate strategy.	Yes
Skills Advisory Panel (SAP) & Skills Hub	**Description** The Skills Advisory Panel, originally funded by DfE was made up of stakeholders from across business, local government and education and was intended to better inform the Skills training and pathway requirements needed in Norfolk and Suffolk. The Skills Hub is a partnership across SCC, NCC and the LEP and is intended to ensure the skills offer is aligned to local needs and priority sectors.	Yes

	Future Proposal The Skills Advisory Panel has ceased operating and will be replaced by a Skills Board for Norfolk. The Skills Hub will be reformed on a two-county basis utilising existing NCC and SCC resources.	
Careers Hub and Enterprise Adviser Network	**Description** These activities are focused on providing younger people, including school pupils, with practical advice about career choices. **Future Proposal** To be integrated into Norfolk County Council, who will operate the service on behalf of Norfolk and Suffolk, if funding is provided.	Yes
Skills Boot camps	**Description** Skills boot camps are intended to provide re-training or top up training to people who are changing career course or enhancing existing skills. Boot camps are intensive courses typically over 16 full time weeks. **Future Proposal** To be integrated into Suffolk County Council, who will operate the service and let the contracts on behalf of Norfolk and Suffolk, if future funding rounds are provided.	Yes
Economic Strategy and evidence base	**Description** Economic strategy and evidence base to support local growth planning and to identify priority sectors for investment. **Future Proposal** Norfolk will develop its own local economic strategy and programme that would sit as part of a wider regional approach.	Yes
Business Grants/Loans (Growth Through Innovation)	**Description** Grants to help businesses invest in innovation, research and development. **Future Proposal** Residual funding to be split between Norfolk and Suffolk, with the decision to be made on whether to continue the programme or use the funding for other purposes depending on resources transferred.	Yes

Business Grants/Loans (Business Transition to Net Zero)	**Description** Grants to help businesses reduce their carbon footprint and increase productivity. **Future Proposal** Residual funding to be split between Norfolk and Suffolk, with the decision to be made on whether to continue the programme or use the funding for other purposes depending on resources transferred.	Yes
Business Grants/Loans (Growing Places Fund)	**Description** Loan funding for businesses. **Future Proposal** Residual funds and existing loans to be transferred to Norfolk with the potential to continue the programme.	Yes
New Anglia Capital	**Description** New Anglia Capital is a separate legal entity (100% owned by NALEP) which makes equity investments in potential high growth companies who do not have access to mainstream finance. New Anglia Capital has £4m of equity investments across 23 start-up companies. **Future Proposal** Remains as separate company. Investments will be allowed to mature. Top slice of any exits to fund a contract to operate the fund. Net proceeds of any exits will be shared 50-50 between SCC and NCC, to be documented in a legal agreement between the parties. NCC have offered to provide staffing to manage NAC which would sit alongside existing equity fund LCIF.	Yes
UEA Enterprise Fund	**Description** LEP provided significant funding towards the UEA investment fund which provides grants and equity investment to undergraduate and graduate businesses. **Future Proposal** Funding has been allocated but responsibility for participation in the programme, including use of the remaining funding, to pass to NCC, including membership of the steering group.	Yes

SECTION 5: FINANCE & ASSETS N.B. Please submit any commercially sensitive information in parallel to the main integration plan, where appropriate.

Commercially Sensitive – Data contained in Confidential Appendix B.

SECTION 6: STAFFING – N.B. This section should be treated with the upmost sensitivity. Please submit any sensitive information in parallel to the main integration plan, where appropriate.

Commercially Sensitive – Data contained in Confidential Appendix B.

SECTION 7: TIMESCALES & DELIVERY

Proposed Timescale
7.1 **Please indicate your preferred timescale for integrating LEP role and functions.**
NCC is working on the basis that NALEP will be integrated on 1st April 2024, based on government position as set out in the Spring 2023 budget. Some aspects will be integrated on a 'soft' basis, in the months before 1st April 2024, whilst some financial aspects will not be moved to the NCC balance sheet until after the close audit, likely Autumn 2024. The LEP as a company limited by guarantee and Suffolk CC as the accountable body, are expected to appoint corporate recovery accountants for the company closedown process.
Governance of the Integration Process
7.2 (a) **What mechanisms will be in place to manage the integration process at the local level?**
The integration is being managed by senior officers from NCC and the LEP, with specialist support from NCC's Legal, HR and Finance. The plan will be signed off by the LEP board, NCC's cabinet and will also be shared with the Norfolk Public Sector Leaders Board.
7.2 (b) **If the existing LEP is intending to formally cease operation and dissolve following its integration, who will be responsible for managing the transition and any legacy issues?**
NALEP is being integrated into Norfolk County Council and Suffolk County Council who will be responsible for managing the transition and any legacy issues.
Knowledge Management

7.3 **What is the plan for reviewing records ahead of any formal integration to ensure relevant documents are maintained and individuals can continue to access records for continuing work?**
The LEP has established a data room for NCC and SCC colleagues to access and ensure visibility of all documentation and records during the transition process. As the LEP is being integrated into Norfolk County Council and Suffolk County Council, the councils will take on responsibility for relevant record keeping. In addition, NCC is anticipating a number of staff transferring from the LEP to NCC which will assist with knowledge transfer.

Approvals		
7.4 **Has this integration plan been agreed by the relevant boards/persons in both the local LEP(s) and MCA (or institution with devolved powers for the purpose of hosting a county deal)?** Please attach a signed letter from the Chair of the local LEP(s) by way of confirmation.	Yes ☒	No ☐
This integration plan has been reviewed by relevant members at NCC, and by the NALEP Board.		

SECTION 8: PUBLIC SECTOR EQUALITY DUTY

Public Sector Equality Duty		
8.1 **Has the Public Sector Equality Duty been considered and complied with in the preparation of this plan?**	Yes ☒	No ☐
8.2 **Where applicable, please describe any impacts – positive or negative – that have been identified on people based on their protected characteristics?** (This section should also highlight the steps taken to mitigate any negative impacts that have been identified)		
None have been identified.		

Cabinet

Item No: 11

Report Title: Climate Action Plans - Tranche 1

Date of Meeting: 13 September 2023

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

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

Is this a Key Decision? No

Executive Summary / Introduction from Cabinet Member

Norfolk County Council's Climate Strategy, launched in June this year, set out the council's ambition to achieve net zero on its own estates by 2030 and to support the decarbonisation of the county as a whole. The strategy was widely praised across parties for its detailed coverage of how we can best use our powers and influence to help drive Norfolk's transition towards a greener and more resilient future.

With this strategic statement in place, the task is now to keep momentum in translating the strategy's vision and priorities into practical implementation. In this paper, action plans are introduced as a key governance tool to support member and public oversight of the strategy's delivery. The action plans will provide a clear view of the initiatives taking place across the council's service areas that align to the strategy's seven focus areas – ranging from measures on the council's own buildings and vehicles to those aimed at catalysing green growth.

To maintain momentum in building this governance framework, the paper proposes that action plans are brought to Cabinet in three tranches, with this first tranche of actions being provided for Cabinet's approval. This initial tranche sets out actions in areas including our buildings, digital solutions and connectivity, local nature recovery strategy, streetlighting, our vehicle fleet and procurement. The second and third tranches will be brought for consideration in the new calendar year, and an overview of their anticipated content is provided in the report.

Once published, these action plans will be brought together as a single list to allow for an annual progress update each autumn. In this way, the action plans will form the basis of a public reporting cycle that will help ensure progress and accountability over the Climate Strategy's delivery.

Recommendations
Cabinet is asked to:

1. **Approve the proposed approach to climate action planning.**
2. **Approve the first tranche of actions as set out in the report.**

1 Background and purpose

1.1 Launched in June this year, Norfolk County Council's Climate Strategy set out a comprehensive framework for how the council can best direct its powers, resources and influence in support of Norfolk's journey towards a clean and resilient future in the face of climate change.

1.2 Looking beyond carbon reduction, the strategy considers in tandem the close relationship between climate action and nature recovery, the jobs and growth opportunities from the expanding green economy, and how adaptation is needed to protect our local services and communities. This is reflected in the seven 'focus areas' that make up the structure of the strategy:

- Reducing our estate emissions
- Reducing our indirect emissions
- Addressing Norfolk's county-wide emissions
- Promoting a green economy for Norfolk
- Climate adaptation
- Ensure nature has space to recover and grow
- Engage and collaborate.

1.3 With the strategy in place, we now need to set out the governance procedures to oversee its delivery and provide public accountability. Action plans are an appropriate governance tool that translate strategic vision into practical implementation — enabling member and public monitoring of the strategy's delivery.

1.4 This paper introduces the approach of publishing climate action plans, proposing to bring these for member consideration in tranches, and presents the first of these action plans for review and approval.

2 Proposal

Tranches

2.1 As mentioned, the Climate Strategy is wide ranging in scope. With such a broad portfolio of work across the strategy's seven focus areas, coordinating these action plans is a significant piece of work. To maintain momentum in building the governance framework for delivery we propose to tranche the action plans into three releases:

- Tranche 1 – Established programmes, often where the council has greater control, and plans can be put together quickly;
- Tranche 2 – Programme areas with some level of maturity in plan development but requiring refinement;
- Tranche 3 – Programme areas with less mature plans and/or requiring external engagement as the County Council's role is less direct, and there may be significant interdependencies (for example, national guidance for transport carbon quantification of local transport policies).

2.2 The content and timing of tranches is set out in the table below.

Tranche	Tranche content	Committees
1	Our estate (focus area 1) Procurement (focus area 2) Digital connectivity (focus area 3) Nature recovery (focus area 6)	Infrastructure and Development (I&D) Select Committee: September Cabinet: October
2	Green skills (focus area 4) Sustainable tourism (focus area 4) Climate adaptation (focus area 5) Waste & circular economy (focus area 3)	I&D Select Committee: January (provisional) Cabinet: February (provisional)
3	Transport (focus area 3) Energy (focus area 3) Building and planning (focus area 3) Commercial and industrial (focus area 3) Agriculture and food (focus area 3)	I&D Select Committee: spring 2024 (provisional) Cabinet: spring/summer 2024 (provisional)

3 Tranche 1

3.1 The first tranche of actions are set out below for review and approval by Cabinet.

Estate emissions

Building decarbonisation

Action	Target date	Owner
Utilise the approved capital expenditure of £22.5m to undertake the first tranche of building decarbonisation works on our freehold sites with fossil fuel heating, as agreed by Cabinet in June 2023	2025	Corporate Property Team
Apply for 2023 round of Public Sector Decarbonisation Fund to support building decarbonisation	2023	Corporate Property Team
Prepare options appraisal for second tranche of building retrofit works	2025	Corporate Property Team
Continue to seek external grant funding towards the decarbonisation of NCC buildings	Ongoing	Corporate Property Team

Vehicle fleet

Action	Target date	Owner
Keep under review the hybrid leased emergency response vehicles within Norfolk Fire Service for the potential to transition the vehicles to full electric versions as charging infrastructure allows	Ongoing	Norfolk Fire and Rescue Service
Oversee completion of the current tranche of around 40 chargepoint installations across 16 council-owned sites	2024	Corporate Property Team
Review lessons learned from first set of chargepoints and develop options for further rollout across NCC sites - based around feedback and use	2024	Corporate Property Team
Develop usage policy that encourages staff and visitor use of County Hall chargepoints	2023	HR

Action	Target date	Owner
Transition NCC owned cars and light vans to electric when they come up for replacement where practicable	Ongoing	Procurement in consultation with user departments

IT

Action	Target date	Owner
Keep reducing and rationalising the on-site server estate over the next three years for the remaining local requirement. This includes a reduction in storage volumes, advances in our server efficiency, and migration of locally held files and applications to cloud services	2025	Digital Services
Improve smart energy management systems through a redesign of the collection of half-hourly data on gas, electric and solar usage across the corporate estate.	2023	Digital Services
Install Internet of Things-enabled smart sensors across our corporate estate to track temperature, humidity and CO2 in a building. This provides insight to energy consumption patterns to identify energy-efficient practices.	2023	Digital Services

Indirect emissions

Procurement – Building construction and maintenance

Action	Target date	Owner
Let a framework for retrofit works to decarbonise our estate that helps drive the development of local green skills	2023	Procurement
Include a requirement for suppliers joining the new construction framework to have corporate carbon reduction plans. The new construction framework is due to replace the	2023	Procurement

existing framework which will expire at the end of September 2023		

Procurement – Highways construction and maintenance

Action	Target date	Owner
Integrate carbon reduction as an evaluation criterion in the procurement of the Long Stratton Bypass construction works	2023	Highway Services
Use lessons learned from the Long Stratton Bypass procurement to inform approach to integrating carbon reduction in the procurement of the West Winch Housing Access Road	2024	Highway Services
Integrate carbon reduction into the re-procurement of our highway works, design and traffic signals contracts for the new contracts that take effect in 2026	2025	Highway Services
As a condition of the renewal of Norse Highways maintenance contract agree a carbon reduction plan	2024	Highway Services
Draw on the expertise in innovative road pavement design and engineering of Norse Partnership Laboratory for specifying appropriate low carbon materials and techniques when contracting for highways works	Ongoing	Highway Services

Procurement – Passenger transport

Action	Target date	Owner
Develop a carbon reduction strategy for the passenger transport procurement category	2023	Procurement
Engage with districts through the Norfolk Climate Change Partnership on aligning hackney and private hire licensing arrangements with the transition to lower carbon passenger transport contracting	2024	Passenger transport

Engage with passenger transport operators about barriers and opportunities for reducing the emissions related to home-to-school transport provision	2024	Passenger transport

Procurement – Social care

Action	Target date	Owner
Use the re-procurement of home care services across the county to encourage more efficient route planning and use of lower emission vehicles or sustainable travel options where practicable	2024	Procurement
Build on the residential care energy audit pilots to engage with the care sector on sharing opportunities and best practice for lowering energy costs and reducing carbon	2024	Procurement

Procurement – Collaboration

Action	Target date	Owner
Explore opportunities for public sector procurement partnering with local NHS providers through the Norfolk and Waveney Integrated Care System	Ongoing	Procurement

Procurement – Waste

Action	Target date	Owner
Review carbon-efficient solutions for processing Norfolk's residual waste as part of exploring options beyond the current contract with Veolia and Suffolk County Council. These arrangements run until 2027 with possible extension until 2029	2027	Waste team

Procurement – Processes

Action	Target date	Owner
For our gold-tier contracts, make our carbon management approach more rigorous and standardised, including: - Monitor the publication and updates to corporate carbon reduction plans of our gold tier suppliers - Take opportunities of contract breakpoints in our gold contracts for integrating carbon reduction considerations - Seek feedback from suppliers on how we can be a better client in supporting carbon reduction (such as through our specifications and KPIs	Ongoing	Procurement
Improve our procurement intake process to enable early identification of requests with carbon implications	2024	Procurement

Digital solutions and connectivity

Action	Target date	Owner
Better Broadband for Norfolk (BBfN) phase 3 - deliver gigabit capable broadband to 8,221 premises across Norfolk	2024	Digital services
Project Gigabit (Department for Digital, Culture, Media and Sport funded) - contract awarded in June 2023 with 62,000 rural premises in scope for upgrade to gigabit capable fibre broadband	2026	Digital services
Fixed Wireless Access project: connect 10 rural village halls with Starlink satellite based internet services installed, along with free public wireless access. Services will be funded for up to 3 years with regular assessments into the effectiveness of the service, and whether it is suitable and cost effective for communities with poor internet coverage	2025	Digital services

Deploy test case Internet of Things sensors that can monitor air quality, identify pollution hotspots and guide targeted interventions.	2024	Digital services
Deliver the Smart Farm Project to trial the use of IoT sensors and devices across two farm locations with both arable and livestock use cases. The project aims to demonstrate benefits to the farm team in areas such as monitoring field conditions, storage of grain and fertiliser, water, livestock, and safety and security	2024	Digital services
Engage with local businesses, community organizations, technology providers and academia to foster collaboration in implementing IoT solutions for climate action	Ongoing	Digital services

Nature Recovery

Local Nature Recovery Strategy

Action	Target date	Owner
Produce, agree, and politically sign off the governance framework, working groups and steering group structure that will be adopted to deliver the LNRSs, agreeing terms of reference, roles, functions and sign off process.	2023	Environment
Review and refresh operation of the Norfolk and Suffolk Nature Recovery Partnership and its involvement in the LNRS process.	2023	Environment
Develop a Communication and Engagement plan to raise awareness and enable engagement with key stakeholders from all sectors needed for the delivery of the LNRS.	2024	Environment
Develop the Habitat and Opportunity Mapping for the LNRS	2025	Environment
Develop the Statement of Biodiversity Priorities	2025	Environment
Develop strategic relationships needed to facilitate the delivery of both small- and large-scale nature recovery projects	2025	Environment

Greenways to Greenspaces

Action	Target date	Owner
Increase the number and length of all-ability routes connecting people and places by 10 routes and 100 kilometres by 2029 (p.78 of Norfolk Access Improvement Plan)	2029	Environment
Identify new linear and circular walks opportunities from Norfolk Trails, the National Trail, Norfolk Coast Path and Public Rights of Way that link business, heritage and culture sites and improve connectivity with residential areas. This includes links with public transport and supporting applications for funding (p.77 of Norfolk Access Improvement Plan)	Ongoing	Environment
Use spatial planning to identify where gains for biodiversity (connectivity of habitats and landscapes) can be made associated with the access network (p.80 of Norfolk Access Improvement Plan)	Ongoing	Environment
Increase the number of Roadside Nature Reserves from 111 to 300 and provide quality management to improve their status	2025	Environment
Develop, sign-off and implement a new roadside verge management policy by the end of 2024.	2024	Environment
Establish 1 million new trees across the county through planting and natural regeneration by 2025	2025	Environment
To connect communities, landowners and parishes with external schemes, provide expertise, and identify opportunities for council-led planting.	Ongoing	Environment

Protected Landscapes

Action	Target date	Owner
Work with partners to undertake the Landscape Recovery pilot scheme - 'Wilder, Wetter, Better for Wildlife'. This will work with land managers to increase the amount of land managed for nature in North Norfolk by 2,000 ha. This should ultimately create contiguous habitat for nature of at least 20,000 ha	2030	Environment
Redesign protected area management plans which cover land and seascape following guidance from Natural England, providing a joined-up approach to planning and delivery	2025-2026	Environment

4 Reporting cycle

4.1 The action plans will become the basis of an annual reporting cycle to members on delivery of the Climate Strategy. Each year an update will be produced as to progress towards the published actions, areas with risks to their delivery, and any new actions that need to be added to the plan.

4.2 With the plans being reviewed and refreshed annually, they will iteratively develop each year rather than standing as all comprehensive from the outset. This is important given the fast moving regulatory and technological context around Net Zero with many drivers outside of the Council's control.

4.3 For example, as the UK's 2050 net zero commitment draws nearer, we can expect tightening regulations around emissions across major sectors, while low carbon technologies are rapidly improving and reaching affordability in consumer markets.

5 Impact of the proposals

5.1 The action plans will bring together initiatives taking place across the Council that help it to address climate change. They will form the basis of a reporting structure for member and public oversight of the Council's delivery of the Climate Strategy.

6 Evidence and Reasons for Decision

6.1 Action plans help to translate the strategic vision into practical implementation and provides accountability to members and the public.

6.2 Given the breadth of scope of the strategy, agreeing action plans in tranches will help to maintain momentum in developing the governance framework around its delivery. It represents a more agile approach to getting plans out that are ready rather than getting held up for those areas still under development. This approach also gives members greater scope to review actions across different focus areas than if they were to be released in one single list.

6.3 Moreover, publishing action plans follows good practice adopted by other local authorities and enhances the council's reputation in relation to climate governance.

6.4 Cabinet approved a recommendation to publish action plans, therefore this proposal is fulfilling that recommendation.

7 Alternative Options

7.1 The Council could decide to publish all actions related to the Climate Strategy in one rather than to release the action plans in tranches. This would lead to the same end result for creating a reporting structure for delivery of the strategy. However, this approach would slow down the publication of actions for areas which are ready or soon to be ready for release. They would have to be held back by development of actions around more complex areas, which could impact on the momentum for building up the reporting framework.

8 Financial Implications

8.1 The action plans do not have direct financial implications, but their content relates to initiatives which do. Where these initiatives are not already in progress and represent key decisions, they will be brought forward for consideration in their own right.

8.2 In May 2023, Cabinet approved the recommendation to develop a Funding Blueprint for the Climate Strategy. This will set out funding options for delivering the strategy. The blueprint is under development by officers and will be brought to Cabinet for approval in 2024.

9 Resource Implications

9.1 Staff – the co-ordination of the action plans will be undertaken within existing staff resource.

9.2 Property – the initial phase of capital investment towards estate decarbonisation was approved by Cabinet in June 2023.

9.3 IT – no direct implications. IT and digital connectivity actions are included in the tranche 1 action plan this report presents, as detailed in Appendix A.

9.4 Implementation capacity for the specific actions will be managed by the teams owning those actions through their staffing and budgetary allocations.

10 Other implications

10.1 Legal implications – no direct legal implications

10.2 Human rights implications – no direct human rights implications

10.3 Equality Impact Assessment (EqIA) – individual actions may have equality implications which have either been assessed, in the case of decisions already made, or will be assessed at the time of detailed implementation.

10.4 Data Protection Impact Assessment – none

10.5 Health and safety implications – individual actions under the plans may have health and safety implications, for example in the delivery of construction works or the design of public space, which will be assessed and managed in the usual way.

10.6 Sustainability implications – climate action plans represent a governance tool to help ensure the Council contributes to a sustainable Norfolk.

10.7 Any other implications – none identified

11 Risk Implications/Assessment

11.1 Individual actions may have risk implications which have either been assessed [in the case of decisions already made] or will be assessed at the time of detailed implementation.

12 Select Committee comments

12.1 Infrastructure and Development Select Committee reviewed the action plan proposals in a paper presented on Wednesday 13th September.

12.2 The select committee endorsed the action plan approach and the first tranche of actions, with a recommendation made that the action plan reporting be on a 6-month cycle rather than annually, although given the Tranche 2 and 3 proposals and timings set out in 2.2, a number of reports and updates are already planned. Officers will continue to work with Committee chairs to agree the forward committee work programmes.

13 Recommendations

13.1 Cabinet is asked to:

1. **Approve the proposed approach to climate action planning.**
2. **Approve the first tranche of actions as set out in the report.**

14 Background papers

14.1 Norfolk County Council Climate Strategy

15 Officer contact

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

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Cabinet

Item No: 12

Report Title: Procurement Strategy 2023-2026

Date of Meeting: 2 October 2023

Responsible Cabinet Member: Cllr Andrew Jamieson (Cabinet Member for Finance**)**

Responsible Director: Grahame Bygrave (Executive Director for Community & Environmental Services)

Is this a Key Decision? No

Executive Summary / Introduction from Cabinet Member

I am delighted to introduce the county council's procurement strategy, an important component of our commitment to the people of Norfolk that supports our overarching vision, "Better Together, for Norfolk."

In today's tough economic environment, it is imperative that we optimise the use of public funds to provide the best possible services for the available budget. Our procurement strategy is designed to achieve just that, focusing on obtaining works, goods and services efficiently, economically, and ethically. By fostering a culture of transparency and fair competition, we aim to secure the best value for every pound spent, ultimately benefiting all our residents.

Putting this into practice means ensuring we are measuring up against others and seeking constant improvement. So we are benchmarking ourselves through the Commercial Continuous Improvement Assessment Framework (CCIAF), and we will use its findings to drive further improvement across procurement, commissioning and contract management functions.

Recommendations:

1. **That Cabinet agrees the Norfolk County Council Procurement Strategy 2023-2026**

1. Background and Purpose

1.1 Procurement plays a pivotal role in the delivery of high-quality local authority services. Norfolk County Council spends some £900m a year on procured services, works and goods – ranging from social care to highway maintenance.

Indeed, for many residents and visitors to Norfolk their experience of council services comes via a contracted service provider rather than directly from the council's employed staff. How the council goes about its procurement and contract management activities is fundamental to achieving value for money in the way the council deploys its resources on behalf of Norfolk's residents. This paper introduces a Procurement Strategy for Norfolk County Council which sets out the way procurement can contribute to delivering the council's overarching strategy Better Together, for Norfolk.

2. Proposal

2.1 The full Procurement Strategy being proposed is attached to this paper for review. In summary, it sets out eight overarching goals for procurement at Norfolk County Council:

1. To achieve value for money from the goods, services and work we procure, such that we achieve the optimum quality from the available budget.
2. To ensure that contracts deliver what is expected – in terms of costs, time, specification and social value.
3. To maintain sustainable markets where the supply chain is local or regional, such as in care, transport and construction. This includes actively encouraging new contractors and subcontractors to maintain market competition.
4. To build long-term, innovative relationships with strategic suppliers.
5. To effectively manage risks associated with our commercial activity, including inflation, supplier solvency, modern slavery, supply chain resilience, cyber risks, and supplier performance.
6. To build social value considerations into the planning and delivery of all procurement activity – especially net zero and other environmental objectives, local skills and employment, and apprenticeships (especially for care leavers) - to make Norfolk a better place to live, work and study.
7. To exploit our spend data to drive our procurement and commissioning decisions, and to improve performance data and better evidence value for money and outcomes.
8. To comply with national legislation and the council's organisational policies, strategies, and regulations.

The strategy aims to be simple to use and understand to ensure it is an effective governance tool.

2.2 Alongside these goals, a series of medium-term priorities are identified for the period of 2023 to 2026:

- An increased emphasis on savings delivery

- Influencing and then getting full value from legislative change
- Improving the sustainability of local markets, especially for transport and care
- Stronger contract and supplier relationship management and effective supply chain risk management
- A focus on reducing our Scope 3 emissions in line with the council's Climate Strategy
- Appropriate emphasis on driving a clearly defined set of social value objectives that fit with Better Together, for Norfolk.

2.3 To achieve these goals and medium-term priorities, the strategy defines a set of enablers, namely:

- Having capable and motivated staff
- The right policies and an effective governance framework
- The right tools
- An effective relationship between the procurement team and the rest of the council
- Continuous improvement.

3. Impact of the Proposal

3.1 The proposed strategy contributes to effective corporate governance within the council through setting out the value that procurement seeks to bring towards the delivery of its overarching strategic priorities.

3.2 It provides a framework of goals, medium-term priorities and enablers to guide the focus of procurement and commissioning colleagues as to what they are trying to deliver for the council and how they should orient their professional development and relationships.

4. Evidence and Reasons for Decision

4.1 Under the Local Government Act 1999 Act, local authorities must deliver 'Best Value' – to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness".

4.2 The Department for Levelling Up, Housing and Communities is currently consulting on statutory guidance for local authorities to meet Best Value Standards. A 'fit for purpose' procurement strategy is specifically identified within the draft guidance as part of delivering Best Value. Therefore, member approval of the strategy and monitoring of its achievement supports delivery of the Best Value Duty.

5. Alternative Options

5.1 The council could choose to continue without a member-endorsed Procurement Strategy. However, this would mean forgoing the opportunity to strengthen corporate governance for a significant function within the council through a published strategy that guides the focus of its procurement activities. Not publishing the strategy would also run counter to the anticipated good practice standards expected of local authorities in meeting their Best Value Duty.

6. Financial Implications

6.1 There are no direct financial implications from the Procurement Strategy itself. However, through setting out clearly the goal of delivering value for money and enablers to achieve this, the strategy will contribute towards the delivery of good financial management.

7. Resource Implications

7.1 **Staff:** the strategy emphasises how capable and motivated staff are at the heart of delivering on the strategy. It places focus on the need to consider the professional development and training needs to ensure procurement and commissioning staff are equipped with the right knowledge and commercial skills.

7.2 **Property:** no direct implications

7.3 **IT:** further development of process automation tools will draw on the expertise of the council's digital services.

8. Other Implications

8.1 **Legal Implications:** – no direct legal implications identified, but publishing the strategy is likely to support the council's ability to demonstrate meeting its Best Value Duty.

8.2 **Human Rights Implications:** no direct implications but managing modern slavery risks is specifically highlighted within the strategy's goals.

8.3 **Equality Impact Assessment (EqIA) (this must be included):** a goal set out within the strategy is to build social value considerations into procurement activity. This includes support for disadvantaged groups, which is identified as a specific focus for social value delivery in the council within its Contract Standing

Orders. Therefore, the strategy maintains social value and support for disadvantaged groups as part of what procurement delivers.

8.4 **Data Protection Impact Assessments (DPIA):** not applicable

8.5 **Health and Safety implications (where appropriate):** effective contract management contributes to the discharge of the council's health and safety duties.

8.6 **Sustainability implications–** as above, the strategy supports delivery of social value through our procurement activity. This includes contributing to Net Zero and the council's wider environmental objectives as identified in the council's Contract Standing Orders.

8.7 **Any Other Implications:** none identified

9. Risk Implications / Assessment

9.1 All procurement involves some degree of risk, including:

- The risk that the contracted services will not be delivered to time or budget or to the required quality
- Environmental, modern slavery and similar risks
- The risk of legal challenge.

9.2 By contributing towards the systematic delivery of procurement and contract management processes, the quality of staff training and the application of modern procurement tools, the strategy helps to mitigate these risks.

10. Select Committee Comments

10.1 Corporate Select Committee endorsed the strategy at its September meeting.

10.2 Members were keen that the opportunity for local suppliers to tender for contracts should be maximised. Members noted that there might be an opportunity to progress this aim further if section 17 of the Local Government Act is amended next Autumn.

11. Recommendations

1. **That Cabinet agrees the Norfolk County Council Procurement Strategy 2023-2026**

12. Background Papers

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

Norfolk County Council
Procurement Strategy 2023-2026

Procurement Strategy 2023-2026

Introduction

The aim of this Procurement Strategy is to provide a clear, strategic direction for procurement at Norfolk County Council, supporting the delivery of the organisation's vision and strategic priorities as laid out in *Better Together, for Norfolk*.

Background

We spend approximately £900m per annum on procured services, works and goods. This consists of:

- about £650m revenue spend via contracts (40% of gross revenue budget)
- a £250m capital programme.

Many people's experience of council services comes from the council's contractors and not its directly employed staff – most social care, waste disposal, highway and streetlight maintenance, construction, road schemes and so forth are done by contractors. And contractors also provide the infrastructure that council services are built on – like software, networks, building maintenance, energy, and water.

So getting procurement right is essential to delivering effective and efficient public services. But it also makes a huge difference to our ability to deliver policy goals – such as net zero – and to our place-based strategies for an attractive environment and a high-skilled economy.

Goals

These goals underpin this strategy and our vision for procurement at Norfolk County Council:

1. To achieve value for money from the goods, services and work we procure, such that we achieve the optimum quality from the available budget.
2. To ensure that contracts deliver what is expected – in terms of costs, time, specification and social value.
3. To maintain sustainable markets where the supply chain is local or regional, such as in care, transport and construction. This includes actively encouraging new contractors and subcontractors to maintain market competition.
4. To build long-term, innovative relationships with strategic suppliers.
5. To effectively manage risks associated with our commercial activity, including inflation, supplier solvency, modern slavery, supply chain resilience, cyber risks, and supplier performance.

6. To build social value considerations into the planning and delivery of all procurement activity – especially net zero and other environmental objectives, local skills and employment, and apprenticeships (especially for care leavers) - to make Norfolk a better place to live, work and study.
7. To exploit our spend data to drive our procurement and commissioning decisions, and to improve performance data and better evidence VFM and outcomes.
8. To comply with national legislation and the council's organisational policies, strategies, and regulations.

The strategy aims to be simple to use and understand to ensure it is an effective governance tool.

These goals will be achieved through:

- Having capable and motivated staff
- The right policies and an effective governance framework
- The right tools
- An effective relationship between the procurement team and the rest of the council
- Continuous improvement.

Medium-term priorities

Our medium-term priorities for procurement are:

- An increased emphasis on savings delivery
- Influencing and then getting full value from legislative change
- Improving the sustainability of local markets, especially for transport and care
- Stronger contract and supplier relationship management and effective supply chain risk management
- A focus on reducing our Scope 3 emissions in line with the council's Climate Strategy
- Appropriate emphasis on driving a clearly defined set of social value objectives that fit with Better Together, for Norfolk.

Enablers

Capable and motivated staff

Our staff are the foundation for delivering the council's procurement goals. Therefore, we need to ensure we both attract and retain motivated team members, equipping them with the right skills, knowledge, and further development opportunities. This will extend to all staff across the organisation involved in procurement activity, not just members of the procurement team.

To achieve this, we will continually build skills and capacity of staff members through fostering a culture of support and mentoring and through learning and development programmes that include:

- Training on the use of tools, such as templates and playbooks
- Understanding social value, including sustainable procurement principles
- Understanding major risks including supply chain and market sustainability risks, modern slavery, cyber and environmental.
- Awareness of changes in key decisions, policy, and governance
- Additional contract management training where appropriate
- Developing strong negotiation skills, including assessing and negotiating on 'open book' accounting information.

With regard to recruitment, we will continually assess the pipeline of procurement staff, hiring apprentices and graduates to ensure the continuity of knowledge and skills within the team.

Right policies

Policies form a framework to deliver this strategy. They offer a formal expression of the legal and non-legal considerations that underpin our commercial activity. We need to ensure that policies are relevant, consistent, and up to date.

Governance framework

We have introduced a new governance structure for procurement and commissioning, reporting into a Commercial Board chaired by the Head of Paid Service.

Commercial Board

Net Zero Board

Commissioning & Procurement Leadership Group

Non-LTR/PSR spend via working groups and DLTs

The Commissioning & Procurement Leadership Group provides coordination and alignment between the Council's commissioning and procurement activity across Children's, Adults and Public Health (including consideration of joint commissioning arrangements) to establish a shared view of opportunities to deliver value for money across key categories of contracted spend.

Other categories are overseen by the relevant directorate leadership teams.

Commissioning & Procurement Leadership Group

Adult social care
Children's care & education
Public health
Housing
Schools capital
Education & care transport
PLO legal

CES DLT

Highways
Waste
Fleet
Passenger transport
Construction
Facilities management
Retrofit
Utilities
Fire

S&T DLT

Digital
Web
Marketing
Comms
HR
Change
Legal

The Commercial Board will:

- Endorse significant category strategies, including carbon reduction plans for major strategies
- Take papers where categories overlap and span multiple directorates
- Monitor major initiatives involving NCC-owned companies

- Approve the pipeline and wave plan for presentation to Corporate Board and then a Cabinet decision

Our governance framework will be regularly reviewed and updated to reflect changes in national procurement law and policy and to ensure it is aligned to the wider organisational strategy and policy. This includes aligning the Contract Standing Orders with the government's National Procurement Policy Statement; the Council's strategy Better Together, for Norfolk; our Environmental Policy; and any additional organisational policy changes that may arise. This also applies to updating the financial regulations. The schemes of delegation will be reviewed and updated, defining the appropriate level of commercial authority across the organisation.

Procurement law change

We will stay up to date with changes to national procurement law and policy, ensuring their effective implementation into NCC's procurement processes. Two upcoming procurement law changes are the Provider Selection Regime (PSR) and the Procurement Bill. These are once-in-a-generation changes in policy direction.

The Procurement Bill is expected to take effect in October 2024 and sets out proposals to transform public procurement, simplifying and ensuring greater flexibility and transparency across the procurement process. Some of the proposals include amendments to the Light Touch Regime; the combination of existing different procurement regimes into one new unified set of regulations to reduce complexity and improve flexibility; and making the National Procurement Policy Statement have statutory effect

The PSR will replace the existing rules for procuring healthcare services for the health service. Its purpose is to provide a set of more flexible arrangements moving away from the current competition and procurement rules that the government considers are not well suited to the way healthcare is arranged. It is likely the PSR will be implemented and become law in autumn 2023.

We will need to ensure that these legislative changes are reflected in our governance framework and that relevant members of staff are aware of the impacts they will have on our procurements.

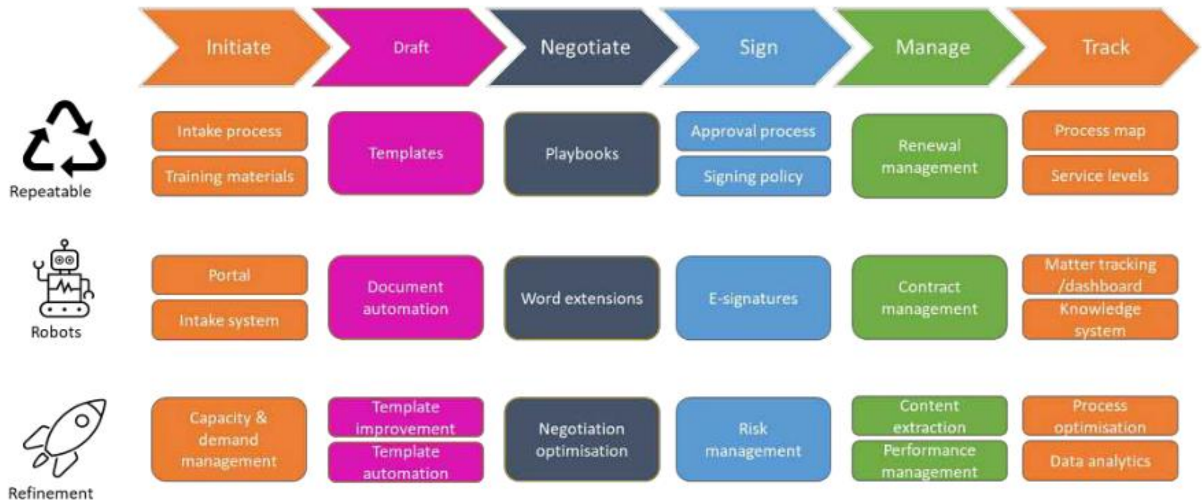
Right tools

Category strategies

Given the breadth and variety of commercial areas that we operate in, it is important to differentiate across contract categories in terms of management and strategic objectives. This will involve the development or iteration of individual category strategies for major categories of spend, in cooperation with the business.

The Hamilton model for process improvement

Our procurement process will follow the 3R methodology framework outlined by Alex Hamilton[1]. The 3R (repeatable, robots, refinement) methodology is centred around creating better contracts that are shorter and faster to negotiate, as well as reducing cost per contract and improving risk management. Through following this model, we will ensure that staff time is used efficiently and devoted to where people can deliver the most value to our commercial activities.



Repeatable

This stage involves the standardising of our procurement process. We will develop a wider set of basic tools such as contract templates and playbooks to help drive improvements in the consistency and quality of our contracting process. Used appropriately, these tools can allow for the right balance of covering the important areas of contracts but reducing their length and complexity where possible. Where there are significant risks in contracts, playbooks can help highlight these areas and provide a more systematic approach to addressing them.

Robots [automation]

Technology is pivotal in delivering efficiencies, improving performance and driving consistency across the procurement process. Using technology, we will create a line of structured, automated data from end to end of the procurement process. This will include the automation of:

- Intake forms

[1] Hamilton, A. (2021). *Sign Here: The enterprise guide to closing contracts quickly*. Radiant Law Limited.

- ITT and contract templates
- E-signatures
- Purchase order production
- Master data management

This will improve efficiency and remove opportunities for error, facilitating better contracts that are quicker to execute, and faster to negotiate.

As part of this automation, we have already replaced our existing finance and procurement system with myOracle to simplify business practices across the organisation and with our suppliers. We are augmenting MyOracle with robotic process automation (RPA) to automate purchase order production and then a range of other repetitive processes.

We will consider replacing our existing legal documents automation software with an alternative based on open source software. This will avoid us being locked into a particular vendor as we develop a much broader suite of templates.

We will also seek to introduce a single contract management tool. Although we have a central contract database, which is used to drive the procurement pipeline and identify sourcing and renegotiation requirements, this is not widely used outside procurement, and it does not cover performance against KPIs (Key Performance Indicators).

A single tool will:

- support better management of the portfolio across procurement and commissioning;
- enable tighter performance management, and publication of performance against KPIs as required by the Procurement Bill; and
- make it easier to comply with the requirement in the Procurement Bill to publish our pipeline.

Refinement

We will strive to continually refine our procurement process, driven by our stakeholders' needs. We will draw upon data analytics to identify performance gaps, fixing any issues with short quick projects.

Relationships within the council

Effective working relationships are critical to getting value for money from procurement spend and delivering on other policy objectives. Critical officer relationships include:

- capital teams including waste, highways, corporate property and school capital
- adult, children's, passenger transport and public health commissioning

- the legal team
- the IT department, as both a significant procurer and a technical enabler, and the information and analytics team
- the Fire and Rescue Service
- quality assurance teams
- brokerage and care arranging teams
- economic development
- sustainability
- resilience.

We will work together with colleagues through:

- the commissioning and procurement leadership group and its sub-groups, for education, health and care contracts;
- shared systems – in particular shared contract register, pipeline and contract management tools;
- shared training – including in negotiation skills, modern slavery, net zero and the forthcoming legislative change;
- joint contribution to policy decisions.

Continuous improvement

We will view improvement as a continuous process that is integrated as a way of working rather than a one-off task. The Commercial Continuous Improvement Assessment Framework (CCIAF)[2] is designed to help drive continuous improvement in commercial practices across the public sector. It provides a framework for self-assessment to benchmark commercial operations against good practice standards and a forum for collaboration and learning. We will use it to measure our progress and benchmark ourselves against it. We will aim to be a leading source of best practice in local government and to compare ourselves to the best in the sector.

[2] Government Commercial Function. (2021, September 29). *Government functional standard Govs 008: Commercial and commercial continuous improvement assessment framework*. GOV.UK. Retrieved May 17, 2022, from https://www.gov.uk/government/publications/commercial-operating-standards-for-government

To facilitate continuous improvement across our procurement process, we will:

- Ensure the continuous refinement of tools, systems, and processes in light of experience of what works and what could be better.
- Be open to respond to changes in business needs and technologies.
- Ensure feedback and learning is integrated to the way we work, with the regular review of systems, tools, and policies.

Medium term priorities

Savings

We will prioritise making savings across our procurement activity. To do so we will need to:

- Keep our contract pipeline under close review to ensure we have sufficient time to renegotiate and extend contracts.
- Utilise contract break points effectively as opportunities to drive value for money in multi-year contracts.
- Ensure that our team members and our commercial colleagues across the council are equipped with strong renegotiation skills.
- Make use of the flexibilities afforded by the Procurement Bill and [for public health services] the Provider Selection Regime to get best value from new contracts.
- Work with our strategic suppliers to build constructive, long-term relationships that enable both sides to benefit from innovation. The PSR permits the extension of contracts without tendering where sufficient benefits are being achieved.

We recognise the need to make trade-offs between savings, quality and social objectives. For carbon savings, we will be guided by our internal carbon pricing mechanism.

Legislative change

With both the PSR and the Procurement Bill coming into law we need to prioritise their seamless implementation into our procurement processes. This will involve ensuring that the relevant people are aware of the legislative changes and their implications on procurement; providing training for those involved in the procurement process; amending our governance framework to reflect the legislative changes; and identifying the effect on the procurement pipeline.

Contract and supplier relationship management and supply chain risk

Contract and supplier relationship management is fundamental to achieving value for money and managing risk. Both contracts and suppliers will be segmented according to the Council's judgement of risk, value, criticality, and carbon. We will establish consistent criteria for defining this segmentation.

Effective supplier relationship management will allow us to develop a two-way, mutually beneficial relationship with our strategic suppliers. By developing a closer working relationship and strengthening transparency we can identify our level of exposure to risk; drive and monitor performance; and foster innovation and business development by identifying opportunities that builds value for both the customer and the supplier.

It will be critical to seek to maintain and develop local markets, especially in categories that have been badly hit by staff shortages and inflation, such as social care and passenger transport. These markets are typified locally by a high degree of fragmentation, although there are also a number of more strategic suppliers.

Growth, net zero and social value

In line with the National Procurement Policy Statement, we will prioritise building social value into the planning of all procurement activity. This will cover the creation of new business, jobs, and skills; tackling climate change and reducing waste; and improving supplier diversity, innovation, and resilience.

With our supply chain responsible for a large proportion of NCC's overall emissions we need to ensure that we prioritise opportunities in procurement, through the delivery of our contracts, on carbon reduction and waste reduction measures. Part of this process will be to ensure we provide learning and development opportunities for team members, so they understand how net zero and social value practices feed into the procurement process. We will also continue to update our governance framework to reflect our net zero and social value priorities.

Cabinet

Item No: 13

Report Title: Risk Management Quarterly Report

Date of Meeting: 2nd October 2023

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

Responsible Director: Harvey Bullen, Director of Strategic Finance

Is this a Key Decision? No

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

Executive Summary / Introduction from Cabinet Member

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

This risk management report contains the reviewed and updated corporate risks, as well as departmental risk summaries for departmental risks as at October 2023.

Recommendations:

For Cabinet to consider and agree:

1. **The key proposed changes to corporate risks since the last report to July 2023 Cabinet (paragraphs 2.1 and 2.2 and Appendix A)**
2. **The corporate risks as at October 2023 (Appendices B and C)**
3. **The departmental risk summaries (Appendix D)**

1. Background and Purpose

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

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

2. Proposal

2.1 The key general risk messages are as follows:

- That corporate risk management continues to be sound and effective, working to best practice, and continues to support the Council's strategic objectives.

- The Risk Management Policy and set of accompanying procedures have been reviewed and updated. These can be viewed on the myNet risk management page here. Key updates reflect changes to the structure of the council (department changes) and the names of groups within the Council (e.g. references to the Executive Leadership Group)

- The review and updating of corporate risks has taken place with the input of risk owners and reviewers.

- This risk management report should be read in conjunction with the performance and finance reports.

- Departmental risk summaries with full details of red rated risks are presented within this report, as per our commitment to providing this information every six months, for Cabinet's awareness.

2.2 The key specific corporate risk messages are as follows:

Proposed new corporate risk

RM041 - Adult Social Services Supplier or Market Failure
There is a proposal for a new corporate risk of Adult Social Services supplier or market failure. This is an existing risk with a proposed risk escalation from departmental level.

Proposed new risk owners

There are proposed new risk owners for the following risks, following staffing changes;

RM001 – Infrastructure Funding Requirements
The proposed new risk owner for this risk is Grahame Bygrave, the Interim Executive Director of Community and Environmental Services.

RM003a - Information compliance requirements
The proposed new risk owner for this risk is Simon Wynn, the Director of Insight and Analytics.

RM022b - Replacement EU Funding for Economic Growth
The proposed new risk owner for this risk is Chris Starkie, the Director of Growth and Investment.

RM024 - Great Yarmouth Third River Crossing (3RC)
The proposed new risk owner for this risk is Grahame Bygrave, the Interim Executive Director of Community and Environmental Services.

RM029 - Critical skills required for the organisation to operate effectively
The proposed new risk owner for this risk is Derryth Wright, the Interim Director for People.

RM033 - Norwich Western Link Project
The proposed new risk owner for this risk is Grahame Bygrave, the Interim Executive Director of Community and Environmental Services.

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

3. Impact of the Proposal

3.1 Risk management plays a key role in managing performance and is a requirement in the Accounts and Audit Regulations 2015 (amended 2020). Sound risk management helps ensure that objectives are fulfilled, that resources and assets are protected and used effectively and efficiently. The responsibilities for risk management are set out in the Financial Regulations, which are part of the Council's Constitution.

3.2 Details of the proposals above in 2.2. can be viewed in **Appendix A**, offering further rationale and impact of the proposals.

4. Evidence and Reasons for Decision

4.1 Not applicable as no decision is being made.

5. Alternative Options

5.1 There are no alternatives identified.

6. Financial Implications

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

6.2 The budget process is underway for 2024-25 including identification of saving proposals for consideration by Cabinet at this October 2023 Cabinet meeting.

7. Resource Implications

7.1 **Staff:** There are staffing resource implications to consider as part of risk **RM029 - Critical skills required for the organisation to operate effectively.**

7.2 **Property:** There is ongoing work to identify and implement opportunities to reduce our carbon footprint throughout our corporate property portfolio.

7.3 **IT:** The Council's Digital Services (previously Information Management) team are continuing to closely monitor cyber security threat levels with the current geo-political situation in Ukraine, and continue to roll out the technology advances that are helping Members and officers to carry out their duties effectively from home as well as Council offices.

8. Other Implications

8.1 **Legal Implications:**

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

8.2 **Human Rights Implications:**

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

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

None applicable.

8.4 **Data Protection Impact Assessments (DPIA):**

None applicable.

8.5 **Health and Safety implications (where appropriate):**

There are no new health and safety implications to consider.

8.6 **Sustainability implications (where appropriate):**

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

8.7 **Any Other Implications:**

There are no other implications to report.

9. Risk Implications / Assessment

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

10. Select Committee Comments

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

11. Recommendations

For Cabinet to consider and agree:

1. **The key proposed changes to corporate risks since the last report to July 2023 Cabinet (paragraphs 2.1 and 2.2 and Appendix A)**

2. **The corporate risks as at October 2023 (Appendices B and C)**

3. **The departmental risk summaries (Appendix D)**

12. Background Papers

12.1 There are no background papers applicable.

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

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IN TRAN communication for all

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

Appendix A

Key Proposed Changes to corporate risks

Proposed new corporate risk

RM041 - Adult Social Services Supplier or Market Failure
There is a proposal for a new corporate risk of Adult Social Services supplier or market failure. This is an existing risk with a proposed risk escalation from departmental level. This risk primarily covers the risk of market failure within the Learning Disabilities market, where the market is getting smaller.

Proposed new risk owners

There are proposed new risk owners for the following risks, following staffing changes;

RM001 – Infrastructure Funding Requirements
The proposed new risk owner for this risk is Grahame Bygrave, the Interim Executive Director of Community and Environmental Services.

RM003a - Information compliance requirements
The proposed new risk owner for this risk is Simon Wynn, the Director of Insight and Analytics.

RM022b - Replacement EU Funding for Economic Growth
The proposed new risk owner for this risk is Chris Starkie, the Director of Growth and Investment.

RM024 - Great Yarmouth Third River Crossing (3RC)
The proposed new risk owner for this risk is Grahame Bygrave, the Interim Executive Director of Community and Environmental Services.

RM029 - Critical skills required for the organisation to operate effectively
The proposed new risk owner for this risk is Derryth Wright, the Interim Director for People.

RM033 - Norwich Western Link Project
The proposed new risk owner for this risk is Grahame Bygrave, the Interim Executive Director of Community and Environmental Services.

Risk Number	RM001	**Date of update**	22 August 2023
Risk Name	Infrastructure funding requirements		
Portfolio lead	Cllr. Graham Plant	**Risk Owner**	Grahame Bygrave
Risk Description		**Date entered on risk register**	01 October 2022

There is a risk of not realising infrastructure funding requirements to achieve the infrastructure ambition of the Business Plan. 1) Not securing sufficient funding to deliver all the required infrastructure for existing needs and planned growth leading to: • Congestion, delay and unreliable journey times on the transport network • A lack of the essential facilities that create attractive conditions for business activity and investment, and sustainable communities, including good connectivity, public transport, walking and cycling routes, open space and green infrastructure, and funding for the infrastructure necessary to enable the county council to perform its statutory responsibilities, eg education. Overall risk treatment: Treat

Original			**Current**			**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-24	**Amber**

Tasks to mitigate the risk

1.1) Work with other county council officers and partners including government, local enterprise partnerships and district councils to compile evidence and the case for investment into infrastructure in order to achieve success through bidding rounds for capital investment.
1.2) Identify and secure funding including Pooled Business Rates (PBR) to develop projects to a point where successful bids can be made for funding through compiling evidence and cases for investment.
1.3) Engage with providers of national infrastructure – National Highways for strategic (trunk) roads and Network Rail for rail delivery – to ensure timely delivery of infrastructure projects, and work with partners on advocacy and lobbying with government to secure future investment into the networks.
1.4) Review Planning Obligations Standards annually to ensure the county council is able to seek and secure the maximum possible contribution from developers.
1.5) Continue to build the relationship with strategic partners including elected representatives, government departments, local enterprise partnerships, regional bodies such as Transport East (the Sub-National Transport Body) and other local authorities to maximise opportunity and work together in the most effective joined-up manner.
1.6) Periodically review timescales for S106, and other, funding contributions to ensure they are spent before the end date and take action as required. Periodic reviews for transport contributions and an annual review process for library and education contributions.
1.7) Manage risk RM033, Norwich Western Link.

Progress update

Progress update
1.1) Working with Transport East on strategic ambitions including on current projects and our intentions on developing future programmes. Current focus on pipeline projects for RIS3 trunk road programme: A11 Mildenhall, A129 and A14 Copdock Junction. Met DfT officials 4 July to discuss current and potential future programmes NWL (See RM033): Outline Business Case (OBC) submitted to DfT for approval at end of June 2021. (Addendum submitted Sept 2022.) Awaiting funding confirmation. Long Stratton Bypass: OBC approved by government July 2021. Planning applications consented by S Norfolk planning committee 15 March 2023. West Winch Housing Access Road: Government progression to the next stage received 7 July 2022. September Cabinet to be asked to delegate authority to approve OBC. A47/A17 Pullover Junction King's Lynn: Draft Strategic Outline Case received from WSP. Has been reviewed and progression to the next stage will now be the subject of member decision-making. Working with partners: Continuing to work with Transport East, districts and other partners. 1.2) PBR funding secured for various projects including Norwich Western Link, West Winch Housing Access Road and A47/A17 Pullover Junction (see 1.1). County levelling-up bid for Southgates, King's Lynn successful, drawing in circa £24m for measures at Southgates and the Gyratory system (January 23). 1.3) Secretary of State granted Development Consent Orders for dualling A47 Blofield to Burlingham, N. Tuddenham to Easton and Thickthorn. JR Hearing tool place 10, 11 May. Judgement in favour of scheme delivery now subject of appeal A47 Alliance meeting held 26 June. Task and Finish Group oversseing programme of advocacy in the run-up to RIS3 decision. Activities commenced post May local elections Continuing to work with partners on Norwich to London rail, Ely Task Force and East West Rail Main Line Partnership. Government confirmed commitment to EWR and preferred route alignment between Cambridge and Bedford May 2023. Working with Transport East on Transport East Rail Plan and advice on next trunk road programme (see 1.1) Working with National Highways to deliver improvements at Harfreys Roundabout (now in construction) ahead of completing 3RC and on bringing forward Vauxhall Junction improvement post 3RC 1.4) Standards for 2023 were agreed by Cabinet in June and have been applied to NCC responses to planning applications from 5th June 2023. Work will begin on updating the standards for 2024 at the end of the year and officers are exploring the options to include school transport and review the monitoring fee 1.5) Continuing to work with Transport East: Transport strategy endorsed by NCC Cabinet in November 2022. Working with TE on additional workstreams initiated following three-year funding settlement from DfT. Liaising and attending various wider partnership groups including with DfT, Network Rail and National Highways on strategic road and rail schemes Engaging with other authorities on Local Transport Plans 1.6) County Council published 2022 Infrastructure Funding Statement in November 2022 and will start preparing the IFS for 2023 in the autumn. Working with other departments such as Children's Services who collect housing data to develop a SharePoint hub to ensure NCC has as much up to date information to inform the collection of S106 payments. Planning Obligations database will be updated and shared with relevant departments to ensure invoices are raised for S106 payments on time. 1.7) See risk RM033, Norwich Western Link.

Appendix B

Risk Number	RM002		**Date of update**	19 August 2023
Risk Name	Income streams			
Portfolio lead	Cllr. Andrew Jamieson		**Risk Owner**	Harvey Bullen
Risk Description			**Date entered on risk register**	01 October 2022

There is a risk of failure to manage significant reductions to, or insufficient increases in, local and national income streams. This may arise from global or local economic circumstances (i.e. rising inflation), and/or government policy on public sector budgets and funding. As a result there is a risk that the Medium Term Financial Strategy savings required for 2023/24 to 2026/27 are not delivered because of uncertainty as to the scale of savings resulting in significant budget overspends, unsustainable drawing on reserves, and severe emergency savings measures needing to be taken. The financial implications are set out in the Council's Budget Book, available on the Council's website. Overall risk treatment:Treat

Original			**Current**			**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	4	**12**	3	4	**12**	2	4	**8**	Mar-24	**Amber**

Tasks to mitigate the risk

Medium Term Financial Strategy and robust budget setting within available resources.
No surprises through effective budget management for both revenue and capital.
Budget owners accountable for managing within set resources.
Determine and prioritise commissioning outcomes against available resources and delivery of value for money.
Regular and robust monitoring and tracking of in-year budget savings by Executive Directors and members.
Regular finance monitoring reports to Cabinet.
Close monitoring of central government grant terms and conditions to ensure that these are met to receive grants.
Plans to be adjusted accordingly once the most up to date data has been received.

Progress update

Progress update
County Council on 21.02.22 approved the 2022-23 budget and future Medium Term Financial Strategy 2022-26 taking into account the 2022-23 Local Government Finance Settlement. The council’s external auditors gave an unqualified audit opinion on the 2020-21 Statement of Accounts and were satisfied that the County Council had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31.03.2021. The External Auditor's opinion on the 2021/22 Statement of Accounts is expected to be reported to the Audit and Governance Committee 07.09.2023. The absence of a multi-year funding settlement, coupled with continued uncertainty and the further delay of the significant planned reforms for local government finance, represents a major challenge for the Council in developing its Medium term Financial Strategy. Cabinet on 30.01.23 considered and agreed the 2023-24 Revenue Budget and Medium Term Financial Strategy 2023-27 and made recommendations to County Council. On 21.02.23 County Council agreed the 2023-24 Budget, level of council tax and future Medium Term Financial Strategy 2023-27 taking into account the 2023-24 Local Government Finance Settlement. On 05.07.23 Cabinet considered the proposed approach to 2024/25 Budget Setting and agreed the target level of savings to be found within Departments. On 02.10.23 Cabinet will consider the intital proposals identified to contribute to closing the Council's 2024/25 budget gap, and will begin the process of public consultation. This supports the Council's robust approach to budget setting to deliver a balanced Budget for Council to consider in February 2024.

Appendix B

Risk Number	RM003a				**Date of update**				17 August 2023	
Risk Name	Information compliance requirements									
Portfolio lead	Cllr.Kay Mason Billig					**Risk Owner**	Simon Wynn			
Risk Description					**Date entered on risk register**				01 October 2022	
There is a risk of failing to comply with statutory information compliance requirements (e.g. under GDPR, FOI, EIR) which could lead to reputational damage and financial impact from any fines or compensation sought, and operational inefficiencies within the organisation, and loss of cooperation with external partners (eg. NHS). 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	3	**12**	3	3	**9**	2	3	**6**	Dec-23	**Green**

Tasks to mitigate the risk

1. Mandatory Information Governance Training for all colleagues, with ongoing awareness of IG responsibilities for colleagues.
2. Information Governance Group and Steering Group occur bi-monthly
3. Detailed management information in place to monitor performance
4. Two-way relationship with ICO maintained to ensure positive working relationship
5. Focus on resource available / required to ensure consistency of service
6. Ongoing improvements underway to improve IG operational efficiency and effectiveness.
7. Working closely with Digital Services to exploit the technical opportunities as described in RM003b.

Progress update

Mandatory training for Information Governance (Data Protection Essentials) has been live since January 2021 should now have been completed by all colleagues on a 2 year cycle. The migration of the learning platform in April 2022 led to the inability to effectively monitor completion rates until late 2022. The current completin rate achieved 95% in June 2023 following targeted communications and monthly reminders are now being sent by IG until an automated myOracle solution is delivered. A workbook remains in place to match the online training for non-IT users. All NCC employees and anyone accessing NCC data receive IG training.

Information Governance Group and the escalation Steering Group comprising the SIRO, DPO, Dir. Digital Services, Audit and Caldicott Guardians continues to meet, occuring bi-monthly to deliver a strong focus and accountability on information related matters. There has been some change in personnel due to deaprtures/moves but this has not impacted the effectiveness of the group.

Management information continues to be monitored to allow actions to be taken on activity within the IG team and resource to be appropriately allocated / requested. Performance remains strong in Freedom of Information Requests and Police disclosures. Subject Access Requests (SARs) has seen significant improvements since a single team was created in August 2022

Progress update

which has seen a 30% reduction in open cases to date and a significant improvement in response times within statutory timescales. Following the ICO reprimand in May 2023, we have until November 2023 to update the ICO with progress. Recruitment is now complete with full capacity on board by September. Increasing incoming volumes are a concern which are currently 20% above plan. We continue to look for improvements to process where possible including working with Digital Service to deliver technology solutions to improve performance and reduce risk.

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

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

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

Appendix B

Risk Number	RM003b				**Date of update**				29 August 2023	
Risk Name	Information and cyber security requirements									
Portfolio lead	Cllr. Jane James					**Risk Owner**	Geoff Connell			
Risk Description					**Date entered on risk register**				01 October 2022	
There is a risk of failure to comply with relevant information and cyber security requirements. This would incorporate Public Sector Network Assurance, NHS Data Security and Protection Toolkit, and Payment Card Industry -Data Security Standards which could lead to operational, financial and reputation impact. Overall risk treatment: Treat										
Original			**Current**			**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	3	**12**	3	4	**12**	1	3	**3**	Mar-24	**Green**

Tasks to mitigate the risk

1. Mandatory Training in place for all colleagues - ongoing. A wider phishing simulation will be delivered in 2023/24.
2. Development and monitoring for breaches - ongoing
3. Implementation of improved security measures - ongoing
4. External networking to ensure best practice - ongoing
5. Completing required accreditations - To gain PSN accreditation and Cyber Esentials by Q3.
6. Cyber communications campaign to be rolled out from Q1 of 2023/24.

Progress update

- Ongoing monitoring of compliance levels with mandatory training for all colleagues.
- Implementation of improved security measures e.g. E5 Licencing
- Involvement with National cybersecurity organisation
- Extensive communications to NCC staff on remaining vigilant against cyber-attacks
- Increased take up of IT 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.
- Cyber comms. campaign (e.g. lockscreen notifications) is being rolled out.

- PSN accreditation will continue while new Government standards are developed. PSN Health Check is complete and submission being finalised for September 2023 recertification.

Progress update
- Microsoft 365 E5 “Defender for Endpoint” and “Defender for Identity” products deployed

- Zero Trust design for laptops is 100% deployed

- NHS DSP Toolkit application for 2023 completed, valid 30 June 2024.

Microsoft Insider Risk Management implementation planned Q3 2023.

Security patches are applied monthly.

- Phishing simulation has been run for digital services and vulnerabilities have been rectified. Phishing simulation for rest of organisation will commence in Q3 2023.
Risk score of 12 at present due to a number of continual threats from the geo-political landscape. The impact should anything happen could result in significant operational and financial impact as well as local or national media attention, depending on the severity of the issue.

Appendix B

Risk Number		RM004						**Date of update**		20 August 2023	
Risk Name		Contract management for commissioned services.									
Portfolio lead		Cllr. Andrew Jamieson						**Risk Owner**	Al Collier		
Risk Description								**Date entered on risk register**		01 October 2022	

There is a risk of failure to deliver effective and robust contract management for commissioned services. Ineffective contract management leads to wasted expenditure, poor quality, failure to achieve anticipated environmental or social benefits, unanticipated supplier default or contractual or legal disputes, and/or reputational damage to the Council. The council spends some £900m on contracted goods and services each year. Overall risk treatment: Tolerate

Original			**Current**			**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	4	**12**	2	3	**6**	1	3	**3**	Mar-24	**Green**

Tasks to mitigate the risk

1) New governance arrangements:
Stand up the Commissioning and Procurement Leadership Group to add senior rigour to contract and category management across ASS, CS and PH.
Ensure similar rigour is ensured for other contracts (ie Non-Light Touch Regime/Provider Selection Regime) via working groups and DLTs. Stand up a Commercial Board for escalation and to endorse significant strategies

2) New route for procurement pipeline - annual process with additional ad-hoc plans as they arise
Approval from new Commercial Board
Endorsement from Corporate Board
Agreement from Cabinet

3) Segment all contracts into Gold/Silver/Bronze according to a defined framework. Also agree where certain categories should be promoted to a higher segment than that for individual contract. Record this on contract register

4) Agree minimum contract management requirements for each segment. Ensure these are monitored regularly at departmental DLTs

5) Ensure that staff managing contracts participate in relevant contract management training

6) Procure and implement a new contract management system to automate the current manual processes, and to provide a single repository of contract information which is accessible to all relevant stakeholders across both procurement and departmental commissioners/contract managers

7) Review arrangements between commissioning departments and procurement - escalation, role boundaries, informal vs formal mechanisms

Progress update

Progress update
1) Governance structure agreed by Tom McCabe. Terms Of Reference, Membership, Meeting Frequency etc in place 2) To be agreed and implemlented through the Governance groups described in (1) above 3) Contract segmentation tool finalised. Exceptions will be agreed by Commercial Board. Individual contract segmentation is recorded on contract register. 4) Work is underway with a subgroup of CPLG to agree the contract management requirements, and the governance arrangements to ensure robust contract management, and reporting of such to senior department management teams 5) Contract Management Pioneer Programme available for 10 free places in early 2023. NCC has been accepted onto the programme and delegates are part way through the programme. Once complete (or maybe sooner) we will consider whether additional staff would benefit from the programme - we would need to pay for further places. Commercial Board has agreed that contract managers will complete the Foundation level of the GCC Contract Management Training 6) Commercial Board has agreed to implement the contract management module of In-tend: the system we already use for e-tendering. Project Plan under development. 7) Detailed RACI converesations at CPLG have built a basis for process mapping. Process mapping work can now begin, since resource has been procured via the Strategy and Transformation Department

Risk Number	RM006	**Date of update**	19 August 2023
Risk Name	Service Delivery		
Portfolio lead	Cllr. Kay Mason Billig	**Risk Owner**	Tom McCabe
Risk Description		**Date entered on risk register**	01 October 2022

There is a potential risk of failure to deliver our services within the resources available for the period 2023/24 to the end of 2024/25. The failure to deliver agreed savings or to deliver our services within the resources available, factoring in causation such as rising inflation, resulting in the risk of legal challenge and overspends, requiring the need for in year spending decisions during the life of the plan, to the detriment of local communities and vulnerable service users. Overall risk treatment: Treat

Original			**Current**			**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-24	**Green**

Tasks to mitigate the risk

'1) Clear robust framework, ' Better Together, for Norfolk - Business Plan' in place which drives the delivery of the overall vision and priority outcomes. The delivery of a council-wide strategy which seeks to shift focus to early help and prevention, and to managing demand.
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 demonstrated how the Council has delivered against the 2022/23 budgets and priorities set for each of our services, with a balanced outturn position for the year being achieved.
The Council has a robust and established process, including regular reporting to Members, which is closely linked to the wider Council Strategy, in order to support the development of future year budget plans taking account of the latest available information about government funding levels and other pressures. This process includes reviewing service budgets and taking into account financial performance and issues arising in the current financial year as detailed in the budget monitoring reports. There is financial monitoring of in-year cost, with monitoring of 2023/24 spend being reported to Cabinet on a monthly basis. There has been an updated MTFS position reported to Cabinet within the year, and there will be a budget setting meeting of Full Council in February 2024, and monitoring reports taken to Cabinet in 2024/25. Savings from the Strategic Review are to be embedded in 2023/24 and work is underway to identify further proposals to contribute to closing 2024/25 gap.

Risk Number	RM010	**Date of update**	29 August 2023
Risk Name	Loss of key ICT systems		
Portfolio lead	Cllr. Jane James	**Risk Owner**	Geoff Connell
Risk Description		**Date entered on risk register**	01 October 2022

The risk of the loss of key ICT systems including: - Network connectivity; - Telephony; - Microsoft Office & all business systems. Loss of core / key ICT systems, communications or utilities for a significant period - as a result of a cyber attack, loss of power, physical failure, fire or flood,or supplier failure - would result in a failure to deliver IT based services leading to disruption to critical service delivery, a loss of reputation, and additional costs. Ransomware is currently the highest risk cyber security threat. While every effort is made to avoid such a security breach, it is also important to ensure we are able to recover as quickly as possible if we became infected. Overall risk treatment: Treat.

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**	2	3	**6**	1	3	**3**	Mar-24	**Green**

Tasks to mitigate the risk

Implement Cloud-based business systems with resilient links for key areas

Review and Implement suitable arrangements to protect against possible cyber / ransonware attacks including;

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

We will hold a number of Business Continuity exercises to understand and reduce the impact of risk scenarios

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.

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.

Continue to closely monitor security processes.

Progress update

Progress update
Ransomware is currently the highest risk cyber security threat. While every effort is made to avoid such a security breach, it is also important to ensure we are able to recover as quickly as possible if we became infected. Cyber / Ransomware To help the Authority recover from ransomware we have purchased and implemented a Microsoft Office 365 backup solution, which will ensure we have a copy of our key data to recover from in the event that our Microsoft Tenant is encrypted. We have also purchased and installed new on storage in our data centre's retaining the old storage, disconnected and switched off so we have a point in time offline backup copy of our some of our most critical data. We have completed a Phishing Simulation across all of Digital Services to reduce the risk of people being tricked into clicking on a link, these excercises will be regularly run across the authority. We are regular scanning our environment for vulnerabilities and when identified patching them and we operat e a monthly patch night to apply updates to servers and software as patches are released. Future Network We are now 75% the way through implementing a new network which will reduce the complexity, improve security by contributing to the introducton of zero trust network architecture. We are ensuring we do not increase the risk by dual running the networks together as the new network is delivered. "Zero Trust" laptop design is 100% rolled out, removing reliance on County Hall infrastructure for all cloud services including Oracle and Office 365, enabling staff to work from anywhere even if County Hall data centres unavailable. Guidance Procurement guidance for purchasing cloud based servcies including security has been refreshed Monitoring and Improvement Since COVID-19 has resulted in the majority of the workforce working from home, we continue to monitor the network to tweak and improve performance. We have moved our Domain Service to help us protect against Denial of Service Attacks.

Appendix B

Risk Number	RM013	Date of update	19 August 2023
Risk Name	Governance protocols for entities controlled by the Council.		
Portfolio lead	Cllr. Kay Mason Billig	Risk Owner	Harvey Bullen
Risk Description		Date entered on risk register	01 October 2022

The potential risk of failure of the governance protocols for entities controlled by the Council, either their internal governance or the Council's governance as owner. The failure of entities controlled by the Council to follow relevant guidance or share the Council's ambitions. The failure of governance leading to controlled entities: Non Compliance with relevant laws (Companies, subsidy control procurement, environmental or other) Incuring 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 latest Annual Statement of Accounts. Overall risk treatment: Treat This risk is scored at a likelihood of 1 due to the strong governance in place and an impact score of 4 given the size of the controlled companies.

Original			Current			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-24	**Met**

Tasks to mitigate the risk

1) All controlled entities and subsidiary companies have a system of governance which is the responsibility of their Board of Directors.
The Council needs to ensure that it has given clear direction of it's policy, ambitions and expectations of the controlled entities.
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.
2) The shareholder committee should meet quarterly and monitor the performance of NORSE. A member of the shareholder board, the shareholder representative, should also attend the NORSE board.
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.
4) To ensure that governance procedures are being discharged appropriately to Independence Matters. The Director of Strategic Finance's representative attends as shareholder representative for Independence Matters.
5) Shareholder representation required from the Director of Strategic Finance on both the Norse, and Repton Boards.

Progress update

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

Appendix B

Risk Number	RM022b	**Date of update**	25 August 2023
Risk Name	Replacement EU Funding for Economic Growth		
Portfolio lead	Cllr. Fabian Eagle	**Risk Owner**	Chris Starkie
Risk Description		**Date entered on risk register**	01 October 2022

There are two parts to this risk as follows; a) external funding and b) Norfolk businesses a) Risk RM14429 covers the closedown of the France (Channel) England INTERREG programme, managed by NCC. In terms of future external funding, we need to make a compelling case to Government for investment in Norfolk from the UK Shared Prosperity Fund (UKSPF), which replaces EU funding. There is a risk of limited opportunity for future skills funding from the UKSPF that NCC needs to be able to achieve the objectives of the Norfolk Investment Framework. b) We need to understand the implications for Norfolk businesses of the Territorial Cooperation Agreement and work with partners to support Norfolk businesses to trade. 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**	2	3	**6**	Mar-24	**Amber**

Tasks to mitigate the risk

a) Development of Norfolk Investment Framework to target the UK Shared Prosperity Fund (replacement for EU funding).

b) Focussed support for business, in conjunction with LEP and Chamber of Commerce.

Progress update

a) The Levelling Up White Paper indicates that in the short-term SPF and LU funds will be delivered through Districts. Should a County Deal be agreed, this may change. There is a need to develop a County Deal in order to gain strategic control over key functions and funds, but also to work with districts to maximise strategic use of SPF.
Feedback from Stakeholders confirms the need for a NIF. Approach endorsed by the Steering Committee (including Town Deal Board Chairs/Local Authorities/Business Reps/University & Research Institutes and Private Sector).
The NIF will identify funding options for delivery from a range of options including SPF and LUF, other national funding pots as well as private sector investment. The NIF has now been developed for delivery themes, that consist of skills, public sector services, business development and climate change.

b) There is growth in the economy, but rising inflation and rise of ‘cost of goods’ and energy pose a risk/added pressure on businesses at present.
Business advice provided by the LEP's Growth Hub, Norfolk Chamber and Federation of Small Business. While these bodies can provide advice, the challenge for businesses is to invest more resource in producing the paperwork that is now required for the import/export of goods, and still generate a profit. Government has introduced measures to help secure more HGV drivers (to replace those lost due to both Brexit and the pandemic) and increase the number of seasonal agricultural workers who can work in the UK.

Appendix B

Risk Number	RM024	**Date of update**	24 August 2023
Risk Name	Great Yarmouth Third River Crossing (3RC)		
Portfolio lead	Cllr. Graham Plant	**Risk Owner**	Grahame Bygrave
Risk Description		**Date entered on risk register**	01 October 2022

There is a risk of failure to construct and deliver the Great Yarmouth Third River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction to be completed early 2023). There is a risk that the 3RC project will not be delivered within budget and to the agreed timescales. Cause: delays during statutory processes put timescales at risk and/or contractor prices increase project costs. Event: The 3RC is completed at a later date and/or greater cost than the agreed budget, placing additional pressure on the NCC contribution. Effect: Failure to construct and deliver the 3RC within budget would result in the shortfall having to be met from other sources. This would impact on other NCC programmes. 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
3	4	**12**	2	4	**8**	2	3	**6**	Jun-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
Progress against actions are: 1) Project board in place. Gateway review highlighted a need to assess and amend board attendance and this has been implemented. A gateway review was completed to coincide with the award of contract decision making - the findings have been reported to the project board (there were no significant concerns identified that impact project delivery). Internal audit on governance report finalised 14 August 2019 and findings were rated green. Further gateway review completed summer 2020 ahead of progressing to next stage of contract (construction). May 23 – Ongoing reporting to Board includes budget updates and programme reviews (see 3 below). 2) Specialist cost and commercial consultants appointed and continue to review project costs. The Commercial Manager will continue to assess the project forecast on a quarterly basis, with monthly interim reporting also provided to the board. No issues highlighted to date and budget remains sufficient. A further budget review was completed following appointment of the contractor. The full business case was developed and submitted to DfT at end of September 2020 - the project is still at agreed budget. May 23 – Main project remains within original budget, however additional cost/budget implications of WW2 bomb explosion are being considered. August 23 - Review of WW2 bomb repair scope of works and cost ongoing (subject to non-material change to DCO) 3) An overall project programme has been developed and is owned and managed by the dedicated project manager. Any issues are highlighted to the board as the project is delivered. The start of DCO examination was 24 September 2019, with a finish date on 24 March 2020. The approval of the DCO was confirmed on 24 September 2020 (no legal challenge). Construction started on 4 January 2021 as planned. Nov 22 - Latest forecasting of completion is June 2023 (reported to Board). Feb 23 - Explosion on site of UXO has resulted in slight delay that is being assessed, but expect opening still by June 23. March 23 - The major milestone of receiving delivery and lifting the bridge leaves into place was completed on 23 March. May 23 – Overall programme delayed due to works to complete bascule chambers. Summer 23 completion reported. August 23 - programme to bring bridge into operation for navigation Sept 23, with full opening early October. 4) Learning from the NDR the experience of commercial specialist support was utilised to develop contract details ahead of the formal commencement of the procurement process. Further work fed into the procurement processes (and competitive dialogue) with the bidders. The commercial team leads were in place from the start of the contract (January 2019) and continue in this role to manage contract administration. March 22 - Construction inflation is being closely monitored, but is not currently impacting the overall budget provisions. August 23 - Budget for main works remains on target, however cost of WW2 bomb repairs to quay wall and quay still being assessed. 5) The project board receives regular (monthly) updates on project risks, costs and timescales. A detailed cost review was delivered to the board ahead of the award of the contract (following the delegated authority agreed by Full Council), and took into account the contractors tender pricing and associated project risk updates. The project currently remains on budget, however the programme to complete the works and open the scheme in early 2023 has been delayed slightly to June 2023. Feb 23 - The wider implications of UXO explosion on site are still being assessed, but main works continuing. March 23 - Completion of the bridge leaf installation removes a key risk for the project. May 23 – Main works to be completed in summer 23, however works package to repair quay wall also being developed and will take longer. 6) The further internal audit has been concluded and a report circulated. Findings were green with only one minor observation (already actioned).

Appendix B

Risk Number	RM027			**Date of update**					29 August 2023	
Risk Name	myOracle									
Portfolio lead	Cllr. Jane James					**Risk Owner**	Harvey Bullen			
Risk Description				**Date entered on risk register**					01 October 2022	
There is a risk of failure of the new Human Resources and Finance system whereby key operational processes don't deliver the required outcomes for the organisation and its' traded services customers. Cause: System build, poor process for implementation, inadequate training for self service. Event: Operational processes not delivering to the processes required. Effect: Potential reduced employee satisfaction and potential risks to employee retention. New employees not being onboarded quickly enough. Overall risk treatment: Treat										
Original			**Current**			**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**	4	2	**8**	2	2	**4**	Mar-24	**Amber**

Tasks to mitigate the risk

1) Strong subject expert engagement in the system configuration to ensure that myOracle meets the needs of the organisation.
2) Ensure that plans / workarounds are in place to mitigate any residual risks from any issues arising.
3) Ensure that we have the resource in place to be able to deal with any issues as they arise.
4) Increased cadence of senior stakeholder engagement to address any issues arising within operational areas.
5) Director level agreement to award third parties support contract.
6) Engaging with other LA's via a peer review to look at other Oracle cloud implementations.
7) Extend manager helpline until December 2023.

Progress update

1) The implementation of MyOracle is live (as of 13th April 2022) and any issues arising are being managed as a BAU exercise post mobilisation.
2) Support team and business teams focused on the identified system and process fixes required and plans/workarounds in place to mitigate those risks - some of the more complex issues have taken longer than predicted to resolve, affecting technology exploitation
3) Team in place to rectify issues as they are reported and governance in place to manage business and supplier escalations as required
4) Currently progressing procurement excercise to on-board 3rd party support partner call-off contract to aid with specialist more complex areas
5) Scheduled post implementation review with Oracle this summer (Aug 2023)
6) Head of Service in place and working closely with key stakeholders to address pressure points - alongside peer reviews with other Local Authority implementations.
7) Budget agreed and staffed for helpline. Moved to support model from 1st July 2023.

Appendix B

Risk Number	RM029	**Date of update**	03 August 2023
Risk Name	Critical skills required for the organisation to operate effectively		
Portfolio lead	Cllr. Kay Mason Billig	**Risk Owner**	Derryth Wright
Risk Description		**Date entered on risk register**	01 October 2022

There is a risk that a range of critical new/future skills are not available within NCC in the medium to longer term. The lack of these skills will create problems for, or reduce the effectiveness of service delivery. An inability or failure to consider/identify these until they are needed will not allow sufficient time to develop or recruit these skills. This is exacerbated by: 1.The demographics of the workforce (ageing) 2.The need for changing skills and behaviours in order to implement new ways of working including specialist professional and technical skills (in particular IT, engineering, change & transformation; analytical; professional best practice etc) associated with the introduction or requirement to undertake new activities and operate or use new technology or systems - the lack of which reduces the effective operation of NCC . 3.NCC’s new delivery model, including greater reliance on other employers/sectors to deliver services on our behalf 4.Significant changes in social trends and attitudes, such as the use of new technology and attitudes to the public sector, which may impact upon our ‘employer brand’ and therefore recruitment and retention 5.Skills shortages in key areas including social work and teaching 6.Improvements to the UK and local economy which may impact upon the Council’s ability to recruit and retain staff. 7.Government policy (for example exit payment proposals) and changes to the Council’s redundancy compensation policy, which could impact upon retention, particularly of those at more senior levels and/or older workers. 8. Improvements in T&C in other sectors making the NCC employment deal less attractive/providing fewer points of difference e.g. more flexibility of work in other industries, greater gap on pay Overall risk treatment: Treat

Original			**Current**			**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**	3	4	**12**	2	4	**8**	Mar-24	**Amber**

Tasks to mitigate the risk

*Identification of what new critical skills are required in services – using workforce planning process and toolkit. As each directorate makes their changes to make savings / manage demand. *Identification of pathways to enable employees to learn, develop and qualify into shortage areas – As each directorate makes their changes to make savings / manage demand *Creation of career families and professional communities, providing visible and clear career paths for colleagues. *Embeding a strengths based approach to performance management e.g. Recruit for strengths not just qualifications and skills and experience - supported by career families activity which will harmonise job descriptions *Explore further integration with other organisations to fill the gaps in our workforce *Develop talent pipelines working with schools, colleges and universities *Undertake market rate exercises as appropriate and review the reward package to support attraction and retention *Develop the use of apprenticeships and early career schemes; this will help grow talent and act as a retention tool *Work with 14 – 19 providers and Higher Education providers to ensure that the GCSE, A level and Degree subjects meets the needs of future workforce requirements *Implementation of new workforce strategy that will lead to improved workforce planning *develop our employee value proposition and employer brand to improve attraction of people with the skills we need
Progress update
1. Working with education providers to ensure subjects meet future workforce requirements and students see a career in local government as an exciting option 2.Work has begun to make best use of the 'skills' facility in the new Oracle system. It will take time to understand how best to use the functionality but it is planned to help with finding people within NCC with skills not usually associated with their role, as well as providing easy reporting on professional registrations. This functionality is dependent on completion of career families work which is a long term project. 3. Work on how to use the full Talent module in Oracle will commence during 23/24 4.A digital skills learning and development strategy has been developed and resourced. This is a HR and Digital Services partnership activity. Activity has commenced and will continue to be delivered across 23-25. 5.Mandatory training policy is live and has been socialised. Work is ongoing to enable notifications to be sent to employees that are due/overdue on their training to support compliance. A review of our approach to and prioritisation of mandatory training areas for focus will take place in 2023. 6.NCC careers website has been refreshed 7. Workforce strategy has been agreed and delivery begun. It identifies a number of themes that will support recruitment and retention of employees with the skills we need to be a successful organisation including refreshing our employer brand and development of clear career families 8. Changes to the organisational design and structure have been implemented 9. Where a need is identified specific recruitment and marketing campaigns are developed and socialised to support attraction to hard to fill roles e.g. 'We Care' campaign 10. Our reward offer is reviewed regularly to identify additional areas that would support attraction and retention. e.g. introduction of mileage loan, electric vehicle lease scheme. 11. Work has begun on the career families and pay and reward review projects 12. Wellbeing strategy has been agreed and actions to implement begun

Appendix B

Risk Number	RM030	**Date of update**	24 August 2023
Risk Name	Non-realisation of Children's Services Transformation change and expected benefits		
Portfolio lead	Cllr. Penny Carpenter	**Risk Owner**	Sara Tough
Risk Description		**Date entered on risk register**	01 October 2022

There is a risk of the non-realisation of Children's Services Transformation change and expected benefits, encompassing the risk that Children's Services do not experience the expected benefits from the transformation programme. Outcomes for children and their families are not improved, need is not met earlier and the increasing demand for specialist support and intervention is not managed. Statutory duties will not be fully met and the financial position of the department will be unsustainable over time.
Overall risk treatment: Treat

Original			**Current**			**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-24	**Amber**

Tasks to mitigate the risk

1) A demand management and prevention strategy and associated business cases have been completed and a multi-year transformation programme has been established covering social care and education, with 5 key strategic themes: Inclusion, Prevention and Early Intervention, Effective Practice Model, Edge of Care Support and Alternatives to Care, and Transforming the Care Market.
2) Significant investment has been provided to delivery transformation including c. £2m pa transformation investment fund since 2018-19 and £120m for capital investment in Specialist Resource Bases and Specialist Schools
3) A single senior transformation lead, operational business leads and a transformation team have been appointed / aligned to direct, oversee and manage the change
4) Regular governatnce structures in place through the Cabinet Member chaired Transformation and Benefits Realisation Board to track and monitor the trajectories of the programme benefits, risks and issues
5) Services from corporate departments are aligned to provide support to transformation change e.g. HR, Comms, IT, Finance, Information and Analytics, Innovation, etc
6) Interdependencies with other enabling transformation programmes e.g. Smarter Working will be aligned to help maximise realisation of benefits.

Progress update

Progress update
Scoring rationale - Risk impact relates to outcomes for children and families not being met, a key county council objective and financial loss of benefits over £3m therefore scored 5. Risk likelihood has reduced from "probable" prior to programme being initiated to "possible" as the transformation programme is seeing initial success after first 48 months of the programme, therefore scored 3. August 2023 update: - The investment in transformation has proved successful since 2018/19 having met existing targets for specific schemes albeit in the context of overall dept overspends - Overall programme broke even in April 2021 and has delivered gross savings of £67m, net savings of £50m up to 2022/23. Target for 23/24 stands at £16m - Programme has helped to mitigate the cost pressures for 2022/23 that resulted due demand related pressures for Transport and Placement budgets - Core indicator of number of Children in Care is broadly stable. Unit costs are under considerable pressure due to the cohort with the very highest and most complex needs continuing to grow as a proportion of all children looked after. The pandemic continues to have a substantial impact e.g. delays in the court system and the impact of hidden harm on CYP. Examples of other factors are; lack of supply of placements, worsening of emotional wellbeing and mental health amongst children, young people and parents, impact of inflation on families and services such as transport, ongoing shortages of staff in key professional specialisms A number of existing transformation projects are in train to support these young people more effectively and reduce unit costs over the medium term. - A 3-5 year strategy and financial plan to outline the next phase of transformation is under development, including the implementation of Childrens Social Care Reform, alongside the development of a strategic sufficiency business case, including a whole council focus on the recruitment and retenton of foster carers. An update is being taken to Informal Cabinet on 4 September.

Risk Number	RM031				**Date of update**				24 August 2023	
Risk Name	NCC Funded Children's Services Overspend									
Portfolio lead	Cllr. Penny Carpenter					**Risk Owner**	Sara Tough			
Risk Description					**Date entered on risk register**				01 October 2022	
There is a risk that in-year pressures from service demand and other external factors beyond the department's control materialise and lead to a significant overspend. Risk Treatment: Tolerate										
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**	4	5	**20**	3	5	**15**	Mar-24	**Amber**

Tasks to mitigate the risk

1. Transformation programme in place that targets improvement to operating model, ways of working, and placement & sufficiency to ensure that intervention is happening at the right time, with the right children and families supported, with the right types of support, intervention & placements. This will result in improved value for money through ensuring that money is spent in the right places, at the right times with the investment in children and families resulting in lower, long-term costs.
2. Improved monitoring system implemented to identify, track and respond to financial challenges.
3. Cohorts will be regularly analysed to ensure that all are targeted appropriately and to develop new transformation initiatives to meet needs cost effectively.
4. Further recognition of underlying budget pressures, including pandemic-related additional budget pressures, within recent NCC budgets and within the MTFS, including for front-line placement and support costs (children looked after, children with disabilities and care leavers), operational staffing, and home to school transport for children with SEND.
5. Local First Inclusion programme in place (supported by the Safety Valve deal) that has planned for additional spend in mainstream schools to support children with high level SEND to remain within them, where it is appropriate for them to do so, and enabling the achievement of good outcomes. This investment acts as a key driver to the long-term aim of returning the DSG to an in-year balanced budget and, subsequently, to repay the cumulative deficit, through mitigating the need for further expansion of special schools (above planned increases) or independent provision.

Progress update

Progress update
Scoring rationale - Risk impact relates to financial impact of over £3m, therefore scored 5. Risk likelihood has reduced to probable from "almost certain" following the additional, significant pressures funding allocated within the 2023-24 budget that has significantly mitigated the risk of in-year overspends. August 2023 update: - Improved monitoring systems and financial oversight have become embedded - Multiple Transformation projects been successfully delivered over the past 5 years that will contribute to mitigate this risk, including, for example, transformation of our social care operating model, the embedding of New Roads, the introdcution of our Targeted Youth Support Services; sigificant savings have been evidenced and are projected to continue whilst outcomes have been improved - Children Looked After numbers have reduced significantly since January 2019 through to 2022, which resulted in reduced overall placement costs. However, unit costs have been under considerable pressure due to external market forces, significant inflationary and National Living Wage increases. There are a number of transformation projects aimed reduce unit costs over the medium term. - The LA has been more successful at supporting families to stay together and keeping the number of chilren looked after remained stable for much of 22-23, with the exception of unaccompanied asylum seeking childr en for whom the LA receives additional Government funding; this bucked the national trends, though there was a small increase seen at the end of the year that will be kept under close review for 23-24 - There are a wide range of factors that have impacted on the financial pressures faced by Children's Services nationally, including unit costs are increasing significantly due to the cohort with the very highest and most complex needs continuing to grow as a proportion of all children looked after. The pandemic continues to have a substantial impact e.g. delays in the court system and the impact of hidden harm on CYP. Examples of other factors are; lack of supply of placements, worsening of emotional wellbeing and mental health amongst children, young people and parents, impact of inflation on families and services such as transport, ongoing shortages of staff in key professional specialisms. - A 3-5 year strategy and financial plan, including the implementation of Childrens Social Care Reform, alongside the development of a strategic sufficiency business case, is under development, including a whole council focus on the recruitment and retenton of foster carers. An update is being taken to Informal Cabinet on 4 September. - As at period 4, the department is reporting a balanced position, some cost pressures have emerged, but are currently able to be managed with existing resources.

Appendix B

Risk Number	RM032	**Date of update**	03 August 2023
Risk Name	Capacity to manage a large or multiple incidents or disruptions to business		
Portfolio lead	Cllr. Kay Mason Billig	**Risk Owner**	Sarah Rhoden
Risk Description		**Date entered on risk register**	01 October 2022

NCC is affected by an internal or external iNCC is affected by an internal or external incident/emergency that impacts on the authority's ability to deliver critical services. This could be internal threats such as loss of IMT or power or external impacts such as supporting the countywide response to Norfolk's Highest risk such as Coastal flooding or pandemic flu. There is a risk of a large scale incident or series of incidents that cause potential negative impacts on the reputation, resources or financial stability, that affect NCC's ability to deliver it services. There are a number of ongoing situations which are compounding this risk. 1. Unprecedented numbers of Avian Influenza cases in Norfolk putting significant pressure on Trading Standards. 2. Energy providers issue of reasonable worst case scenario for power national power outages. 3. We are also moving towards the season where will be see more severe weather acitivity, particulary the risk of low temperatures which compounds point 2 above. 4. Risk of Industrial action. Risk of industrial action in other sectors eg. ambulance service / NHS will add additional pressure to social care services. 5. Cost of living crisis is affecting people and businesses across Norfolk. Risk to our staff, service users and wider community. 6. ICS and social care winter pressures. 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	4	**16**	3	3	**9**	3	2	**6**	Aug-23	**Amber**

Tasks to mitigate the risk

1) Maintain the Corporate Resilience Plan.
2) Maintain a robust Business Continuity process, including training and exercising.
3) Having the appropriate groups in place to be able to support and manage any response to an incident causing business disruption.
4) Supporting and embedding of Business Continuity looking at best practice to support the operational delivery of services.
5) Further training planning for both BC and Emergency Planning.
6) Active engagement and participation in the Norfolk Resilience Forum.
7) On going review of winter risks
8) Member of the NRF and attancance at weekly Norfolk Risk Intelligence Group (RIG)meetings
9) NRF Plans and procedures in place, including training and exercising

Progress update

Progress update
The BC process and emergency response mechanisms are in place and enabled within NCC, support is in place from the Resilience team who deliver 24/7 response support. Current BC stats = 85% of NCC plans reviewed and 81% plans have been exercised. for situational awareness the Norfolk Resilience Forum (NRF) has in place weekly Risk Intelligence Group (RIG) meetings. Due to global and national uncertainty, pre-emptive planning is on going to look at the risks that NCC and Norfolk will face, these will include: seasonal weather - surface flooding, wild fires and drought. Health issues- pressure in care systems, outbreaks, re-emergence of COVID, Hospital roof collapse and care home failure. Cost of living impacts. Disruption to power or communications systems, Industrial Action, Animal Health outbreaks, Cyber attacks. Current weather related risks are Yellow drought, Yellow wild fires.   Resilince Team are working on updates to the tactical (Silver) delivery within NCC.

Appendix B

Risk Number	RM033	**Date of update**	24 August 2023
Risk Name	Norwich Western Link Project		
Portfolio lead	Cllr. Graham Plant	**Risk Owner**	Grahame Bygrave
Risk Description		**Date entered on risk register**	01 October 2022

There is a risk that the NWL project could fail to receive funding approvals from the Department for Transport (DfT), and/or statutory approvals necessary within the necessary timescales to achieve the Orders to construct the project (related to planning consent, land acquisition, highway orders) to enable the Norwich Western Link (NWL) project (at £251m) to be delivered to the agreed timescales (target opening by late 2025). Cause: Objection to the project (particularly related to environmental impacts) that results in either DfT or Secretary of State failing to provide the necessary approvals for the funding/Orders. Event: The scale of the project and the funding requirement from DfT (at 85%) is such that without their funding contribution, it will not be possible to deliver the project. Without the necessary Orders in place, it will not be possible to deliver the project. Effect: The benefits that the project would bring in terms of traffic relief, accommodating growth in housing and employment, economic recovery and journey time savings would not be achieved. If ultimately the project does not get constructed there is the possibility that any funding already provided by DfT would need to be repaid and that the capital expenditure up to that stage could need to be repaid from revenue funds (as there would be no capital asset to justify the use of capital funding). 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	4	**12**	3	4	**12**	1	4	**4**	Sep-24	**Amber**

Tasks to mitigate the risk

1. Work closely with DfT to resolve any queries related to the OBC approval. 2. Ensure programme dates for statutory approvals are achieved and submission details are legally checked. 3. Develop strong team resource to ensure well developed submissions for statutory processes (including public inquiry) are provided. 4. Provide regular updates to the project board to ensure any issues related to programme, cost and risk are reported. 5. Monitor scale of expenditure prior to Secretary of State approval to ensure any potential financial implications can be accommodated within the NCC financial envelope.

Progress update

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

Appendix B

Risk Number	RM034	**Date of update**	24 August 2023
Risk Name	Supply Chain Interruption		
Portfolio lead	Cllr. Kay Mason Billig	**Risk Owner**	Al Collier
Risk Description		**Date entered on risk register**	01 October 2022

There is a risk of a supply chain interruption, which could affect any of the Council's supply chains. This could take the form of either a sudden or gradual interruption, affecting the ability to deliver one or more services effectively. Cause: Examples of sudden interruptions include; loss of power; loss of supplies due to panic-buying (fuel being the prime example with knock-on effects); supplier insolvency; inability to replace critical components. Examples of gradual interruptions include; a gradual inability to recuit key in-demand staff (e.g. drivers & care workers); a gradual material shortage (e.g. construction materials); inflation; industrial action; staff absence owing to Covid-19 / seasonal flu, gradually contracting labour markets. Event: The materialisation of a sudden or a gradual interruption or degradation of a NCC supply chain. Effect: Different causes will generate different effects, but the common effect would be a disruption to service delivery stemming from the interruption of the supply chain involved. This could have knock on effects to other services depending on the interconnectedness / scale of the supply chain. Overall risk treatment: Tolerate (treating with general mitigations)

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	4	**16**	4	3	**12**	3	2	**6**	Mar-24	**Amber**

Tasks to mitigate the risk

For loss of power:
1) Understanding power resilience of County Hall
2) Understanding failover if we lost County Hall power
3) Reviewing plans for simultaneous loss of power or gas to multiple sensitive sites, e.g. care homes.
4) Thinking through command and control in case of widespread power loss
For fuel:
5) Sending out a de-brief form to all involved in the fuel disruption (NCC) and the Resilience team will collate the returns. This will inform changes to the NCC approach and potentially update the Corporate plan. Our work will feed into the wider NRF de-brief to the NRF plan.
For food:
6) Consideration of academies and our role with free school meals.
7) Maintain good relationships with key suppliers.
For supplier insolvency:
8) Formalising tiering of contracts
For critical spares:
9) Work with providers to ensure there is adequate support to just in time (JIT) deliveries (contingency stock of critical spares).
For IT:
10) Ensure IT refresh is considered and appropriate stock pre-ordered.

General mitigations against sudden major disruptions include:
Early warning and trigger points
Supply diversity
Supplier relationships
Public sector resource pooling
Effective plans

Progress update

Progress update

For loss of power:
1) Power resilience understood.
2) Resilience of Disaster Recovery site understood.
3) This is being looked at via normal BAU winter preparedness. Resilience Reps and DMT’s are supported by the Resilience Team to review BC plans.
4) Command and control will follow existing processes. Any issues to be reported by department and escalated to appropriate response level (Silver/Gold) to manage the NCC response. If beyond NCC the NRF will be activated to respond.
For fuel:
5) Resilience Team have sent out a de-brief form to all involved in the fuel disruption (NCC) and has collated the returns. We have collated learning and now the Resilience Team are looking at the delivery of an operational plan to help deliver fuel

to critical services and have created a BC exercise for services to work through their fuel issues and supply needs.
For food:
6) Work to be carried out with providers to ensure they think about support to just-in-time deliveries (contingency stock of basics).
7) Close communication and good relations being upheld with key suppliers of food.
For supplier insolvency:
8) Tiering of contracts being formalised.
For critical spares:
9) Ongoing work with providers to ensure adequate support is available for JIT deliveries.
For IT:
10) Laptops for next round of IT refresh pre-ordered and in supplier's warehouse.

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

Appendix B

Risk Number	RM035	**Date of update**	19 August 2023
Risk Name	Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets		
Portfolio lead	Cllr. Andrew Jamieson	**Risk Owner**	Harvey Bullen
Risk Description		**Date entered on risk register**	01 October 2022

There is a risk that significant and abnormal levels of inflationary pressure persist for an extended period of time with a negative impact on both the Council's revenue budget and capital programme. Unusually high levels of inflation across various sectors are being experienced, driven by a number of economic and other factors which are entirely outside the council's control. Forecasts are increasingly suggesting that this situation is likely to persist for a protracted period. There is a risk that this level of inflation will have very significant impacts across several areas of the council including: - Increasing demand for a range of support and services including hardship funds as the cost of living and inflationary pressures impact on wider society. - Direct impact of inflationary pressures on revenue pay budgets - pay awards for 2023-24 and 2024-25 in excess of the level which has been assumed in the budget / MTFS. - Direct impact of inflationary pressures on non-pay revenue budgets including energy and fuel costs. - Direct impact of inflationary pressures on the Capital Programme including the cost of construction for various schemes. This is significantly reducing the Council's purchasing power and creating significant challenges for programme management and scheme delivery. Risk Treatment: Tolerate (overall levels of inflation are outside of the Council's control), but treating the aspects that the Council is in a position to control.

Original			**Current**			**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**	5	3	**15**	May-23	**Green**

Tasks to mitigate the risk

1) Close budgetary control 2023-24 - Monitoring budgets and emerging pressures during the financial year, reviewing activity levels and pressures in order to mitigate and minimise these as far as possible as part of regular budget monitoring and management processes. Where pressures cannot be avoided / mitigated, identifying alternative off-setting savings and / or funding (such as from business risk reserves) to deliver a balanced budget position for 2023-24.

2) Setting 2024-25 Budget - Developing the 2024-25 Budget to provide as far as possible for known and unavoidable cost pressures, and identifying further income or off-setting savings initiatives to ensure that a robust and achievable Budget can be considered by Full Council in February 2024.

3) Reviewing capital programme - Review of cost estimates, forecasts and profiling of major projects. The Council will monitor this risk and review the potential pressures on the capital programme and proactively manage the schemes, deferring some schemes where possible to minimise the impact of inflation and continue to deliver the capital programme within the budget available. The impact of cost pressures on the capital programme forecast will be picked up as part of the regular capital monitoring process during 2023-24 and as part of setting the 2024-25 Capital Programme.

4) Articulating the financial challenges faced by the Council to Government and other stakeholders - The Council's work to ensure that sufficient funding allocations are provided / available will include responses to Government consultations, funding announcements, discussions about the 2023-24 pay award, and other engagement.

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

Appendix B

Risk Number	RM036		**Date of update**	25 August 2023	
Risk Name	Non-Delivery of the Environmental Policy				
Portfolio lead	Cllr. Eric Vardy		**Risk Owner**	Al Collier	
Risk Description			**Date entered on risk register**	01 October 2022	

There is a risk of not delivering the key objectives of the NCC environmental policy. This could stem from not achieving the key objectives within our control to deliver. These include; achieving Net Zero Across the County Council Estate by 2030, working in partnership across the County, especially through the Norfolk Climate Change Partnership on the delivery of; the Climate Action Plan, major environmental infrastructure projects; sustainable travel projects; the 1 Million Trees for Norfolk project; the Pollinator Action Plan as well as continued roll out of LED streetlighting upgrades and implementation of the EV strategy. Event: Non-delivery of the key objectives. Effect: This could lead to greater potential for increased damage to the local and global environment. Overal 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	4	**16**	3	3	**9**	2	2	**4**	Mar-25	**Green**

Tasks to mitigate the risk

1) Achieve Net Zero across NCC Estates by 2030.
2) Develop and deliver Climate Action Plan through Norfolk Climate Change Partnership.
3) Delivery of major environmental infrastructure projects for example Wendling Beck.
4) Delivery of all of the major transport infrastructure projects including ZEBRA.
5) Delivery of the 1 Million Trees for Norfolk project.
6) Delivery of the Pollinator Action Plan.
7) Rollout of 15k LED lights by the end of 2023
8) Rollout of electric vehicles

Progress update

Regular reporting cycles are already established for each of the key objectives.
1) Digital dashboard established and strong delivery against scope 1 and 2 emission targets.
2) Development work ongoing with Norfolk Climate Change Partnership. A number of strategic workshops are taking place in the third quarter of 22/23 which will inform the direction and content of the climate action plan.
3) Strong progress to date with all key environmental infrastructure projects on schedule.
4) Sustainable transport projects progressing well and major investment in ZEBRA scheme and cycling and walking programmes secure.
5) Delivery of 1 Million Trees project progressing positively with plan in place to accelerate planting plan following Covid-19 impact on planting programme. Current scoping work ongoing regarding new partnerships and approaches to increase planting.
6) Pollinator Action Plan approved by Cabinet and under delivery - no major issues to report.
7) We have currently replaced 3.7k lights.
8) We are currently developing metrics for the fleet of NCC electric vehicles.
With the sign-off of the NCC Climate Strategy, we are now in the process of incorporating this into this risk going forward.

Risk Number	RM038				**Date of update**				18 August 2023		
Risk Name	Recovery from the Covid-19 pandemic										
Portfolio lead	Cllr. Alison Thomas					**Risk Owner**	Laura Clear				
Risk Description					**Date entered on risk register**				14.03.22		

If there is insufficient time and staffing resource in operational teams to focus on recovery actions, then the risk of harm to service users will be unaddressed with the associated adverse impact to staff wellbeing & retention, increased complaints & LGSCO findings; and reputational challenge from Members/the Council and from the public.   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	4	**16**	4	3	**12**	4	2	**8**	Apr-24	**Amber**

Tasks to mitigate the risk

15.7.22
clear governance with backlogs position reported to DLT via recovery and oversight group. Recovery monitoring through finance and accountability meetings.peripatetic assessment team focussing on holding list reduction.Duty teams responding to urgent and crisis needs
8.11.22 All Places have recovery plans in place - weekly monitoring in place
18.08.23
Whole department approach to supporting recovery (progress report to DLT weekly)Dedicated leadership in placeRecovery plans developed for each Community Care TeamSAFE event delivered. Improvement Cycles introduced to support & review performance progress & outcomesPartner provider procured to deliver additional assessment capacity for 12 months. Connecting Communities ways of working supporting focus on outcomes. Implement a centralised recruitment approach.

Progress update

Progress update
07.06.2023 External provider procurement to support reduction in holding list - contract awarded and in legal standstill. go live should be beginning of July 2023Recruitment to 8FTE posts to support community hospital discharges and increase follow on team capacity underwayShort interval controls for short term bed use proposed and being considered by localities. DLT workshop set up on STBs for 5/7/2023E4SC roll out progressing according to plan with CCDs starting in East and North locality w/c 5/6/23 and in West a fortnight laterRisk around reduction in ICB bedded capacity and impact on STB use and increased operational; demand being monitored and escalated to DLTContinued focus on unallocated safeguarding referrals - positive reduction in West locality now seen40% reduction in vacant posts since Mid-December 17.07.2023 Connecting Communities Environment for Social Care ways of working now rolled out to all Community Care Teams (older people and people with physical disabilities)Weekly recovery and locality learning cycles embedded and reviewing performance metrics including holding list reduction3/5 Community Care teams now have holding lists lower than in November 2021Short term bed workshop and proposed immediate workplan focus to be discussed at DLT w/c 17/7 as part of discharge paperMobilisation of external provider project under way with planned go live from 24/7Continued monitoring of unallocated safeguarding referral numbers through recovery learning cycle (significantly reduced number)New Finance and Performance Boards launched in July. 18.08.2023 Social Care Community Engagement (SCCE) team, Norfolk First Response Service and Community Care teams have now all adopted new ways of working delivered through the Connecting Communities programme – supports focus on improvement cycles and outcomes for people.Holding list – current Older People/Physical Disability holding list is 2088 people, this is the lowest number since November 2021 (data not available before this date). The % reduction in people on holding lists since 01/12/22 is Norwich 33%; East 67%; North 25%; West 47% and South +45%). Revised trajectories show recovery to manageable levels on holding list push out to November 2024. This is influenced by winter pressures, short term bed pressures & current performance experience.New Power BI dashboards published to support managers to manage their service performance. Partner provider has started taking trusted assessment work from w/c 7/8/23. Plan is up to 1000 assessments over a 12-month period.Principal OT writing strategic paper for future OT model and recovery of OT holding list (currently 670 people waiting OT assessment)Temporary additional staff recruited to support reduction in people waiting in short term beds following a hospital stay/currently in a community hospital.Service Development plans written or being developed for SCCE, NFR and each Community Care team to confirm local plan & focus for caseload management & embedding Connecting Communities ways of working over the next 9 months.Legacy planning progressing as Connecting Communities programme enters next transitional phase (sustaining) where NCC solely lead the programme & deliverables.

Risk Number	RM039	**Date of update**	25 August 2023
Risk Name	Financial, Staffing & Market Stability impacts due to implementation of Social Care Reform (now October 2025)		
Portfolio lead	Cllr. Alison Thomas	**Risk Owner**	Sonia Kerrison
Risk Description		**Date entered on risk register**	19/07/22

Financial Risk There is a risk that the Government will not provide sufficient funding to support the implementation of Social Care Reform and that we (NCC) will not have any monies to fill any shortfalls or additional costs. There is a risk that the Government has hugely underestimated the cost to implement Social Care Reform and therefore there will be a shortfall in funding to Local Authorities. Added to this, NCC does not have any additional monies to fill any shortfall from the Government or any other additional costs (related to additional cases, more service users that require more input into costs, support & maintenance for Care Accounts etc) associated with the Social Care Reform implementation. Resourcing/Staffing Risk There is a risk that there will be insufficient resources both internally and to recruit externally to meet the new demands of the social care reform. we will not have sufficient resources (SW, Finance and Brokerage) to process the increased care act and eligibility checks as more self funders request LA to purchase care on their behalf or reach the £86,000 cap. In addition we may not be able to recruit the necessary additional staff externally due to lack of social workers both regionally and nationally. We are struggling to recruit for vacancies we have now. Market Stability Risk There is a risk that there will be insufficient capacity in themarket to meet the new demands of the social care reform. The implementation of 18(3) whereby self funders can request Local Authorities to purchase care on their behalf, has a destabilising impact on our already fragile care market. In addition the level of provider failures/contract handbacks are really worrying and may impact our ability to provide suitable care oralternatives to those who can no longer afford first and third party top ups once they reach the cap. There also may not be sufficient care in the market for us to provide suitable lower price alternatives if first party and third party top ups are required.   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	4	**16**	3	3	**9**	2	2	**4**	Oct-25	**Amber**

Tasks to mitigate the risk

Social Care Reform has been delayed by 2 years to October 2025. The SCR Programme will continueworking through the Modelling and Impact analysis to understand the impact and plan for implementation.
The programme is :Developing the Target Operating Model to deliver Reform, including:
 How we will approach assessments in the future so that we can better meet demand (proportionality, whether we get partners involved in carrying out some assessments (trusted assessor model), whether we introduce self assessment, self service, and optimising the use of technology).
Implementation of changes within reform to Charging and the creation of Care Accounts.
Market sustainability and Fair Access to Care.
Working with customers, carers and partners to plan and shape the Transformation required to deliver Social Care Reform.

Progress update

Progress update
Programme is currently defining detailed activities and scope for each workstream which will determine what products will be due from each workstream. Review of Programme completed end of November - milestones and programme of work requires review and potential rescoping following Government Budget on 17/11/2022. The Government announcement to delay the implementation of SCR by 2 years to October 2025 gives Norfolk County Council additional time to prepare and plan for the implementation of SCR. The Programme funding to implement SCR has been refined following the Budget and further analysis is required. The programme is : Developing the Target Operating Model to deliver Reform, including: How we will approach assessments in the future so that we can better meet demand (proportionality, whether we get partners involved in carrying out some assessments (trusted assessor model), whether we introduce self assessment, self service, and optimising the use of technology). Mapping and scoping the potential savings that the use of technology and self assessment models may create through assessment activity being delivered differently. Implementation of cha nges within reform to Charging and the creation of Care Accounts. Market sustainability and Fair Access to Care. Working with customers, carers and partners to plan and shape the Transformation required to deliver Social Care Reform. Risk reviewed by Senior Management Team as a group on 15/12/2022 - agreement on risk level and mitigations in place. Update 3/4/2023 Revised programme progressing to plan. Target Operating Model (TOM) currently being created. Revised programme endorsed via SMT and DLT. Challenges in obtaining data to support TOM in relation to staffing resource and activity being discussed with IMT Update 23/5/2023 Challenges in obtaining data to enable robust modelling for the Target Operating Model for demand and staffing escalated to DLT. Update 3/7/2023 Project Manager availability for the TOM work has been reduced temporarily to enable PM to support strategic review phase 2 - the TOM next stage has been delayed accordingly. The timeline for the roll out of LAS client portal accounts has been extended to enable further pilot testing on a wider scale in the Learning Disability service - agreed via June OD/HOIC meeting and with LD HOIC.

Risk Number	RM040	**Date of update**	23 August 2023
Risk Name	Assurance implementation		
Portfolio lead	Cllr. Alison Thomas	**Risk Owner**	Debbie Bartlett
Risk Description		**Date entered on risk register**	22/07/22

A CQC rating of good or above indicates a social service department that is providing the right support in the right way to promote positive outcomes for the people who need to draw on adult social care, and those that support them. A rating of less than good indicates that we are not assessing need, providing support or working in partnership with others in a way that enables the best possible outcomes for people in the local area. If we are rated less than good in the upcoming assurance regime, we are likely to have increased difficulty providing timely and high quality intervention for people. It is likely to increase our difficulties recruiting and retaining good staff, which will further impact our ability to manage the demands well, both from staffing and governance perspectives, leading to further loss of practice quality, increased wait times for citizens and less than optimal outcomes more of the 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
3	3	**9**	4	4	**16**	2	3	**6**	Apr-24	**Amber**

Tasks to mitigate the risk

Performance Improvement Group (PIG) in place to drive performance improvements, meeting monthly. Quality Improvement Group (QIG) established Feb 23 to drive quality improvement, including ensuring that increased focus on recovery does not compromise quality of work.

The action plan developed following regional mock assurance, updated following ex-director challenge session in Jan '23. This is reviewed regularly at PIG and continues to drive performance improvements and assurance readiness.
Performance is majorly impacted by recovery. Recovery tracker maps performance against key metrics weekly and is circulated to senior managers. All areas have recovery plans with routine monitoring.

Connecting Communities transformation programme is having a significant positive impact on our ability to ensure optimal outcomes for more people as we change our ways of working, embedding more preventative work and reducing the reliance on formal social care.

Our refreshed corporately significant vital signs embed our commitment to prevent the need for formal care, reduce the reliance on formal social care, manage the risk in our waiting lists well, manage safeguarding work effectively and work with provider market to improve the quality of provision. These, and their feeder indicators, are used to direct performance conversations as part of our governance structure, directly linking to aspects of the CQC framework.

We closely monitor development of the CQC assurance process, including feedback from the pilot sites as they complete the process.

Progress update

Progress update
April '23: Further clarity regarding assurance regime now available. Desktop exercise for all ASSDs from April 2023. Up to 20 selected for assurance Oct-Dec '23 based partly on perception of risk. Given our recovery pressures and associated waiting times and waiting lists, this increases likelihood of us being assured in first or second traunch. Risk scores remain valid. July '23: The SALT and ASCOF returns for 22/23 have now been finalised and submitted. We have seen significant improvement in a number of metrics, but remain with low performance when compared with the East of England region or the England average for last year in some measures. Comparative data will not be available until around September/October. The ADASS Spring Survey was recently submitted and early indications are that we have more people waiting for assessments of various types than the regional average. The Office for Local Government launched a dataset for local government this week, containing seven measures for adult social care. For five of these measures, we are below the median performance for our nearest statistical neighbours. For two measures we are at or above the median. This is in the public domain but draws on data from 21/22. Given these datasets being in the public domain, the likelihood of CQC assuring us earlier in the process is increased.

Risk Number	RM041		**Date of update**	18/08/2023
Risk Name	Adult Social Services Supplier or Market Failure			
Portfolio lead	Cllr. Alison Thomas	**Risk Owner**	Gary Heathcote	
Risk Description			**Date entered on risk register**	05 September 2023

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 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.

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**	4	5	**20**	3	4	**12**	Apr-24	**Amber**

Tasks to mitigate the risk

1) Annual uplift of fees and consideration of cost of care to ensure a full understanding of a fair price for care
2Process in places to ensure NCC business is conducted well with invoices paid promptly.
3) Work with providers to ensure early communication of cashflow concerns.
4) Use of a provider at risk dashboard to support earlier conversations with providers
5) PAMMS review to work proactively with all providers to support quality improvement and implementation of quality improvement and escalation policy
6) Agreed workforce strategy and implementation plan including increased focus on recruitment and retention
7) Up to date market position statement to track changes in demand and protections of future need and signal commissioning intentions.
8) Fair cost of care work completed for home support and older people residential and nursing and market sustainability plan reported to Cabinet
9)Weekly multi team meeting to review providers with highest risks and actions required
10) Annual winter resilience plan to help address capacity
11) Specific actions to focus on issues related to providers of services for people with learning disabilities - these include commissioning actions to develop new compliant care including capital investment to increase independent living and residential care review; LD&A quality improvement actions to provide additional support to providers undertaking improvement actions.
12) ICS Social Care Quality Improvement Programme in place

Progress update

Progress update
18/08/2023 Internal capacity meeting to oversee actions and impact Connecting communities programme with focus on Norfolk First Response - to increase reablement capacity Weekly provider at risk meeting - focused on actions to monitor and manage providers delivering services to working age adults, with critical risks. PAMMS Reviews programme on track, and team supporting providers with urgent quality and safeguarding issues Quality Improvement and Escalation policy in place Regular review of provider risk dashboard for residential and nursing and development for other parts of the care sector. Further development of the provider at risk dashboard developed Regular communication with Market via NORCA and engagement programme. Further incentives put in place when needed for home support from hospital or NFR International Recruitment approach - Community of practice in place and developed offer implemented with ICB. Norfolk is the lead sponsor for the regional programme using government funding for international recruitment. Home support and OP residential and nursing cost of care work completed. Market Sustainability Plan completed. ICS Social Care Quality Improvement Programme in place and working towards agreed deliverables. Market position statement presented to Cabinet 4 July. Market Position seminar held with providers. Paper to DLT setting out specific pressures relating to WAA care providers with further funding agreed to support targeted support. Two Quality Improvement Officers appointed and new wrap around support model being developed. 2023-24 fee increase agreed by Cabinet in January 2023. Proactive sourcing implemented within brokerage.

Corporate Risks - Heat Map

LIKELIHOOD	Insignificant 1	Minor 2	Moderate 3	Major 4	Extreme 5
Almost Certain 5					35
Likely 4			34	40, 38	41, 31
Possible 3		4	3a, 36, 39, 22b, 1	29, 3b, 33, 2	30
Unlikely 2			32, 27	24, 10	6
Rare 1				13	

IMPACT

Key

= Risk score increase **= no score change** **= risk score decrease**

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

Red Rated Risks

Risk Number	Risk Title	Score
RM035	Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets	25
RM041	Adult Social Services Supplier or Market Failure (Proposed New Risk)	20
RM031	NCC Funded Children's Services Overspend	20
RM038	ASSD Recovery from the Covid-19 pandemic	16
RM040	ASSD assurance implementation	16

Amber Rated Risks

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

RM034	Supply Chain Interruption	12
RM029	Critical skills required for the organisation to operate effectively	12
RM006	Service Delivery	10
RM001	Infrastructure funding requirements	9
RM003a	Information compliance requirements	9
RM022b	Replacement EU Funding for Economic Growth	9
RM036	Non-delivery of the NCC Environmental Policy	9
RM039	ASSD financial, staffing & market stability impacts due to implementation of social care reform	9
RM010	Loss of key ICT systems	8
RM024	Great Yarmouth Third River Crossing (3RC)	8
RM027	myOracle	6
RM032	Capacity to manage a large or multiple incidents or disruptions to business	6
RM004	Contract management for commissioned services.	6

Green Rated Risks

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

Risk Number	RM14417	**Date of update**	17 August 2023
Risk Name	Impact on Housing Delivery		
Portfolio lead	/	**Risk Owner**	Matt Tracey
Risk Description		**Date entered on risk register**	01 April 2022

Natural England has released new Nutrient Neutrality catchment areas incorporating the Wensum and Broads catchments which affects the majority of Norfolk and all LPA areas to some extent. LPAs will not be able to determine housing related planning applications in affected areas until developers have assessed and brought forward appropriate mitigation measures to deal with increased phosphates and nitrates arising from proposed development that involves 'additional overnight accomodation'. Longer term potential impact on housing delivery in Norfolk leading to a risk of business failures and loss of jobs.

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	4	**20**	5	4	**20**	4	3	**12**	Mar-24	**Amber**

Tasks to mitigate the risk

BAU on all activity relating to site consultations to ensure that we are not delaying new starts on already permitted development.

Working with Norfolk's LPAs/PAS to support and assist with the introduction of a vehicle to develop and deliver mitigation measures to help ensure any disruption to the delivery of new housing is minimised.

Progress update

NCC remains fully engaged with LPAs and the development community on all relevant planning processes. The number of major planning applications / Norfolk NSIPs remains at unprecedented levels. Enhanced collaborative work on strategic sites and related infrastructure projects continues.

Greater direct LA intervention being progressed in partnership with water industry to allow the grant of planning permissions with a programme of mitigation delivered through a proposed Joint Venture (JV). Regular ongoing liaison meetings with districts and other key stakeholders. Direct site mitigation measures being considered separately on certain strategic sites, including Long Stratton. Royal Haskoning district-commissioned work modelling and the calculator is complete to inform locally derived evidence base linked to a credit-based system. Joint-Ministerial statement clarifies ultimate responsibility lies with the water industry (by 2030).
(Re-scoped housing delivery risk now focussed on the inability for LPAs to determine housing related planning applications in affected areas).

Risk Number	RM14493	**Date of update**	31 August 2023
Risk Name	Impact of the shortage of skills funding on the economy		
Portfolio lead	/	**Risk Owner**	Chris Starkie
Risk Description		**Date entered on risk register**	26 April 2022

Maintaining skills levels and programme/project interventions across the county faces significant risk due to the funding landscape and availability of skills specific funding 2022-2024 Concluding in December 2023, European Social Investment Funds (ESIF) provide a substantial vehicle in the delivery of skills programmes, supporting a direct/indirect conduit to training and reskilling activity across the county. Delivered through programmes such as ESF Skills for the Workforce, Building Better Opportunities, Skills for Health & Social care, the Supply Chain skills development fund and NCC-led Chances project, ESIF funds substantially augment the skills system within the county, providing conduit into training for 2000+ low skilled, unemployed residents. In the advent of Shared Prosperity Fund provision and restrictions of eligible skills projects until 2024 (including the challenges of aligning district skills priorities and agreement), funding and provision for skills interventions is recorded as high risk during this period.

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	4	**20**	4	3	**12**	Mar-24	**Amber**

Tasks to mitigate the risk

Mitigating risk, NCC E&S are pursuing addition funding themes to support and maintain previous provision. These include:
- DWP Flexible Funding programme
- District proposals for the adoption and continuation of current programmes through
- Shared Prosperity Fund allocation.
- Social Investment funding in the delivery of resident workforce skills and social mobility outcomes
- Voluntary sector led programmes in co-delivery with NCC

The Employer Training Incentive Project (ETIP) was designed as a Covid response, offering a delegated grant scheme to support employers to upskill and reskill employees building resilience and diversification. The project was funded via the Norfolk Strategic Fund and NCC, to date over £297K of funds has been committed. Employers have contributed £141k of their own funds bringing the total cost of the training to £438K 80% of which has been spent with local training providers. Other workforce development projects including Supply Chain Skills Development Fund and Skills Progression, Adaptability & Resilience (SPAR) both of which will provide a delegated grant scheme to employers, both are in the early stages of the projects with no data to report as yet. Chances project, supporting those who are long term unemployed and have a health condition to return to or move closer to the labour market, increasing the supply of work ready individuals should over time reduce the high level of vacancy rates and reduce the number of UC claimants.

Progress update

Progress update

Progress & status is monitored using baseline Skills & Employment data sources

Unemployment benefit claimant count – July 2023
- Norfolk claimant count - (Over time) July 2019 (2.1%) – July 2023 (2.8%) at 33% increase
-National claimant count - (Over time) July 2019 (2.8%) - July 2023 (3.7%) at 32% increase
Previous 12 months
Norfolk – July 2022 (2.7%) / July 2023 (2.8%)
National – July 2022 (3.6%) / July 2023 (3.7%)

NCC has been awarded a DWP contract for an Individual Placement Support programme. The application is to support individuals with low level and mental health issues into employment. Contract currently being set up and negotiated.

Vacancy Data
Most recent update available Jan 2023 – Lightcast Vacancy Sector data for Norfolk looking at the difference between the "p
eak COVID-19 impact" in 2020 and the "current COVID-19 impact" (adjusted for seasonal trends) to give an indication into the extent of which each sector has "recovered from COVID-19" in terms of job postings (top 5 highest sectors for recovery)
Accommodation & Food +485%
Transportation and Storage +257%
Water Supply +238%
Wholesale & Retail +232%
Real Estate + 224%
Arts, Entertainment & Rec. +202%

Qualifications 2022 - sample size is too small to allow data to be produced, so Jan 2021 - Dec 2021 is the latest available data.
Annual profile of NVQ Level 1,L3 & L4 achievement (Qualification) rates: Jan 2021 – Dec 2021
- NVQ Level 2 + 0.6% comparable to national rate - previous 12 months
- NVQ Level 3 + 0.3% comparable to national rate - previous 12 months
- NVQ Level 4 - 2.3% comparable to national rate - previous 12 months

CHANCES project has supported 1513 individuals with 539 moving into work or active job search.

Risk Number	RM14500	**Date of update**	21 August 2023
Risk Name	Impact of abnormal levels of inflation - Part 1 Capital programme		
Portfolio lead	/	**Risk Owner**	Thomas Galer
Risk Description		**Date entered on risk register**	25 July 2022

There has been material increases in the post-COVID cost of construction due to increased demand, higher fuel prices and the impact of the war in Ukraine. These inflationary cost pressures are beginning to impact the capital schemes, especially the highways capital programme. We are currently seeing between 20% and 25% increase in the cost of construction for various schemes. This is significantly reducing the Council's purchasing power and creating significant challenges for programme management and scheme delivery.

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	4	**20**	5	2	**10**	Mar-24	**Green**

Tasks to mitigate the risk

1) Cost estimates / forecasts being worked through for the major projects
2) Update funding requirements for the major projects
3) The Council will continue to monitor this risk and review the potential pressures on the capital programme and proactively manage the schemes, deferring some schemes where possible to minimise the impact of inflation and continue to deliver the capital programme within the budget available. The impact of cost pressures on the capital programme forecast will be picked up as part of the regular capital monitoring process.

Progress update

1) Cost estimates / forecasts being worked through for the major projects making up the capital programme.
2) Funding requirements being updated to reflect any cost pressures.
3) We are continuing to monitor what is being delivered and identifying any schemes for deferral.

Risk Number	RM14514	**Date of update**	01 August 2023
Risk Name	Requirement by Government to change DIY charges at recycling centres		
Portfolio lead	/	**Risk Owner**	Joel Hull
Risk Description		**Date entered on risk register**	01 April 2022

The risk is that, based on a consultation launched by Defra in April 2022, national policy will require acceptance of 300 litres a week of DIY type material without payment from householders, thereby creating a new and unfunded obligation with costs in possibly excess of £1m a year.

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	4	**20**	5	4	**20**	2	2	**4**	01/03/2024	**Red**

Tasks to mitigate the risk

Engage early with national groups to ensure a robust response to consultation and policy development and submit a response to the consultation.

Progress update

Defra launched consultation in April 2022 which closed in July, strong response from NCC and national professional groups and survey also completed for CCN. Defra response expected spring 2023.

Risk Number	RM14515	Date of update	01 August 2023
Risk Name	Separate collection and disposal by incineration of soft furnishings containing fire retardants called persistent organic pollutants (POPs).		
Portfolio lead	/	Risk Owner	Joel Hull
Risk Description		Date entered on risk register	17 October 2022

The risk is that, costs of services and complexity of service delivey relating to dealing with bulky waste with soft furnishings will increase sharply in 2023 and that enforcement action will be taken by the Environment Agency for any non-compliance with its' requirements. This is based on an Environment Agency notice sent in August 2022 to service providers and waste facility operators, identifying that from 31 December 2022 onwards the Environment Agency may take enforcement action where soft furnishings containing fire retardents called persistent organic pollutants (POPs) are being landfilled, or collected mixed with other materials for incineration. Solutions would require seperate collection and provision of space at recycling centres and shredding of material that is collected and preserving its separation up to the point of disposal.

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	4	**20**	5	4	**20**	2	2	**4**	Dec-23	**Amber**

Tasks to mitigate the risk

Work with NEWS as Recycling Centre operator and provider of waste transfer station service to establish logistics and costs consequence of compliance. Work with Veolia and Suffolk to establish the requirements, capacity and any cost consequence for dealing with waste POPs. Engage with Environment Agency via national groups to ensure a managed transition.

Progress update

Regulatory position statement approach implemented by the Environment Agency in December 2022 for recycling centres, shredding and storage and initial deadline of 31 December 2022 for compliance notification to the Agency has been extended to 31 January 2023 with neighbouring Cambridgeshsire County Council initially stopping the acceptance of waste upholstered domestic seating at its recycling centres in early January before changing its mind. Risk of another Government proposal on accepting DIY waste free of charge compounding service effects required to meet compliance raised nationally and regionally with Environment Agency. Meetings and discussion held with contractors to work on compliance options, implications and costs with a contract variation implemented with Veolia to provide a local option for the County Council as Waste Disposal Authority. The Agency approach is being challenged nationally on grounds of overreach and there is a possibility of an additonal regulatory position statement for collection and compaction of such items. County Council response to Environment Agency on route to compliance provided ahead of 31 January deadline. Agency assessments in relation to compliance expected nationally from August 2023.

Appendix D (S&T)

Risk Number	RM14489	**Date of update**	29 August 2023
Risk Name	Failure to support organisational and departmental priorities		
Portfolio lead	/	**Risk Owner**	Derryth Wright
Risk Description		**Date entered on risk register**	12 November 2021

There is a risk that if support services are unable to meet the demands of both corporate programmes and departmental priorities then the delivery of the overall strategic priorities could be at risk. Causation includes; 1. Lack of clarity around or a conflict in priorities 2. Governance structure for prioritisation and decision making not fully developed 3. Plans and programmes not identifying and resourcing additional HR capacity required to support 4. Reduced capacity within core HR TOM to respond to plans and programmes

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	4	**16**	4	4	**16**	3	3	**9**	Mar-24	**Amber**

Tasks to mitigate the risk

1) Identification of capacity gaps prompted by one off transformation projects and developing plans to resolve/mitigation (pre go-live and regular review). This should reduce the risk likelihood.
2) Improve ability to capture requirements and prioritisation of sharing best practice (from I&A and Transformation) by Autumn 2022.
3) Review service model and priorities with key customers.
4) Internal efficiency programmes to release capacity and articulate impact of any reductions in capacity.

Progress update

1) Gaps in capacity are being identified.
2) The I&A and Transformation teams are sharing best practice.
3) Service models and priorities are being reviewed.
4) Internal efficiency programmes are being worked through.

Risk Number	RM14490	**Date of update**	01 August 2023
Risk Name	Risk of inability to deliver core services and to meet statutory requirements if unable to recruit and retain staff to vacancies, specifically the social worker workforce.		
Portfolio lead	/	**Risk Owner**	Paul Wardle
Risk Description		**Date entered on risk register**	07 March 2022

Risk of inability to deliver core services and to meet statutory requirements if unable to recruit and retain staff to vacancies, specifically the social worker workforce.

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	4	**16**	5	4	**20**	4	4	**16**	Mar-24	**Red**

Tasks to mitigate the risk

Recruitment plan to close vacancy gap to be developed for 2022/3Retention plan to improve retention to be developed for 2022/23
Strategy to underpin both these to be de developed for 2022/5

Progress update

01/08/2023 No change to risk score. staffing budgets are now increasing overspent, as additional posts agree have not be funded. DLT meeting to be agreed to discuss staffing approach

03/07/2023
no change to risk score. 16 sw2 interviews to take place w/c 03/07/23 and circa 18 sw posts offered, but no reduction in actual vacancies as yet. work need to take place on modelling demand versus establishment to truly understand current position and trajectory in assd 08/06/2023

No change to risk score. Until there has been further progress in reducing lvl 2 social worker vacancies, a reduction in risk score is appropriate. Several recruitment activities continue.

05/05/23
No change to risk score
AP vacancies continue to reduce. Greatest risk in level 2 social worker vacancies, further impacted by the creation of additional TM roles in localities. sri lanka initiative proving disappointing. explore German option. good progress in working with city council to source accommodation, now housed 5 international recruits.

08/03/2023
overall vacancy rate 10%, work continues. no change t risk score until SW vacancy rate reducesfurther.

06/02/2023
first draft of burndown provided. developing recruitment strategy for coming year. moved towards cohorted AP recruitment. agreed business case for SCCE retention. agreed return to work advert for social workers. relaunch of social care bank. overall vacancy rate reduced to 12% (15% in October) No change to risk score.

Risk Number	RM14287	**Date of update**	01 August 2023
Risk Name	Ongoing requirement safeguard adults with care and support needs who are at risk of abuse and neglect in Norfolk		
Portfolio lead	/	**Risk Owner**	Helen Thacker
Risk Description		**Date entered on risk register**	14/12/16

Crimes and safeguarding concerns will unfortunately always occur and there is an ongoing need to provide sufficient resource to reduce risk and investigate concerns. Huge holding lists and systemwide pressures have led to safeguarding cases waiting longer for a response and there is a risk that further abuse and neglect and further harm occurring before the matter is investigated.

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**	4	4	**16**	4	4	**16**	Dec-23	**Amber**

Tasks to mitigate the risk

Tasks to mitigate the risk

1) Multiagency Safeguarding Policy & Local Procedures in place.
2) Adults Safeguarding Board in place.
3) Delivery of Safeguarding training to providers.
4) Appropriate checks / vetting of staff.
5) Safeguarding Adult Reviews actioned where appropriate.
6) Any recommendations made by Safeguarding Adults Review's (SARs) are monitored by the Safeguarding Adults Review Group and also disseminated quarterly to all managers via the Quarterly Managers Forum (QMF).
7) The Care Act sets out the safeguarding duties of the local authority.
8) Training programme in place and information is circulated to ASSD staff about being vigilant for signs of abuse and neglect. There is an exception report to highlight any front line staff who haven't carried out any safeguarding training in the last 3 years.
9) Guidance on high risk visits has been developed to support during the covid-19 pandemic. This has been updated to include the need to visit where safeguarding concerns have been raised more than once.
10) Information is to be circulated to wider safeguarding network by NSAB manager. Easy read information available on NSAB website about the risk of being exploited.15) Workshops led by NSAB chair around health providers and safeguarding thresholds.

16) DHRs convened to learn from cases where ASSD has been involved.
17) Audit of safeguarding thresholds to be carried out in 2022 - preparation for CQC inspection has started. Feedback from people who use services is likely to be an area where improvement is indicated.
18) Procedure for holding list management has been published to support consistency in review of risk and prioritisation.
19) DLT has given permission for a review of safeguarding structure and resourcing in the county to consider resourcing against other county models.
20) Locality teams are focusing attention on waiting safeguarding cases.

Progress update

Progress update

1) Multiagency safeguarding policy and procedure refreshed and updated by the Deputy Safeguarding Adults Board Manager of the Norfolk Safeguarding Adults Board (NSAB). Now published on the NSAB and publicised among partners.

1b) ASSD is part of all NCCSP groups and subgroups to support the county response to the risk of violence and anti-social behaviour.
2) Board is well established and has an independent chair.
3) Specific training for providers is delivered (at a cost) via the commissioned training provider, St Thomas'. The NSAB can also signpost providers to safeguarding training.
4) Enhanced DBS checks are carried out for all customer-facing staff in ASSD.
4b) Safeguarding review underway to examine the county safeguarding model and safeguarding resourcing.
5) ASSD has a representative on the multiagency Safeguarding Adult's Review (SAR) Group and the group is attended by NPLaw. There is a robust process in place for evaluating cases referred to the SAR Group against the SAR criteria.
6) The SAR Group holds and monitors action plans for each SAR and is developing a thematic approach. They also have a standing item on the NSAB agenda to update the board on progress with actions, and any forthcoming reviews. The Head of Service (for Safeguarding) presents learning from SARs and reviews this alongside the relevant locality Operations Director/Head of Service. The learning is used as a platform for a more detailed look at a particular theme for ASSD.
7) No easements
8) Training programme in place
9) Guidance on myNet
10) Information regularly circulated by Head of Service, Safeguarding and NSAB manager
15) Ongoing work with NSFT regarding falls a the Julian Hospital and incidents between patients at Hellesdon hospital, and monthly meetings set up with NNUH to manage relationships with the NNUH safeguarding team and resolve issues. Action plan from hospital safeguarding workshops in progress.
Work ongoing with NSAB regarding safeguarding a shared understanding around when to raise as safeguarding concern.

16) ASSD engaged in all DHR panels and gold groups where we have had relevant involvement.
ASSD has representatives for all SARs and DHRs where it is appropriate for us to be involved although this has increased pressure at management levels, particularly in the safeguarding service
due to the need for detailed reports and panel meetings for scrutiny. Post to support with SARs and DHRs until 2024 is in the process of being recruited to.

17) Head of Service, safeguarding involved in the Performance and Improvement Group to prepare for CQC inspection. Feedback from people who use services is likely to be an area where a need for improvement is indicated.Update at 6/4/23
Norwich locality is prioritising allocation of safeguarding cases from its holding lists and other localities are considering ways they can tackle the rising backlog of safeguarding cases.
Update at 5/5/23
Norwich locality reduced the number of waiting safeguarding cases from 200 to 85 but will be unable to apply the same level of input ongoing. Other localities are making attempts to tackle the safeguarding backlog.
Safeguarding review report is going to DLT on 11 May and will make recommendations.
Update at 2/6/23 All recommendations from safeguarding review agreed by DLT. Some of these include prioritisation of tackling safeguarding cases on holding lists. Work has commenced to trial a way of gathering feedback from people who have experienced a safeguarding service. A very high profile case which has been in the news, with the potential for reputational damage, will go to Coroner's Court soon and there is an active SAR/DHR. Preparation will be needed.
Update 7/7/23
Action plan developed for implementing safeguarding review actions which were all agreed by DLT. Action owners identified and contacted. Localities continue to work on safeguarding holding lists. Peer audit with Suffolk unable to progress due to Suffolk volunteering as a CQC pilot site but local audit on hand-offs in safeguarding cases and wider safeguarding to be carried out. SAR group has agreed to a further 2 SARs to be completed.
Safeguarding processes and forms are being reviewed - July to September.Update 1/8/23
Work is progressing on implementation of actions from the plan, dates for local audit agreed. We will be having a peer review with Wigan SAB in the autumn.
Concerns remain about safeguarding cases on holding lists and level of oversight of allocated and unallocated cases by managers. The number of waiting cases has reduced from 438 in March 2023 to 337 in July 2023 but further work is needed.

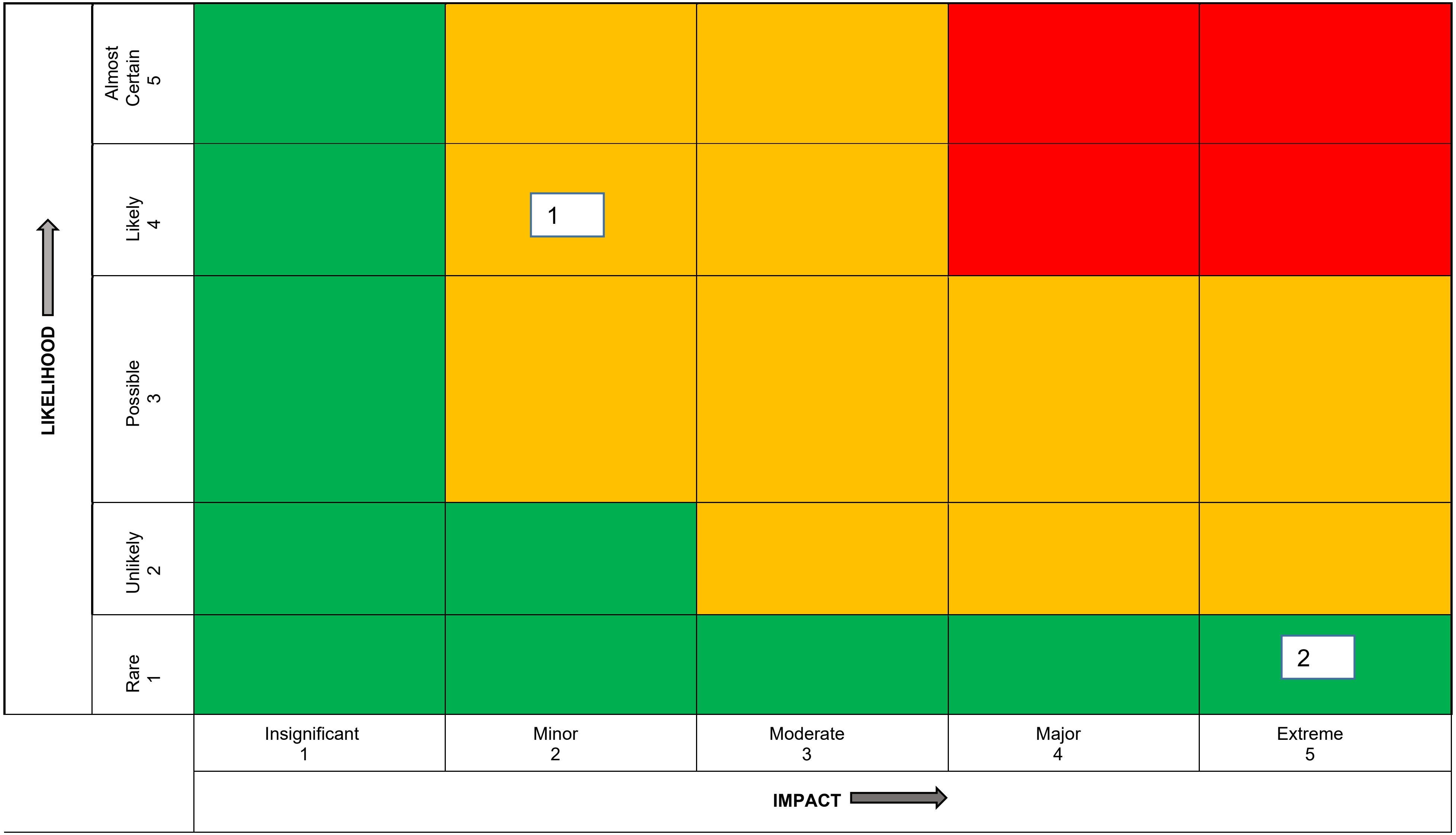
Departmental Risks Heat Map – Community & Environmental Services

LIKELIHOOD	Insignificant 1	Minor 2	Moderate 3	Major 4	Extreme 5
Almost Certain 5			13	12, 14, 15, 1, 2	
Likely 4			5	3	
Possible 3			7, 8, 9	4	
Unlikely 2		11	10		6
Rare 1					

IMPACT

No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
1	RM14417	Impact on Housing Delivery	11	RM14429	FCE Programme Decommitment affecting Technical Assistance budget (covering MA, JS, CA and AA)
2	RM14493	Impact of the shortage of skills funding on the economy	12	RM14500	Impact of abnormal levels of inflation - Part 1 : Capital programme
3	RM14485	Carrow Bridge Disruption	13	RM14501	Impact of abnormal levels of inflation - Part 2 : Revenue budget
4	RM14428	Bus operators cannot afford to continue running their bus services	14	RM14514	Requirement by Government to change DIY charges at recycling centres
5	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	15	RM14515	Separate collection and disposal by incineration of soft furnishings containing fire retardants called persistent organic pollutants (POPs).
6	RM14415	Longer lead in times for sourcing vehicle parts			
7	RM14293	The organisation not having the technical capacity and/or skills required to meet the needs of its digital transformation/ technology driven efficiency agenda.			
8	RM14381	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.			
9	RM14421	Ability to maintain the highway			
10	RM14130a	Lack of consistency and delivery of IMT related systems and services for Culture and Heritage Services.			

Departmental Risks Heat Map – Finance Directorate



No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
1	RM14408	Unanticipated Market Intervention			
2	RM14255	Fulfilling Section 151 Responsibilities			
3					
4					

Departmental Risks Heat Map – Strategy & Transformation

LIKELIHOOD					
Almost Certain 5					
Likely 4				1	
Possible 3				2 3	
Unlikely 2					
Rare 1					
	Insignificant 1	Minor 2	Moderate 3	Major 4	Extreme 5
	IMPACT				

No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
1	RM14489	Failure to support organisational and departmental priorities			
2	RM14457	Key Personnel			
3	RM14347	Increasing pressures on employees and the organisation			

Appendix D(iv)

Departmental Risks Heat Map – ASSD

LIKELIHOOD	Insignificant 1	Minor 2	Moderate 3	Major 4	Extreme 5
Almost Certain 5				1	
Likely 4		11	8, 6, 7	2	
Possible 3		14	10	4, 5	3
Unlikely 2		16, 17	12, 13, 15		9
Rare 1					

IMPACT

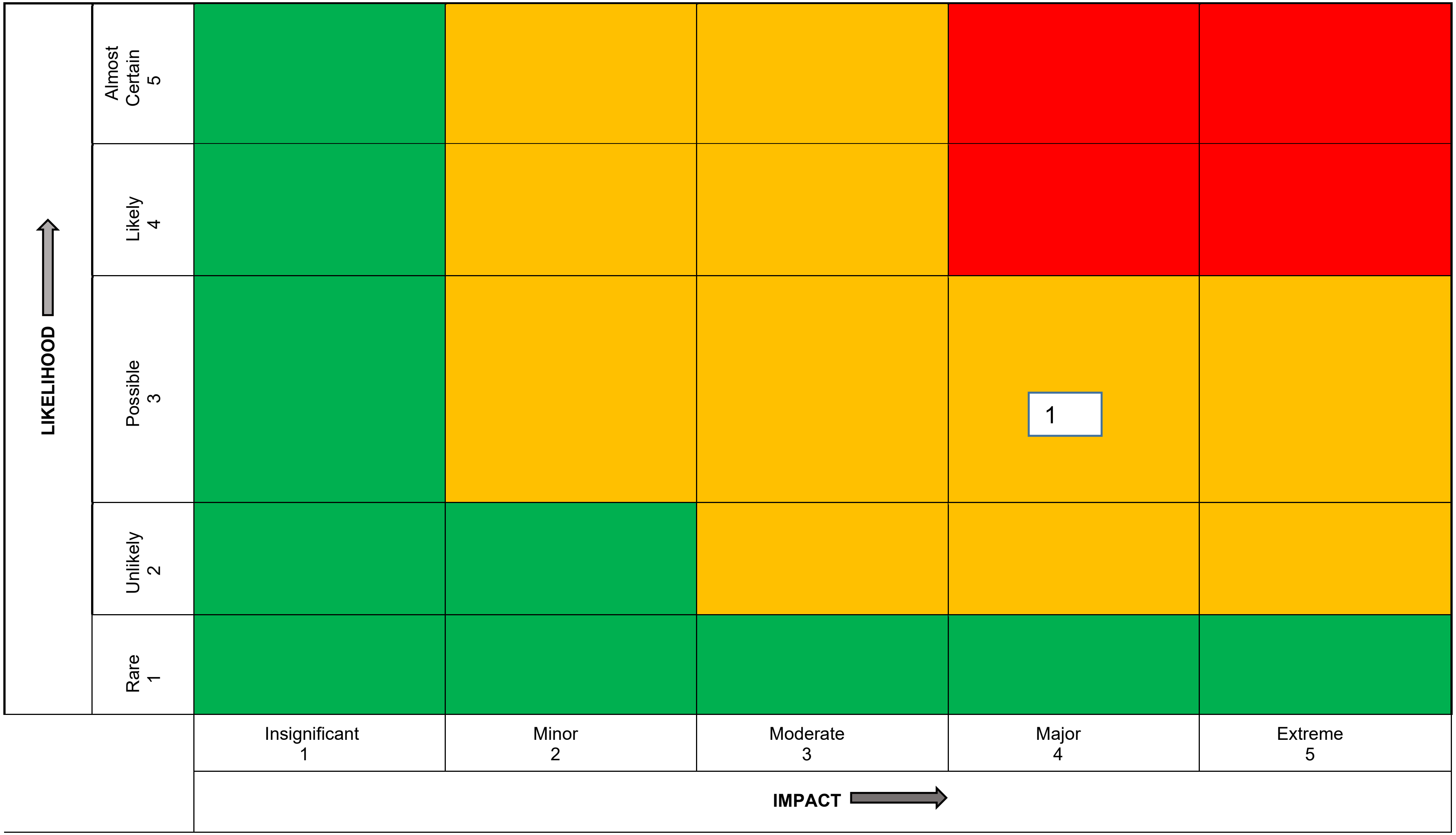
No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
1	RM14490	Recruitment and Retention	10	RM14238	Failure in our responsibilities towards carers
2	RM14287	Ongoing requirement safeguard adults with care and support needs who are at risk of abuse and neglect in Norfolk	11	RM14497	Failure to manage the risk of violence to Adult Social Care staff particularly those identified as lone workers
			12	RM14461	Avoidable Covid-19 infections at care homes because of community transmission
3	RM14262	Failure of the ICS to be able to appropriately fund Hospital Discharge Support in the absence of Central Government funding	13	RM14467	Impacts of Hong Kong British Nationals (Overseas) arrivals in Norfolk
4	RM14464	Failure of providers to provide care to vulnerable people	14	RM14491	Ukrainian refugee resettlement
			15	RM14310	Failure to manage the safe transfer of individuals as part of provider failure
5	RM14460	Hospital discharges- 1) HFH capacity/sustainability, 2) ensuring system flow, 3) ability to ensure people are followed up following discharge	16	RM14487	Afghan Resettlement Schemes
			17	RM14505	Failure to deliver the outcomes from the Connecting Communities transformation programme
6	RM14471	Front Door Pressures			
7	RM14486	Asylum Contingency Accommodation (formerly Jaguar House Asylum Seekers Unit)			
8	RM14504	Increasing demand and complexity of social work cases			
9	RM13926	Failure to deliver the service within the ASC budget allocated within the Council’s Medium Term Financial Strategy			

Appendix D(v)

Departmental Risks Heat Map – Children's Services

No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
1	RM14506	DSG fund overspend			
2	RM14507	Education outcomes below the national			
3	RM14508	Mental Health and Emotional Wellbeing Needs			
4	RM14509	Recruitment and Retention			
5	RM14510	Demand drives unsustainable costs			
6	RM14511	Care Market Failure and Insufficiency			

Departmental Risks Heat Map – Chief Executive's Office



No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
1	RM14442	Failure to meet income targets/cover operating costs			

Cabinet

Item No: 14

Report Title: Corporately Significant Vital Signs

Date of Meeting: 2 October 2023

Responsible Cabinet Member: Cllr James (Corporate Services and Innovation**)**

Responsible Director: Paul Cracknell, Executive Director Strategy and Transformation

Is this a Key Decision? No

Executive Summary / Introduction from Cabinet Member

The purpose of this Quarter 1 report is to provide Cabinet with an update on the Council's performance against its Corporately Significant Vital Signs.

Each performance report provides the opportunity to review and understand context, current performance, trends, identify performance risks, and by regular monitoring during the period, allow for early interventions and to validate the actions that have been taken to address performance deviation and identify further opportunities for improvement.

Our Vital Signs are made up of an array of different types of performance measures, some of which are focused workload or output measures, like the Museum visits measure which focuses on services received/visits made, and some which measure our timeliness or productivity, like % of Education, Health, and Care Plans completed within Timescale, in Children's services. Where possible we focus on being outcomes driven, but recognise that for some of our Vital Signs, performance is often affected by circumstances outside of our control, such as the Looked after Children measure in Children's services, which is affected by the volume of UASC Children allocated to the area. That being said, it remains important for us to understand the challenges and extenuating circumstances that affect our service delivery and achievement of our strategic outcomes, and we continue to monitor trends and establish insights around such measures to aid effective planning, allocation of resources and to monitor demand and forecasting.

As a Council, we continue to operate in a period of challenge, and have been actively responding to changes in the national landscape around performance, with the introduction of the new office for local government (Oflog) and associated performance metrics in this quarter. Alongside this we have also seen and responded to a consultation on the new guidance around Best Value. It therefore remains crucial that our residents, performance, value for money and quality remains at the forefront of our mindset as we continue our delivery across Norfolk.

As with the last quarter's report, performance across this quarter has seen an uplift from measures moving from Red to Amber (4), with the volume of measures reporting as red at a volume of 5.

This quarter sees the introduction of the new composite measures for Adults Social Care, with 4 new measures being reported. These measures are made up of a series of feeder indicators that will allow us to build a more holistic picture of performance across the service and moves away from the use if single indicators as a form of measurement. This is particularly important for measures such as the Quality of the Care Market, which previously has been reported based solely on the CQC ratings of providers. Now we are focusing our attention on a wider set of quality indicators, such as Volume of residential and nursing beds in providers rated good or outstanding, as well as Proportion of spend on commissioned care which is with providers rated as good or outstanding.

Performance remains stable across our CES measures and static across our Strategy & Transformation measures.

Across Children's services we have seen a range of improvements across measures, in particular % of Looked After Children with up-to-date Personal Education Plans and % of Education, Health and Care Plans completed within Timescale. These measures have moved from reported as Amber to Green and Red to Green respectively, and throughout recent reports the team have highlighted clear actions that have taken them on their journey of performance and quality improvement. Challenges remain however, in terms of demands for services.

There continues to be some risk reported around the savings targets for Finance, with shortfalls anticipated in Children's Services and CES. Monitoring of these programmes shall be reported via the Monthly Finance Report and clear actions outlined for any mitigations against the anticipated risk.

For areas of underperformance the relevant supportive narrative on these measures discusses the corrective actions that will take place to improve performance and the expected return to target dates. These measures shall be actively discussed at Executive Leadership Level, and at Directorate DMTs to ensure that trends continue to be monitored and mitigative actions put in place, where we have the influence to do so. Actions are clearly highlighted at the end of each Directorate Section.

This report utilises the Corporately Significant Vital Signs that underpin portfolio outcomes using a traffic light visual rating. 38 monthly and quarterly Corporately Significant Vital Signs are being reported in this period, where performance for the monthly measure is drawn from the last month in quarter (June).

Performance is measured using Red, Amber, and Green (RAG) ratings based on the current level of performance against target. The table below shows the proportion of corporately significant vital signs at each RAG rating in the last month at the end of

Quarter 1. Performance in the last month of Quarter 1 is compared to that in the last month of Quarter four of 22/23.

38 Corporately Significant Vital Signs- please note that this Quarter includes 3 measures that are not RAG rated, therefore the total below will not equal 33.	
Green	24 Vital signs met or exceeded the target (26 last month in last quarter)
Amber	6 Are within the accepted tolerance of the set target (2 last month in last quarter)
Red	5 Vital Signs are below or behind the target set (9 last month last quarter)

In the review of performance, in addition to the "RAG" ratings, the trajectory of performance against target is noted as -

Improving Deteriorating Static

For measures to be classed as improving or deteriorating there will be more than a 2% tolerance shift against the previous report. For those classed as static this will be within the 2%. The exception to the rule will be for those with targets that are set at under 10%, where a 0.5% rule shall apply.

Recommendations:

1. **Review and comment on the end of Quarter 1 performance data.**
2. **Review the considerations and next steps.**
3. **Agree the 19 highlighted actions as set out.**

1. Background and Purpose

1.1. Vital signs provide measurements of operational processes (internal) and strategic outcomes (external). Poor performance and or a deteriorating trajectory represents a risk to the organisation in terms of our ability to meet legal responsibilities, maintain financial health, meet the needs of our citizens and a reputational risk.

1.2. The Corporately Significant Vital Signs are closely aligned to the principles underpinning our Council Plan - Better Together, for Norfolk:

- A VIBRANT AND SUSTAINABLE ECONOMY
- BETTER OPPORTUNITIES FOR CHILDREN AND YOUNG PEOPLE
- HEALTHY, FULFILLING, AND INDEPENDENT LIVES
- STRONG, ENGAGED, AND INCLUSIVE COMMUNITIES
- A GREENER, MORE RESILIENT FUTURE

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.

2. Proposal

2.1 This report uses data from the last month in the quarter, during which there has been some success during this time in increasing areas of previously poor performance.

2.2. There do remain however, several areas where performance is a cause for concern and potential risk, and these are identified in the relevant parts of the report, with mitigating actions described to outline our response to reaching target.

2.3 Highlights for the quarter (shows the total of indicators RAG by portfolio).

2.4. Throughout this report, the Red, Amber, Green "RAG" traffic light system of reporting is used, with some highlights on performance listed below.

	Total Vital Signs	Red	Amber	Green	**Highlight**
Adult Social Services	4	1	3	0	Reduce and delay the need for formal social care (%) is currently measuring at 77.78% and just below the 80% target.
Children's Services	10	2	1	7	% of Education, Health and Care Plans completed within Timescale is green for the first time and measuring at 76.4% having previously been 36%.
Community & Environmental Services	10	0	1	9	Increased use of public transport has increased and is now green for the first time at 6132096 uses.
Finance & Commercial Services	8	1	1	4	FES - Debt recovery as increased to 91% and remains green
Strategy & Transformation	5	1	0	4	Performance remains static in this area

3. Impact of the Proposal - Vital Signs overview by portfolio outcome

3.1 Adult Services

Measures	Performance Q4- New Measures for 23/24	Performance Q1	Target	Trajectory- New Measures for 23/24
Reduce and delay the need for formal social care (%)	N/A	77.78%	80%	N/A
Maximised independence for those who draw on services %	N/A	63.33%	80%	N/A
Timeliness of risk management within the holding lists %	N/A	77.78%	80%	N/A
Quality of the Care Market %	N/A	56.67%	80%	N/A

3.2 All of the 4 performance measures are below target, with 3 amber and 1 red flagged. These are as follows and have 7 associated actions highlighted. There is a further vital sign, to be added for quarter 2.

3.3 Vital Sign 111: Reduce and delay the need for formal social care %. Target 80%. Current performance 77.78%. Expected to reach target date: March 24

SCCE continues to manage referrals from customer services and the online portal, which have remained consistent across the quarter. Improvements have been seen in the ability to respond to contacts, due to improvements in recruitment and induction processes. This has enabled the opportunity to signpost people to suitable services as well as reduce the percentage of referrals being sent to locality teams, and increase the knowledge of the workforce, encouraging more preventative approaches.

As part of the community engagement and assessment process provided by SCCE, consideration continues to be given to opportunities for low level support.

SCCE continues to support people to access appropriate care at the earliest opportunity, maximising the use of short-term services to support independence, to prevent, reduce and delay the need for commissioned services.

Work has been undertaken to upskill managers and front-line practitioners to ensure onwards referrals are made and the right outcomes are achieved, as well as supporting in evidencing gaps in service or capacity to aid service development.

Actions:

1. **Continue to support staff retention through the promotion of good practice and training for new staff.**

3.4 Vital Sign 112: Maximised independence for those who draw on services %Target 80%. Current performance 63.33%. Expected to reach target date: March 25

Reducing the number of new long term residential placements for both working aged adults and those aged 65 and over is a priority for us, and a central element of the connecting communities programme for those aged 65 and over.

Through the Connecting Communities transformation programme, we are strengthening our reablement offer through our in-house Norfolk First Support , who are working closely with locality teams and Social Care Community Engagement (SCCE), to ensure that as many people with reablement potential as possible are given the opportunity to maximise their independence.

Further investment has been made in NFS, which as the new ways of working are further embedded in all areas, will result in consistently lower hours of home care for first packages of care as people are enabled to increased independence.

Actions to increase the take up of direct payments are in place so more people can manage and arrange their own bespoke care.

In addition, we are enabling the development of Independent Living accommodation as an alternative to residential care for older people. This gives more choice for people and allows them to retain more independence with the right level of support.
For working aged adults, our priority focus has been to transform services for people with learning disabilities, with the intention of seeing fewer people with learning disabilities in permanent residential and nursing care due to alternative provision, including the development of 2 further accommodation-based enablement schemes and in carrying out an options-based appraisal to inform the recommissioning of our shared lives provision which will result in an increased capacity of the service.

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 three accommodation-based enablement schemes and we will be increasing housing and independent living options for younger adults.

Actions:

2. **Ensure all new residential placements for people aged 65 and over go through collaborative case discussion to ensure optimal outcomes for the individual.**
3. **Continue work in supporting localities and NFS to work collaboratively to re-able where possible and reduce the reliance on formal care.**
4. **Continue to roll out the accommodation plan, bringing independent and supported living options online.**

3.5 Vital Sign 113: Timeliness of risk management within the holding lists %. Target 80%. Current performance 77.78%. Expected to reach target date: March 23.

We continue with a range of actions to ensure that our front-line teams prioritise the most urgent cases on our holding list.

Key to this is the continued day to day triage and prioritisation work carried out by all teams, In addition, we are focusing on recruitment and retention so the steady reduction in our holding list is sustained and continues.

Social Care Community Engagement (SCCE) team, Norfolk First Response Service and Community social work teams have now all adopted new ways of working delivered through the Connecting Communities programme which allows close tracking of progress and ensures swift corrective actions can be taken.

Actions:

5. **Ensure effective plans are in place to sustain the reduction in holding lists across localities, including the embedding of the Connecting Communities Programme.**

3.6 Vital Sign 114: Safeguarding

We are considering how best to measure the quality of our safeguarding work. Reporting on this vital sign will be available for Quarter 2

3.7 Vital Sign 115: Quality of Market %. Target 80% Current performance 30%. Expected to reach target date: March 25

Norfolk has a proportionately low percentage of providers judged good or outstanding by CQC and the aim is to reach at least 85%, which would bring the county slightly above the average for both England and the East of England.

The county has had lower quality of care compared to some other local authority areas for some time. There are many elements that contribute to this and actions to see improvement will take time. Social care in Norfolk is provided by over 450 care providers, so the Council needs to work across the care market to help support and influence change.

The Norfolk care market is challenged due to lack of choice for enhanced and specialised care in particular, which can limit options for both individuals and commissioners to use good and outstanding provision as a matter of course. Workforce issues including staff shortages, availability of high-quality managers, lack of staff retention, and lower level of skills and qualifications are a factor for quality provision and can also prevent more providers expanding their offer to meet more complex needs.

Onsite quality assurance audits are undertaken by the IQS team. Good progress has been made with a mix of both risk-based scheduled audits and undertaking focussed work with providers where quality concerns have been identified.

The home support strategy has been agreed, with the first phase to be implemented in April 2024. The strategy puts quality of provision at the fore and should support improvement in the amount of commissioned spend on good and outstanding care provision.

A targeted programme to support registered managers was completed earlier this year and learning from this is shaping a future support offer. NHSE funding is supporting NCC work around recruitment and retention, including the continuation of our recruitment campaign, social care academies, work with schools and colleges and incentives to support new recruits to provision for people with learning disabilities. This funding ends in March 2024.

Action:

6. **Continuation of scheduled audits and undertaking focussed work with providers where quality concerns have been identified, (Carried forward from previous report).**
7. **Continuing to support improvement focused on workforce initiatives; recruitment and retention, training and development, and international recruitment, (Carried forward from previous report).**

3.8 Children's Services

Measures	Performance Q4	Performance Q1	Target	Trajectory
% of schools judged good or outstanding by OFSTED	84%	84%	86%	Static
% of Care Leavers who are EET (19 - 21)	62.30%	61.80%	52%	Static
% of family support referrals who have had a referral in the previous 12 months	11.6%	13.4%	15%	Static
Decreasing the rate of Looked-After Children per 10,000 of the overall 0-17 population	70.6%	69.7%	62.3%	Static
% of Referrals into social care who have had a referral to social care in the previous 12 months	17%	20.6%	20%	Deteriorating
% of children starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)	8.3%	7.9%	11%	Static
Avg. time (in days) between LA receiving court authority to place a child and deciding on a match to an adoptive family	120.7	112	221	Improving
% Attendance of Looked After Children	89.6%	90%	90%	Static

% of Looked After Children with up-to-date Personal Education Plan	91%	96%	95%	Improving
% of Education, Health and Care Plans completed within Timescale	36%	76.4%	60.4%	Improving

3.9 Of the 10 performance measures, 1 is amber, and 2 are red. The are 5 actions highlighted.

3.10 Vital Sign 301: % of schools judged good or outstanding by OFSTED. Target 86%. Current performance 84%. Static. Expected date to reach target: September 25.

The percentage of secondary and special schools judged good or outstanding compares favourably to national figures. Nationally, the proportion of primary schools judged to be good declined by 1 percentage point since Q4 2023, yet in Norfolk has remained static, though still remains below the national average for this phase of education (Norfolk 84%, England 90%). In primary schools judged as requires improvement, this is usually because the wider curriculum hadn't been sufficiently well developed and/or implemented. Seven published primary school inspections have taken place from 1st April – 30th June 2023, of which five were judged to be good (3 academies, 2 LA maintained) and one as outstanding (free school). One was judged as requires improvement (LA maintained). There were also inspections for one secondary academy and one special academy, both of which were judged as good.

As dictated by Department for Education (DfE) policy, most schools not judged as good are now part of Multi-Academy Trust. We continue to monitor the performance of Multi-Academy Trusts and discuss this with trust leaders and the Regional Director from the DfE, challenging them if their trajectory of improvement is not strong, however the rate of improvement is not consistent across the board. We are consulting on the development of a Learning Strategy to improve outcomes for learners in Norfolk.

Actions:

8. **Continue to monitor the performance of Academy Trusts, challenging trajectory where required, (Carried forward from previous report).**
9. **Development of a Learning Strategy to improve outcomes for learners in Norfolk, (Carried forward from previous report).**

3.11 Vital Sign 309: Decreasing the rate of Looked-After Children per 10,000 of the overall 0-17 population. Target 62.3. Current performance 69.7 Static. Expected date to reach target: August 23.

The main reason for the variation is that we have seen a significant increase in Unaccompanied Asylum-Seeking Children since Q3 2022/23, which has doubled the number of UASC in our care. To the end of Q4 2022 we received an additional 81 CLA as a result of the adult dispersal hotels in Norfolk. If we were to remove the UASC numbers from our 'per 10K' our performance would be much more in line with our usual performance - Q1 2023 was approx 58% excluding UASC. Accommodating UASC and their needs/costs are covered by the central government grant.

To support our performance, we have put in place more robust oversight and support for workers to begin to reduce the number of children becoming looked after and we have commissioned new services to continue the work on supporting long term looked after children to return to their families when it is safe to do so.

Actions:

10. **Review the vital sign indicator and how it is reported to enable better benchmarking of performance and cohort dependencies, (Carried forward from previous report).**
11. **To continue to monitor the volume of non UASC Looked after Children to monitor trend both locally and nationally, (Carried forward from previous report).**

3.12 Vital Sign 310: % of Referrals into social care who have had a referral to social care in the previous 12 months. Target 20%. Current performance 20.6%. Deteriorating. Expected date to reach target: tbc.

This measure is marginally above the target and July's data shows it has already reduced to 20.1%. 20% is a stretch target against which positive performance is more consistently achieved e.g., 17% in April and May 2023.

There is a downward trajectory and compared to the strongly performing Eastern Region we are not an outlier, sitting around 4th or 5th in position out of 11 LAs.

We are currently piloting a Family Help model which will likely reduce rereferral rates further as it becomes embedded and then mainstreamed. The Family Help model is built on many of the principles of the recent national review of Children's Social Care and seeks to create multi-disciplinary teams which can build even more joined up support around families and further reduce the number of handoffs and case transfers between different teams. We are in the early stages of a 6-month pilot in 2 localities of this new way of working.

Referrals closing as 'No Further Action' has reduced significantly which will help to reduce rereferral rates further.

Actions:

12. **Continue with the implementation of the Family Help Model Pilot.**

3.13 Community and Environmental Service

Measures	Performance Q4	Performance Q1	Target	Trajectory
% of planning applications determined within statutory or agreed timescales	99%	99%	90%	Static
% of businesses brought to compliance	98.75%	97.25%	95%	Static
% of emergency response within 10 minutes to fire incidents where life may be at risk (and 13 minutes to other incidents where life may be at risk)	87%	87%	80%	Static
Number of museum visits	28,553	28,009	6,759	Decreasing
Participation of Early Years Foundation Stage activity in libraries	19,389	19,397	16,250	Improving
% of learning delivered to the most deprived wards in Norfolk	40%	39%	40%	Static
% of defects dealt with within timescales	95.9%	96.9%	92.5%	Static
Customer satisfaction (with council services)	96%	94%	90%	Decreasing
Increased use of public transport	5810902	6132096	6000000	Improving
% of waste diverted from disposal at Recycling Centres.	71.7%	72.21%	72%	Static

3.14 Of the 10 performance measures, 1 is measured amber. The associated responses and corrective measures are as below, with 1 action highlighted–

3.15 Vital Sign 210: % of learning delivered to the most deprived wards in Norfolk. Target 40%. Current performance 39%. Static. Expected date to reach target: September 2023.

Adult Learning is pleased that overall, it has moved closer to its target of 40%, with 39% of recruitment from the 30% most deprived areas in Norfolk. A particular strength is in Foundation Skills (English, Maths, ICT and ESOL) where courses are delivering over 44% of their provision to the 30% most deprived learners and this demonstrates that the service is targeting learners in the right areas.

Foundation Skills is delivering over 44% of its provision to the 30% most deprived learners.

Community and Family Learning are delivering over 36%, which whilst an improvement on the previous academic year, still needs to improve further. Construction currently has 28% of its learners from the most deprived areas, and the service expects this to increase with the opening of the Hellesdon and North Lynn sites, both in or close to areas of high deprivation, which we will target through promotional activities for the 2023-24 academic year.

As the majority of recruitment in the 2023 academic year has taken place, there is very little chance to change the overall figures and as such they will remain static until the beginning of the next academic year.

Actions:

13. To ensure that promotional activities for 23/24 continue to target areas of high deprivation, with a focus on Community & Family Learning.

3.16 Finance and Commercial Services

Measures	Performance Q4	Performance Q1	Target	Trajectory
Capital receipts for land sold, that will be counted as part of overall capital receipts	£51,040,000	£1,062,575	£5,000,000	Deteriorating
Revenue monitoring by organisation	£0	£0	N/A	Static
Savings targets delivered	£24,134,000	£59,458,000	£59,703,000	N/A
FES - Debt recovery	87%	91%	85%	Improving
Payment performance - % of invoices paid within 30 days of receipt	98.3%	98.5%	98%	Static
Level of borrowing / debt	£848,917,000	£842,455,330	£935,045,000	Improving
Reserves forecasts (Annual)	£202,463,000	£144,934,000	£119,518,000	Deteriorating
Capital monitoring- Profiled projected annual spend vs actual to date	100%	16%	10%	N/A

3.17 Of the 8 performance measures 2 are below target, 1 amber and 1 red, as outlined below, with 1 action –

3.18 Vital Sign 401: Capital receipts for land sold, that will be counted as part of overall capital receipts. Target £5,000,000. Current Performance £1,062,575. Deteriorating. Expected date to reach target: December 2023

Timing variance in the disposal of assets impacts this measure. The plan is flat phased, but actual disposals happen at certain points in time in the year.

There are 11 sites currently in the pipeline for disposal that will address the performance variation and exceed the target.

3.19 Vital Sign 404: Savings Targets Delivered. Target £59,703,000. Q1 Performance £59,458,000. Expected date to reach target: March 2024

The forecast savings for 2023-24 as at June 2023 are £59.458m against a budgeted savings target of £59.703m, as reported in August as part of our Finance Monitoring Report. A shortfall of £0.055m has been reported in Children's Services relating to the planned saving CS035 from "Post 16 transport" which is no longer being delivered. A shortfall of £0.190m in Community and Environmental Services has been identified relating to FCS021 linked to further income from commercialisation of property assets including County Hall. This is not being delivered in full for 2023-24 due to a delay in occupancy, meaning rent is not being charged for the full year.

Some saving programmes have highlighted risk areas which will be kept under review through the course of 2023-24, however the overall forecast variance is currently small in the context of the overall savings programme. Executive Directors are responsible for taking actions to deliver individual saving plans in year, and/or to restart delivery of savings to minimise impacts for 2023-24 and future years, and/or to identify alternative options and mitigations. The forecast savings delivery position is reported to Cabinet monthly, and full details of mitigating actions are set out in that report. Any permanent non delivery issues which materialise will need to be addressed where possible within the 2024-25 Budget setting process. The latest forecasted position (as of August 23) is reported elsewhere on the agenda as part of the Finance Monitoring Report.

Actions:

14. To continue to monitor the risk associated with identified savings programmes, highlighting any material issues within the monthly finance report.

3.20 Strategy and Transformation

Measures	Performance Q4	Performance Q1	Target	Trajectory
New employee retention (24+ months)	65%*Target was @70%	65%	65%	Static
Sickness absences - % lost time	2.99%	2.90%	3.50%	Static
Adults Social Worker Vacancies - % establishment filled (Grade I – L)	81%	80%*	90%	Static
Voluntary turnover rate	not available	12%	10%	N/A
Absence due to mental health as a % of lost time due to sickness absence (*note measure has changed since quarter 4 and is no longer based on overall absence time)	0.8%	0.9%	1.2%	Static

The service is currently unable to report on measure 501: Percentage of employees with written and agreed goals. Work is ongoing to develop the business line reporting capability of myOracle to support the reintroduction of this measure later in the year. These improvements will also enable the introduction of a new measure relating to completion of mandatory training.

3.21 Of the 5 performance measures 1 is below target and red, as outlined below, with 5 actions –

3.22 Vital Sign 503: Adults Social Worker Vacancies - % establishment filled (Grade I – L). Target 90%. Current Performance 80%. Static. Expected date to reach target: March 2024.

This measure identifies the number of unfilled posts in the budgeted staffing establishment for Adult Social Care Social Workers. It is important due to the operational impact on service delivery of Social Work, in terms of continuity, consistency and quality of practice to enable positive interventions and outcomes. Identified reason for performance variation.

We have taken a number of steps to support performance improvement including:

- We have increased the number of team manager roles within the Community Care teams to support transformation of services alongside our connecting communities.
- We have developed a focused resource to manage shortlisting and coordinate interviews for all social worker roles.
- We have increased the number of social work apprentices that we are able to support through 2024-2027 from 13 to 19.
- Working with district councils, we have developed a short-term accommodation offer to support international recruits.
- We have revised our management programme for practice consultant and team managers to ensure that they are well supported.
- we have implemented a retention payment in SCCE and for night workers in NFS.
- We have consulted on job role and structural changes in NFS to support improved job definition and satisfaction.
- We have implemented a new exit interview process to ensure we have good data on why people are leaving to support future retention actions.

Additional actions to be taken to address performance variation include:

Actions:

15. We are developing a new international recruitment approach and investing into our support offer for international staff. We are targeting Sri Lanka and Germany as key markets and are exploring initial approaches to develop this market.

16. We are developing a programme of support to focus on return to practice candidates to ensure that this section or the market consider NCC as an attractive place to work.

17. We are developing a programme of practice support to target and upskill refugee social workers.

18. We are reviewing our career development offer for APs to support retention.

19. We are reviewing our engagement process with staff to make this more effective.

These actions will support a streamlined and strengthened offer to this very competitive market.

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 Data Protection Impact Assessments (DPIA): N/A

9.5 Health and Safety implications (where appropriate):

9.6 Sustainability implications (where appropriate): N/A

9.7 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

1. Review and comment on the end of Quarter 1 performance data.
2. Review the considerations and next steps.
3. Agree the 19 highlighted actions as set out.

13. Background Papers

13.1 None

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

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

Cabinet

Item No: 15

Report Title: Mayton Wood Recycling Centre

Date of Meeting: 2 October 2023

Responsible Cabinet Member: Cllr Andrew Jamieson (Cabinet Member for Finance)

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

Is this a Key Decision? Yes

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

Introduction from Cabinet Member

The County Council is committed to supporting and encouraging residents to reuse and recycle their waste. A key part of this commitment is investment in new state of the art recycling centres for the county. This includes our recent £2.8m investment in the new Norwich North Recycling Centre, the largest recycling centre in the county which opened in 2021 and provides the largest reuse shop.

This is a fantastic site for Norfolk and we want to make sure that the significant investment we have made in improved facilities for residents is fully realised. This includes moving operations in from some nearby sites that are smaller, less accessible, have less on-site support and are not as efficient to operate. We have already moved operations from the former Mile Cross Recycling Centre into the new Norwich North facility and the time is now right to move operations from Mayton Wood.

Recommendations:

1. **Agree to relocate Mayton Wood Recycling Centre operations to the new Norwich North Recycling Centre from December 2023.**

1. Background and Purpose

1.1 As part of the budget setting process for 2023-24, Members established a proposal to move operations from Mayton Wood Recycling Centre (located in Little Hautbois, near Coltishall) to the new Norwich North Recycling Centre, which opened in autumn 2021. This means that the site at Mayton Wood would close. The proposal, which would deliver a saving of £70,000 a year, was made in response to a drop in customer usage of around a third at Mayton Wood Recycling Centre since the new site opened.

1.2 At the time the proposal was previously considered by Members, it was highlighted that a public consultation would be needed as it related to a service change, and that any consultation would be carried out prior to the implementation of the proposal. This consultation has now been carried out and this report sets out the findings.

2. Proposal

2.1 The proposal is to relocate Mayton Wood operations to the new Norwich North Recycling Centre from December 2023.

2.2 A consultation process about the proposal is explained in Section 3 'Consultation Process' below, and detail on the process is presented in *'Appendix A: 2023-24 Budget Challenge – Consultation on the Proposed Closure of Mayton Wood Recycling Centre - Findings Report'* and the findings of an impact assessment are presented in *'Appendix B: Equality Impact Assessment'*.

When considering the proposal the findings of the consultation and equality impact assessment should be considered carefully, as the process has provided useful information on the views of current service users at the Mayton Wood site although it has not identified any new issues or concerns which were not considered as part of the development of the original proposal.

3. Consultation Process

3.1 In May the County Council launched a six-week public consultation on this proposal. We are grateful for those people who have taken the time to participate in the consultation process and a report setting out the findings from that process is detailed in Appendix A to this report.

3.2 In summary, the consultation received 871 responses, with 91.85% disagreeing or strongly disagreeing with the proposal. The most common concerns given were about the potential for increased fly-tipping and the need to travel further to a recycling centre, resulting in the cost of further fuel and time, and impact on the environment. Other key themes given by consultees in the open text part of the consultation were around the service provided to those who do not regularly travel into Norwich and concerns for recycling centre staff, who were complemented on their helpfulness.

3.3 Most responses (845) were from members of the public, most of whom use the site once or a few times a month. 72.79% of respondents felt it would be difficult or very difficult to visit an alternative recycling centre, the closest being Norwich North Recycling Centre (around six miles or a 15-minute car journey from Mayton Wood) or Worstead Recycling Centre (around nine miles or a 20-minute car journey from Mayton Wood).

3.4 In addition to the public consultation, there has been one petition against the closure submitted to the County Council with 958 signatures and one petition which remains live, receiving 1,190 signatures (as shown on 19 September 2023).

4. Impact of the Proposal

4.1 The consultation report in Appendix A sets out in detail the views of service users on how the proposal may affect them, and further information on the impact is set out in the Equality Impact Assessment at Appendix B.

4.2 As the County Council delivers new, much improved recycling centres, such as the new Norwich North Recycling Centre which opened in autumn 2021, the ones they directly replace are closed and consideration is also given to whether other sites in the same area are still required or whether operations can be moved to a new site that provides an improved service. In relation to that consideration the Norwich North Recycling Centre provides these notable benefits compared to Mayton Wood Recycling Centre:

- It has a split-level design, meaning that customers do not have to go up steps or reach up to compactors to dispose of materials, as the bins are at a lower level.
- It is designed so that it is does not have to close to customers whilst bins are moved and replaced.
- It has an improved layout for traffic flows and parking.
- A large purpose-built reuse shop is provided with dedicated staff and a large showroom of items for sale.

5. Evidence and Reasons for Decision

5.1 Whilst fly-tipping concerns were raised in the consultation process about the proposal, it should be noted that recent experiences in Norfolk (such as at Ketteringham Recycling Centre which moved operations to the new Norwich South Recycling Centre in 2021) do not show an increase in the incident numbers of fly-tipping in the way many are concerned about. This is because the level of customer engagement helps ensure customers are aware of the move of operations where a recycling centre is closed and because the illegal dumping of waste is an unnecessary crime for which increasing penalties are being brought to bear.

5.2 Another key concern raised in the consultation was that it would be difficult or very difficult for customers to visit an alternative recycling centre. The closest alternative is Norwich North Recycling Centre, which is around six miles or a 15-minute car journey south-west from Mayton Wood, and the next closest alternative is the Worstead Recycling Centre, which is around nine miles or a 20-minute car journey north-east from Mayton Wood. As a comparison, when Ketteringham Recycling Centre operations moved to the new Norwich South Recycling Centre is 2021, the closest alternatives were Wymondham Recycling Centre which is around six miles or a 13-minute car journey or to Norwich South Recycling Centre which is around five miles or a 10-minute car journey.

5.3 On 18 June 2023 Government announced its intention to require free disposal for limited amounts and types of DIY waste for householders at recycling centres. This would apply to small-scale projects carried out by householders on their own home and is currently expected to come into force early in 2024 and after a change in legislation expected later in 2023. Whilst such a change means that the volumes of waste received at recycling centres could be expected to increase, there has been a significant reduction in customer usage of around a third at Mayton Wood Recycling Centre since the new Norwich North Recycling Centre opened in autumn 2021. In addition, the most effective way to manage any increase in DIY waste would be through the most modern facilities, as they are better able to manage increased volumes without impacting on overall service delivery.

5.4 Therefore, on balance, and given the notable benefits outlined in Section 4.2 of this report that are provided at the new site; the £2.8m investment in the Norwich North Recycling Centre; together with the saving that would be achieved from the proposal, the officer view is in favour of relocating operations to the new site, having taken account of the consultation findings and all other comments made during the democratic process.

6. Alternative Options

6.1 Cabinet could decide not to move operations to Norwich North Recycling Centre. This would mean that the associated saving could not be delivered, that the investment in the Norwich North Recycling Centre may not be fully realised and that we would continue to operate an inefficient site which has seen significant reductions in the number of users.

7. Financial Implications

7.1 The proposal will deliver a revenue saving of £70,000 a year. This saving amount was agreed as part of the budget setting process for 2023-24 and therefore already assumed within current budget levels.

8. Resource Implications

8.1 **Staff:** We will work with the operator of the site, Norse Environmental Waste Service Limited, to identify and manage any operational staffing implications.

8.2 **Property:** The Mayton Wood site will become surplus to requirements for the recycling centre service and will be handed over to the Corporate Property Team to consider other potential uses.

8.3 **IT:** None.

9. Other Implications

9.1 **Legal Implications:** None.

9.2 **Human Rights Implications:** None.

9.3 **Equality Impact Assessment (EqIA) (this must be included):** This is set out in Appendix B.

9.4 **Data Protection Impact Assessments (DPIA):** Not applicable.

9.5 **Health and Safety implications:** Moving operations to a more modern site which is more accessible (see Section 4.2) will reduce the risk of accidents or injury when using the service; this applies to both staff and customers.

9.6 **Sustainability implications:** Depending on where a resident lives or a business is based, there will be a need for some service users to travel a further distance to access alternative sites. This may be more convenient for some service users who may be able to combine visiting a site with travel elsewhere, e.g. stopping off at Norwich North on the way into the city centre. However, it is clear from the consultation findings that service users are concerned about the impact of potentially travelling further distances. Some service users will be able to mitigate this by planning visits in advance and combining materials so that they travel to a site less often.

9.7 **Any Other Implications:** There are no other implications to bring to Members attention in considering the recommendations set out in this report.

10. Risk Implications / Assessment

10.1 As set out in the report above.

10.2 There are a number of benefits associated with moving operations to a more modern site, where the County Council has made significant investment to provide an improved service for residents.

11. Scrutiny Committee Comments

11.1 At the meeting held on the 20 September 2023, members of the Scrutiny Committee received an update on recycling services, which included information around the upcoming Cabinet decision regarding Mayton Wood recycling centre, as well as complete consultation responses. The local Member, Cllr Dan Roper, was also invited to provide evidence to the committee on behalf of residents. The following points were raised and discussed as part of a pre-scrutiny exercise:

11.2 Members raised concerns with the consultation exercise, highlighting the number of responses opposed to the proposals. The Cabinet Member was questioned around how the consultation would be taken into account when the decision was taken by Cabinet, and the extent to which it would be factored into a final decision. Members were assured that Cabinet will have a copy of the consultation responses report and that this will be taken into account when a final decision was taken.

11.3 Members challenged the usage statistics included within the report, and highlighted that the Mayton Wood site still processes a significant amount of waste. Members further highlighted that usage remained high even following the opening of the Norwich North site which had seen footfall drop at Mayton Wood by roughly one third. The usage was highlighted by Members as significantly higher than a number of other sites across the County.

11.4 There were differing views within the committee with regards to geographic proximity to the location. Some Members felt that proximity was relative, with the new recycling centre in Norwich North potentially more accessible to some residents than the Mayton Wood centre is currently. Other Members of the committee however, raised concerns around the both the density and, in some parts, the rurality of population centres that primarily use the Mayton Wood site, and felt that alternative use of the Norwich North site would represent a significant further distance. This was discussed both through the lens of accessibility, particularly given the older demographic profile of residents in the area and access to appropriate vehicles to dispose of significant items of waste, but also from the perspective of the environmental impact of further and multiple journeys for a larger number of residents.

11.5 Further concerns were raised by the committee around the impact of the proposals on flytipping. Members discussed at length with officers how the County Council works with district and police partners to tackle flytipping, and received assurances that this is being considered as part of wider action on illegal disposal of waste. It was also noted that Members were concerned that, in addition to increased flytipping, the proposal might simply lead to a number of residents not utilising the services at all, which would have multiple knock on negative impacts.

11.6 Members received the following proposal from Cllr Brian Watkins, which was seconded by Cllr Osborn:

> The Scrutiny Committee recommends to Cabinet that Mayton Wood Recycling Centre remains open.

The motion was lost, with 4 votes for, and 9 votes against.

12. Recommendations

1. **Agree to relocate Mayton Wood Recycling Centre operations to the new Norwich North Recycling Centre from December 2023.**

13. Background Papers

13.1 Papers for Full Council meeting 21 February 2023: Norfolk County Council Revenue and Capital Budget 2023-24 to 2026-27

13.2 Papers for Scrutiny Committee meeting 20 September 2023 - Recycling Services

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

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Appendix A

2023-24 Budget Challenge – Consultation on the Proposed Closure of Mayton Wood Recycling Centre - Findings Report

A1. Background

Norfolk County Council continues to work in challenging financial circumstances. In February, County Councillors agreed the County Council's 2023-24 budget which aims to tackle a £60m gap in finances and protect key services.

One consideration to saving money in this year's budget is to look at how we run our recycling centres in Norfolk. Following public consultation in autumn/winter 2022 a proposal to close all of Norfolk's recycling centres on Wednesdays was not introduced, however, a proposal to align summer and winter opening hours for recycling centres was approved, meaning that from 01 April 2023 recycling centres now close at 4pm all year round.

A further proposal was made by Cabinet on 30 January 2023, which was to move operations from Mayton Wood Recycling Centre to the new Norwich North Recycling Centre which opened in autumn 2021 and so that the site at Mayton Wood could close. The proposal would deliver a saving of around £70,000 a year and subsequently on 15 May 2023 the County Council launched a six-week public consultation on this proposal.

A2. Methodology

An online consultation was developed which ran for six weeks, closing on 26 June 2023. This was hosted on the County Council's Citizen Space consultation hub. Paper copies, large print copies and Easy Read copies were available to download from the online portal, and available on request by email and phone (with a Freepost returns process in place).

A3. Promotion

To ensure as many residents as possible could take part in the consultation it was promoted through the following channels:

- Press release to local media across Norfolk, including BBC Radio Norfolk, and the EDP.
- Social media promotion on Twitter, Facebook and NextDoor.
- Members briefing to all County Councillors.
- Information on the County Council staff intranet and staff newsletters (including Friday Takeaway).
- Information on the County Council's website www.norfolk.gov.uk
- Emails sent to key stakeholders.
- Parish Councils contacted via Norfolk Association of Local Councils.

We asked respondents how they heard about the Mayton Wood consultation and the response is tabled below.

Option	Total	Percent
Local media (e.g newspaper, radio)	151	17.34%
From a social media post (e.g Facebook)	458	52.58%
From a friend	62	7.12%
From a group I belong to	19	2.18%
From my place of work or education	1	0.11%
The Norfolk Residents' Panel	1	0.11%
District Council web page	9	1.03%
Norfolk County Council web page	30	3.44%
My Parish Council	45	5.17%
From an email I received	27	3.10%
Not Answered	68	7.81%

A3.1 Media

There was media coverage about the consultation in publications/outlets including the Eastern Daily Press, BBC Radio Norfolk, North Norfolk News and Yahoo! News.

A3.2 Social Media

The numbers for the social media campaign promoting the consultation were as follows:

Facebook Ads	15 to 21 May: reach 49,842, impressions 50,676. 31 May to 07 June: reach 50,848, impressions 52,376
Facebook	Post on 15 May (boosted on 18 May): reach 15,180, engagement 821, link clicks 692, cost per link click £0.07, amount spent £50.00
Nextdoor	Post on 17 May: impressions 3,086, comments 34. Post on 31 May: impressions 968, no comments
Twitter	Post on 15 May: impressions 4,203, engagements 54, link clicks 21

A4. Analysis and Reporting

Every response has been read in detail and analysed to establish the range of people’s opinions, identify any repeated or consistently expressed views, and evaluate the anticipated impact of proposals on people’s lives.

In most instances data is expressed in terms of the *number* of respondents owing to relatively small sample bases. Where *percentages* are used, totals may not necessarily add up to 100% because of rounding or multiple responses. The bases for each question vary owing to respondent selection of questions they wished to answer.

When summarising the feedback to the open questions we have selected quotations to help illustrate the spectrum of key themes emerging from the consultation feed-back, but these should not be taken to reflect the entirety of opinion. These quotes faithfully reflect an individual's articulation of that theme, and as such all quotations are given verbatim, with respective spelling/punctuation.

A5. Responses

A5.1 Respondent Numbers

We received in total 871 responses to our budget consultation, 869 were submitted via the online Consultation Hub, two responses were received via the Have Your Say email address and we received no responses via post.

Several responses were also received via email after the consultation had closed and these were primarily to raise concerns about losing a local facility and the preference for Mayton Wood Recycling Centre over the larger Norwich based facilities.

A5.2 Petitions

Two public petitions were set up opposing the relocation of Mayton Wood Recycling Centre.

The first was set up by County Councillors Steve Riley and Dan Roper and received 958 valid signatures and receipt of this petition was confirmed by the County Council on 03 July 2023.

The second was established by a member of the public on the Change.org website and received 1,182 signatures at the time of writing and at which time was still active and had not been received by the County Council.

Whilst the petitions were not formally part of the consultation response, and consequently are not considered in the following analysis of the consultation response, Members can take the signatures into account when making their final decision.

A6. Analysis

6.1 Summary of Findings

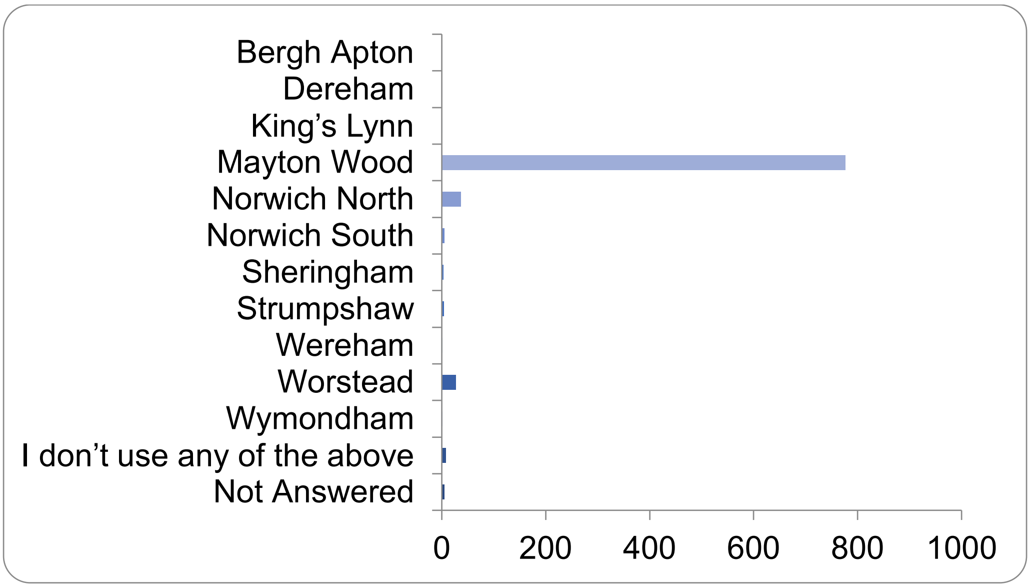
Of the 871 people that responded to this consultation, the overwhelming majority strongly disagreed with the proposal to close Mayton Wood Recycling Centre. When asked '*To what extent do you agree or disagree with the proposal to close Mayton Wood Recycling Centre'* 91.85% of respondents who answered the question, said they either disagreed or strongly disagreed with the proposal.

The main reasons given for opposing the proposal was a fear that the closure would lead to increased fly-tipping in the surrounding areas. People also cited the inconvenience of having to travel further to an alternative recycling centre, costing them more in fuel and time. There was also concern from many about the impact on the environment that the closure would bring. People were concerned that if the centre was closed it would discourage people from recycling and people's own carbon footprint would increase by making longer car journeys to alternative sites.

The staff who work at Mayton Wood were often praised for their friendliness and professionalism and respondents were concerned at the potential loss of the site's workforce. These themes are explored further in the rest of the analysis below.

A6.2 Consultation Questions

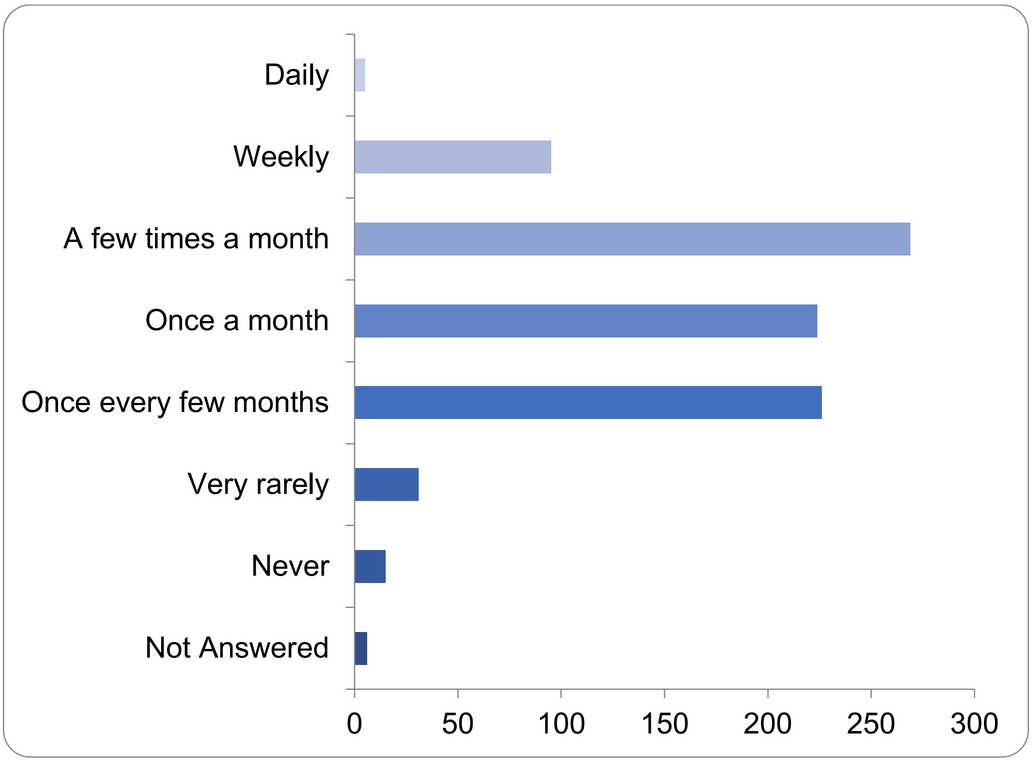
Q. Which recycling centre have you used MOST in the last 12 months?



Option	Total	Percent
Ashill	0	0.00%
Bergh Apton	1	0.11%
Caister	0	0.00%
Dereham	1	0.11%
Docking	0	0.00%
Heacham	0	0.00%
Hempton	0	0.00%
King's Lynn	1	0.11%
Mayton Wood	777	89.21%
Norwich North	37	4.25%
Norwich South	5	0.57%
Morningthorpe	0	0.00%
Sheringham	3	0.34%
Snetterton	0	0.00%
Strumpshaw	4	0.46%
Thetford	0	0.00%
Wells	0	0.00%
Wereham	1	0.11%

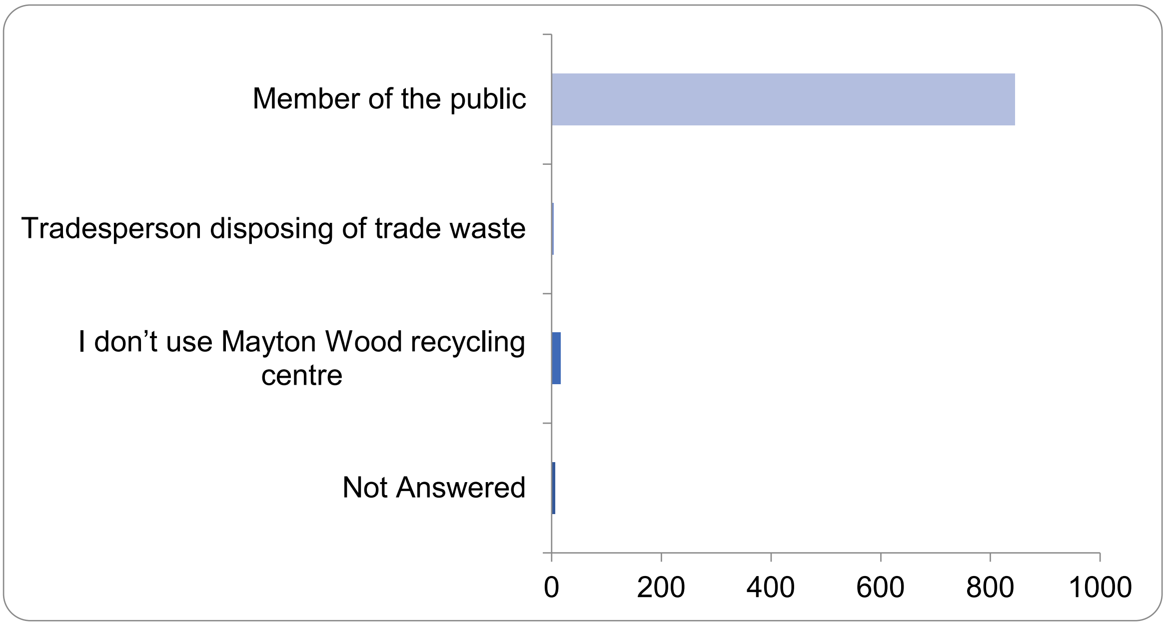
Worstead	27	3.10%
Wymondham	1	0.11%
I don't use any of the above	8	0.92%
Not Answered	5	0.57%

Q. How often do you use Mayton Wood Recycling Centre?



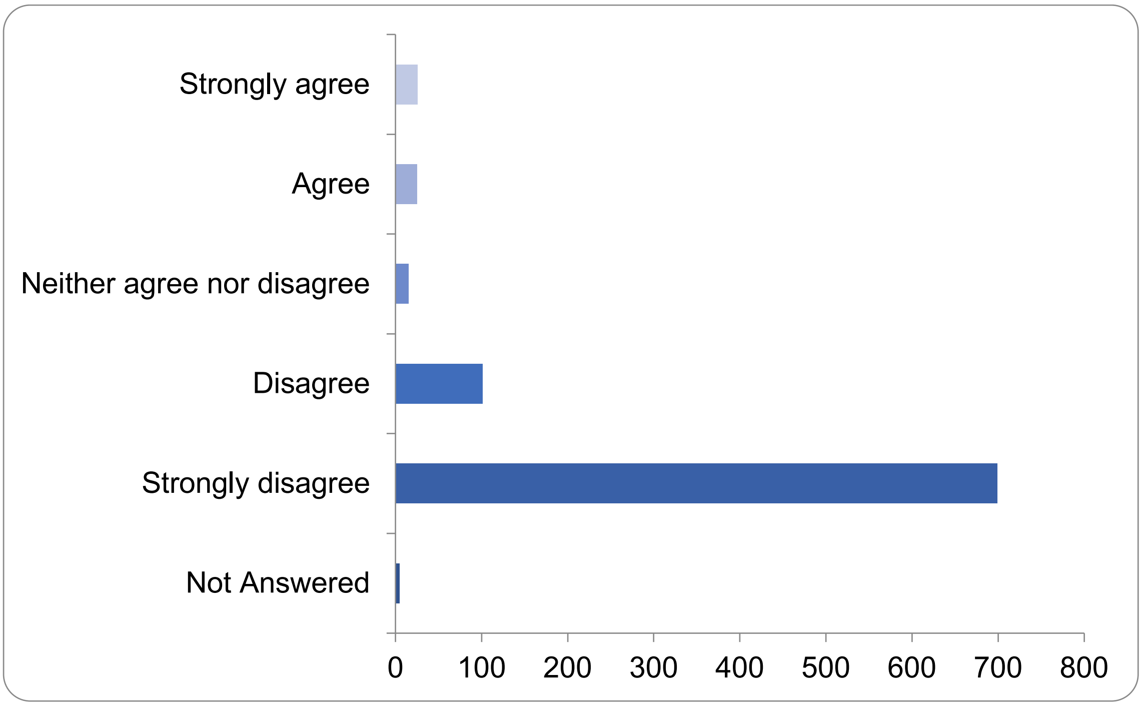
Option	Total	Percent
Daily	5	0.57%
Weekly	95	10.91%
A few times a month	269	30.88%
Once a month	224	25.72%
Once every few months	226	25.95%
Very rarely	31	3.56%
Never	15	1.72%
Not Answered	6	0.69%

Q. When you use Mayton Wood Recycling Centre, do you primarily use it as a...



Q. To what extent do you agree or disagree with the proposal to close Mayton Wood Recycling Centre?

Option	Total	Percent
Member of the public	845	97.01%
Tradesperson disposing of trade waste	4	0.46%
I don't use Mayton Wood recycling centre	16	1.84%
Not Answered	6	0.69%



Option	Total	Percent
Strongly agree	26	2.99%
Agree	25	2.87%
Neither agree nor disagree	15	1.72%
Disagree	101	11.60%
Strongly disagree	699	80.25%
Not Answered	5	0.57%

Q. Why did you say that?

There were 807 responses to this part of the question: a summary of all comments is provided on the next pages.

Theme	Number	Comments
Fly-tipping Concern about a rise in fly-tipping in the surrounding areas	319	Will lead to an increase in fly tipping and the £70,000 saving will be lost. *There is already flytipping around Badersfield which is 3 minutes from the tip, if the tip is closed, it'll likely be a lot worse.* This will lead to more fly tipping in our beautiful countryside. Rubbish is regularly tipped at Carter Lane in Stratton Strawless so without this local tip there's likely to be more leading to additional costs for disposal. *It is outrageous that you are proposing to close this well used centre. It serves our local community and by closing it fly tipping will be greatly increased; people will not travel extra distance to dispose of their waste and dispose of it locally. The cost of clearing up this fly tipping will far outweigh the cost of keeping Mayton Wood open. Furthermore, the extra travel to dispose of waste will increase pollution and the carbon footprint. I implore you to reconsider this decision.* It's handy to throw thing away that are too big for bins at home. I think there would be more people fly tipping if we didn't have this here *I worry about increased fly tipping if people can't access recycling centres* There is frequently a problem with fly tipping in the local area, if the Mayton site were to be closed this could lead to the problem increases. Causing a negative financial and environmental impact.

		Mayton site is my closest amenity, living in a very rural location. Having to drive further has an impact on residents cost of living and management. It's local and there is so much fly tipping around the site already which will only get worse once it closes. *It is proven that Fly Tipping increases and the cost of clearing illegally dumped rubbish costs Thousands of Pounds every year.* Should the Mayton Wood recycling centre be closed, this will open up the floodgates for the dumping of rubbish all around the surrounding area. Whilst making a financial saving on the one hand, the cost of clearing up rubbish dumped by the roadside - in addition to making the area look unsightly - will create a hazard for both other road users and for the cleanliness of the area. Surly reduced staff levels and the cost of clearing illegally dumped rubbish will save Thousands £.
Convenience Local residents like the convenience of Mayton Wood's location to them	236	It is most convenient centre for us and I fear that closing it will simply increase fly tipping in the area. Already a problem. *It is well used and convenient* Mayton Wood is extremely convenient for this side of Norwich. Cannot see how you think it's better for us to travel further to the new recycle centre. Why was the idea for closing on Wednesdays not accepted. Mayton wood is on main routes, easy to locate. Men are most helpful as we are very elderly, always a good and quick turnaround of cars. We are sure the fly tipping will increase. Judging by the amount of rubbish on the sides of roads and the huge amount of housing going up too can only think poor beautiful Norfolk will become a huge dumping ground…..if you look about it's already started. *It's very convenient to get to and is quiet meaning you can get through it quickly. I don't need to drive on major roads to get there which is another plus. Traffic on the A140 is heavy enough as it is.* It's convenient…easy to get to from Sprowston. The reuse shop is great. If you close it, I guess there will be more and more fly tipping. Why, I wonder did you build the new one by the NDR if you really needed to close Mayton to save money. Dumb!!! Convenient to use. Well situated for ease of use and to get to

		It's local to myself and very easy to get too. Closing Mayton Wood would be an incredible inconvenience as I'm a pensioner so I try to avoid driving on the very busy roads. Mayton Wood is convenient and nearby. It is also close to Buxton, Coltishall and Wroxham all three of which I visit frequently so I can combine my journey with a trip to the tip. I would not use the new tip near the airport as this would mean a special journey and would not be worth it for small items. *I live in Coltishall. It will be a personal inconvenience to me to travel further to either Worstead or Norwich North. I do not expect my inconvenience to weigh much in the debate but the same will apply to many others who live in the same immediate catchment area. A return trip to Mayton wood takes barely 15 mins excluding the unloading time. The alternatives will take at least 3 times longer and probably more. The same will apply to others who occupy the same catchment area as I do.*
Travel Respondents concerned about having to travel further distance to alternative sites	225	We'll need to travel further, using more time, fuel and cost. Please also remember that many users fill their car with waste and do a specific 'dump run', so combining a journey to the new north Norwich site trip with an already preplanned journey with the family wont happen. We will need to do specific journeys, averaging around 10 additional miles. *I'd have to travel further in my car.* It would mean us driving much further to have to recycle our bins more, which would have a negative environmental impact. *Travel 30 mins each way to Norwich, with possible several loads. Fuel costs…. need I say more.* Mayton wood is only 2 miles away, a good size and efficient. The other Recycling centres are a lot further away which would mean using more fuel and a much longer journey and wait time at the recycling centre especially Worsted which is smaller and always has a que. *Added travel distance to dispose of rubbish would cause many issues. The site is a service to the community that you are trying to take away again. I am total against the move to close Mayton. To ask people around Mayton Wood to go all the way to the new site on the NDR is very short vision.* Norwich is further., cramped and difficult to use as badly designed and dangerous to navigate *Still used extensively - visits dropped by 1/3rd, but means 2/3rd still using as their LOCAL site. 15-20min drive for next nearest*

		site increases traffic levels and pollution levels on our roads, and inconveniences users. The alternative is miles away *The Mayton Wood facility in Buxton is convenient to our location, despite being several miles away. The alternative recycling facilities are at a much greater distance. Closing Mayton Wood will force us to travel longer distances, requiring more fuel and time. I believe that closing Mayton Wood to save £70,000, or £5,833 monthly, will result in much greater costs for the public and tradesmen, and could also be accompanied by an upsurge in flytipping in the region.*
Staff Respondents praising the staff who work at Mayton Wood or are concerned about potential job losses	151	Because it is local, has easy access and provides excellent facilities. The staff are also incredibly helpful. *It's convenient for me, staff are knowledgeable, helpful, always ready to offer advice.* It must be extremely concerning for the staff at the Mayton Wood site to have this time of uncertainty - not knowing whether they will be re-used themselves in a different site, or in a different capacity. Clearly, any of these staff who lose their jobs will be an unacceptable cost to the health and welfare of them personally and to the taxpayer. *Mayton Wood for anyone who lives within the Aylsham area is an essential site. Easily accessed from the town and the surrounding area it helps those of us attempt to dispose of our waste responsibly nearby. The staff are way beyond excellent, kind friendly and always volunteering to help those who are older before they need to ask and they help those of us a little younger by making sure we are alright as well. They are invaluable.* The tip is invaluable. If you close it more fly tipping will take place in our wonderful Norfolk countryside and the bill for clearing this up along with other factors, will soon exceed the £70k saving making it a short sighted move. Also many of us do not travel towards Norwich Airport area at all! Why close a facility that is well used well run and with staff that are well liked when despite what you say about it being not fit for future purpose, it can definitely be improved and for minimal cost Everyone using it, is just courteous and good about queues about the narrow road access and it's just simple for us. Having to travel to dispose of waste, is always, always a bad idea. Tradespeople and handymen and women, will be less likely to

		behave responsibly and domestic waste will also be dumped. Environmentally, this would be a really poor idea. *It's a well used site which is not difficult to use. The staff are incredibly pleasant and always prepared to help. We have used this site for the last 23 years. We have gone to the Norwich North site and we're very disappointed. Incredibly busy, people rude and staff looking harassed. Not impressed but figure that county needs to make cuts but ones that do not reflect our rural way of life. Modern life seems to be pulled towards mass centralisation.*
Environment Respondents concerned about the effects the closure of Mayton Wood would have on the environment	147	Driving the extra distance to Norwich North centre would not only put more pressure on the roads but also more immersions in the atmosphere. *It would mean a much further drive which would be more polluting.* Additional travelling which goes against green policy to reduce travel *Additional cost of travel and damage to the environment.* Still used extensively - visits dropped by 1/3rd, but means 2/3rd still using as their LOCAL site. 15-20min drive for next nearest site increases traffic levels and pollution levels on our roads, and inconveniences users. *Fly tipping is bad enough down our country roads and with this closure this will just increase !* Pollution for adding a 12 mile round trip for all the local residents to the new site. *I would have to drive further, increasing traffic congestion on a main road and increasing air pollution.* *Rural locations are beset by fly-tipping already; the closure of mayton Wood would exacerbate this problem.*
Locality Respondents talk of how Mayton Wood serves the local area	108	Mayton is always busy and serves the local community. Providing employment and encouraging recycling. Closing it would increase fly tipping and associated costs. I feel very strongly that Mayton should be left open and continue to serve the local community, as promised when the new recycling centres were built and opened in Norwich. The proposed £70k savings would never materialise. *It's a well used and well maintained local facility. It caters to the community's need. Going to Norwich will add mileage, pollution and inconvenience to many people. Including our family.*

		Mayton recycling centre is a community resource. You saw a drop off of a third because places like horning are now much closer to the Norwich north site. The site at Mayton Wood serves a large number of people in local communities, many of whom do not routinely travel to Norwich. The increase in traffic and accompanying carbon footprint of all these users driving to the Norwich North site will be significant. It will likely overwhelm the Norwich North site and I suspect there will be a marked increase in fly-tipping from those who are not willing to make the significantly longer journey to other sites. *Mayton Wood is convenient for many local villages. It's availability encourages its regular use. It is extremely well set out and the staff are helpful. As people get older they require more help.* It's conveniently located for many villages in the area and some disabled people, like my mother, can not go the further distance. *It's local to so many people towards the coast is not central to villages*
Cost pressures Respondents concerned about how the changes might add to their current cost of living	61	Additional fuel cost to drive to a centre further away. *To go to another centre is going to cost a lot in petrol and I can't afford to spend more on fuel.* As a trader I have used Norwich North a few times but its very busy and sometimes long waiting times to unload. It's only going to get worse, working on North Norfolk, Mayton Wood is the nearest site for me, and like me lots of people feel the same. Norwich North is too far and really busy most days. It means losing time and spending more diesel! I feel that North Norfolk is being left behind. I can see an increase in fly tipping! *To go to another recycling centre will take longer and cost me more in petrol.* Will increase costs to travel to other facilities. *There should be more not fewer recycling centres. Driving to the new Norwich centre takes time, money and carbon* I would not be able to afford to travel further - foresee an increase in items being disposed of with household waste

		Because the licensed person we use to help us with large disposals would probably stop trading or charge us more than we can afford.
Queues Respondents worried about the potential for long queues at other recycling centres if Mayton Wood closes	59	By closing it you will encourage more fly tipping. The Norwich site can be busy with 20 min queues. *It's already difficult to use the Norwich North Recycling centre because of long queues. Closing Mayton Wood will make it even harder.* Purely because the Norwich North depot is already struggling to cope with the amount of people using it. There is not enough parking space at the Reuse shop and closing Mayton would send a huge volume of traffic out people to an already crowded facility. *Extra travelling involved going to another center. This will also put extra work on the other centers and more likely to have to queue to use them* Local vicinity & much easier manoeuvrability for vehicles. Keeping congestion away from already busy roads going towards NDR & Norwich. If more people have to use the new Norwich North one I'm sure queuing will be the result
Efficiencies Suggestions that Norfolk County Council could budget better/find the savings elsewhere	57	Local recycling center to myself. staff are always friendly and the recycle centre is busy. £70k in the grand scheme is nothing and I'm pretty sure the fat cats at the top of the council have had nice pay rises and bonuses this year. *The council can't keep taking our services away, it would be a better idea to reduce the wages of north Norfolk council members* Because re-cycling centres should be maintained at all cost. They are a vital structure to keeping items out of landfill & encouraging us all to recycle. £70,000 can easily be clawed back from other areas, and Bo from something so vital & important. *Fly tipping will increase people are lazy and also see time as valuable, not to mention fuel costs. it may only be another 6 miles or so to the next tip but there are unfortunately many who will just decide to dump their rubbish in our beautiful countryside. Your £70k savings will be quickly swallowed up by the fly tipping you will be cleaning up.*

		A saving of £70,000 seems pitiful compared to the ridiculous and excessive amount of so-called road "repairs" that the Council seems happy to pay contractors for and which local drivers have to endure. Surely some serious and meaningful savings could be made by cutting back on the Council's massive construction budget and reserving road construction for essential work only. Closing down Mayton Wood seems petty and spiteful by comparison.

The above topics were mentioned by respondents over 50 times, so have been included in the table with illustrative comments. Other themes that were citied frequently, but less than 50 times, were comments about the rationale behind the proposal, the potential increase in traffic on the roads surrounding Norwich North Recycling Centre, especially the Broadland Northway. People also commented on how it would be harder to dispose of green waste and the effect on people living in rural areas closing Mayton Wood would have. People also expressed concern about how the Recycling Centres would cope with the new houses and increased population of the area in the coming years.

There were 26 positive comments about the proposal.

Q. If our proposal to close Mayton Wood Recycling Centre went ahead what impact, if any, would this have on you?

There were 816 responses to this part of the question: a summary of all comments is provided below.

Theme	Number	Comments
Travel Respondents concerned about having to travel further distance to alternative sites	398	More travelling to get to a recycling centre, which would cost more on fuel. *Would have to travel further and in a different direction to a route we already pass regularly* Yes as above the new tip is much further away for us.I'd have to use an alternative. *Would have to travel further and the other sites are not so convenient for me with the other commitments I have* Longer to travel, waiting time will be longer as new recycling centre on wrong side of area. Trying to get to NDR is bad enough from Hoveton and Wroxham *Doubling of the drive time, having to use the dreaded A140 and therefore I would be less likely to go.* I would have to travel further and in more traffic. Most inconvenient.

		A 1 hour ,12 mile ,round trip to dispose of waste. Just have further to go and it will be extremely busier It would be further to get to Norwich north. *More miles to drive, queues, inconvenience.* It would force us to get to Norwich site, not convenient as rarely go that way, another extra trip. *A longer journey to recycling centres elsewhere.* Significant additional travel time and fuel cost.
Cost pressures Respondents concerned about how the changes might add to their current cost of living	149	Increase in personal costs at a time when we can least afford it. *More travel costs, more stress and anger at the overpowering decisions affecting my community families and friends* Significant travel cost. *Extra fuel cost if I were to continue to recycle as I have been*. With increase in fuel costs people just can't afford any more expenditure. What the council is doing is saving money by putting the cost onto the public, appalling! *I would have to drive further, meaning using more fuel ,therefore creating more pollution. As a pensioner it would cost me more money which I don't have.* Higher cost in the additional traveling. Both money and time. *There is frequently a problem with fly tipping in the local area, if the Mayton site were to be closed this could lead to the problem increases. Causing a negative financial and environmental impact. Mayton site is my closest amenity, living in a very rural location. Having to drive further has an impact on residents cost of living and management.* Would have to store recycling up and go less often as fuel costs would increase. *More time, more cost, more inconvenience - the usual council initiative*

Reduced recycling Respondents saying they would be discouraged from recycling as regularly if Mayton Wood closed	122	As much rubbish as I could possible fit in would go into my landfill bin, sadly, including garden waste. I would no longer use the recycling centres. *I would struggle to recycle my items.* Well, I would consider doing less recycling, particularly of the kind of items I donate to Mayton Wood for them to sell and offset some of the costs. I would take more to charity. *It would make it more difficult to recycle, I'd, therefore, be less likely to do it.* Wouldn't recycle as much *Well my extra rubbish ect will have to go in my wheelie bin! The extra garden waste will have to wait until I can fit it in my bin as I can not afford another bin.* It would make dumping my rubbish far more time consuming and costly. The bulk of my waste is green garden waste, that as a pensioner, I cannot afford to dump in a brown bins for collection. I will not use the new Center in Norwich having had a bad experience there. I have never heard of the other places you mentioned either, and so dumping my rubbish would become very difficult indeed. *I would likely do much less recycling.* *Mayton Wood has an excellent reuse shop, which I've made use of a lot. Worstead - my next closest option - does not.* I would not be able to use another site as it's to far *I would need to drive 15 minutes each way to the next nearest site which would be incredibly inconvenient with a toddler and would deter me from utilising the facility.* would refuse to use any other recycling centre as closing this site is impractical. There are plenty of other sites that are essentially pointless that you should close. *I would probably put more rubbish in my bins at home* I would be less likely to recycle some appliances and material as it would mean having to deal with a busy space and a lot of traffic.

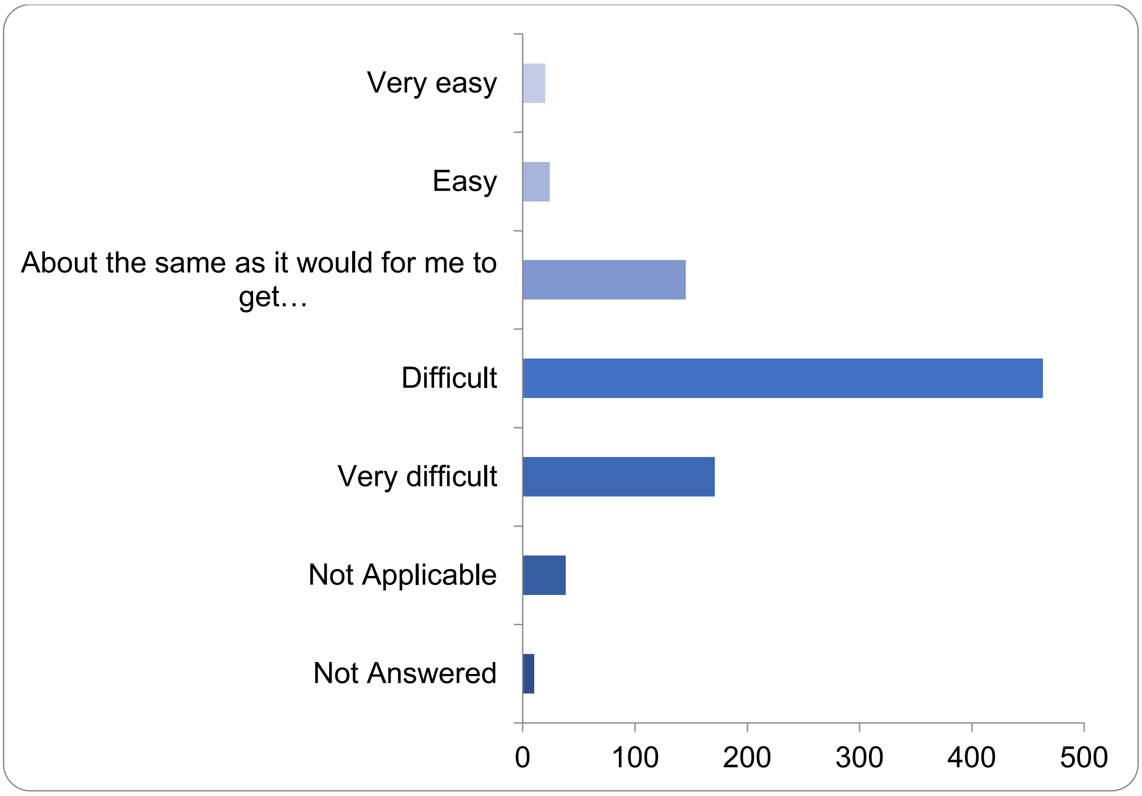
		It would cost significantly more to travel to Norwich so I would put as much waste in my domestic bin as I could, which won't get recycled. I will probably not bother taking stuff to the recycling centre and fill my garage up with any rubbish. *We would have no where to take our rubbish* I would be tempted to use my refuse bin
Fly-tipping Concern about a rise in fly-tipping in the surrounding areas	117	Will increase flytipping in the un-spoilt countryside. *I fear closing this will also increase flytipping in the area.* Mayton is closest to where we live. Closing it will add more pressure on Worstead tip, cause road problems regarding access there. If people cannot get access to a tip fly tipping will increase, just like it did when charges were introduced! *Having to drive further. Likely see yet more fly tipping on roadside and back roads and woodland causing upset to wildlife and ecosystem* t would cost more in time, money and environmentally to recycle. It would encourage fly-tipping which would be depressing to see and will cost someone to clear up. *More incidents of fly tipping* Will increase travel time to a recycling centre, and will probably lead to increased fly tipping which bring additions cost to NCC. *As a landowner, I would be left with the increased cost of clearing up more fly tipping.* Increased fly tipping and waste on the roads *Suspect increase in flytipping. People don't want to be inconvenienced by waiting to enter the site and will just dump.*
Environment Respondents concerned about the effects the closure of Mayton Wood would have on the environment	104	Probably an extra 45 minutes of driving. Which must be seen as directly adding to greenhouse gas emissions. *Do you have an estimate for the extra carbon emissions from the closure of Mayton Wood? I would see this as an absolute requirement of an Environmental Impact Assessment.*

		Massively. Going to Norwich would add mileage, pollution and cost. *It would impact the environment as I would be forced to drive further.* I would probably recycle less, impacting the environment, or have to travel twice as far to another centre which will also impact the environment *It'll have an impact in the local area and the local countryside. This is a busy site, why take away a service that works? If we want all the bells and whistles that the other site offers, then we'll go there. Keep it basic. We want to recycle and deposit waste quickly, locally and efficiently. Mayton Wood offers that without having to drive many, many more miles thus impacting on our carbon footprint in a very negative way. There are so many reasons this site shouldn't close and I've highlighted just a few here.* We would have to travel much further, pollute the air and that should not fit in with the council green policy. *My carbon foot print and driving would increase*.
Inconvenience Respondents speak of the inconvenience caused by travelling to an alternative recycling centre	56	Very inconvenient *We would have to use the Norwich North facility but it would be less convenient.* Cause inconvenience and result in putting more in fortnightly rubbish bins - rather than recycling. *I would not be able to dispose of my rubbish so conveniently.* Just means further to drive and inconvenience *Cost, inconvenience, Norwich will be too busy and you will get multiple complaints.* I may find I put things in the bin that I would otherwise recycle as I am busy teacher and my time is limited. This facility is very convenient for me.
Queues Respondents worried about the potential for long queues at other recycling centres	53	It would clearly increase fly tipping which had been an issue around Spixworth , queue times would be extended, ndr would be busy with bad drivers and trailers, roundabouts are bad enough already

if Mayton Wood closes		*I would anticipate increased queuing times at alternative sites* It would just take me much longer to get to the next one, cost more, take more time as will be busier and more pollution in fumes driving *I would have to use the new recycling centre, which would get busier and the queues would grow - I really don't want to spend my time in a queue unnecessarily. The queues at the NDR recycling centre are already significant at certain times.* The new north recycling centre is based at a very busy junction on the A140, and I feel with the whole North side of Norwich using this facility it is going to be extremely busy, and difficult to access. *The lack of choice depending on what I was going to dump and whether I would be able to make sure I could dump without having "FULL " signs telling me I'd have to come back another day (!!??)* If it closed I probably wouldn't recycle as much because Norwich North is always queued up. *More people using it more queues car sitting there with engines running.*

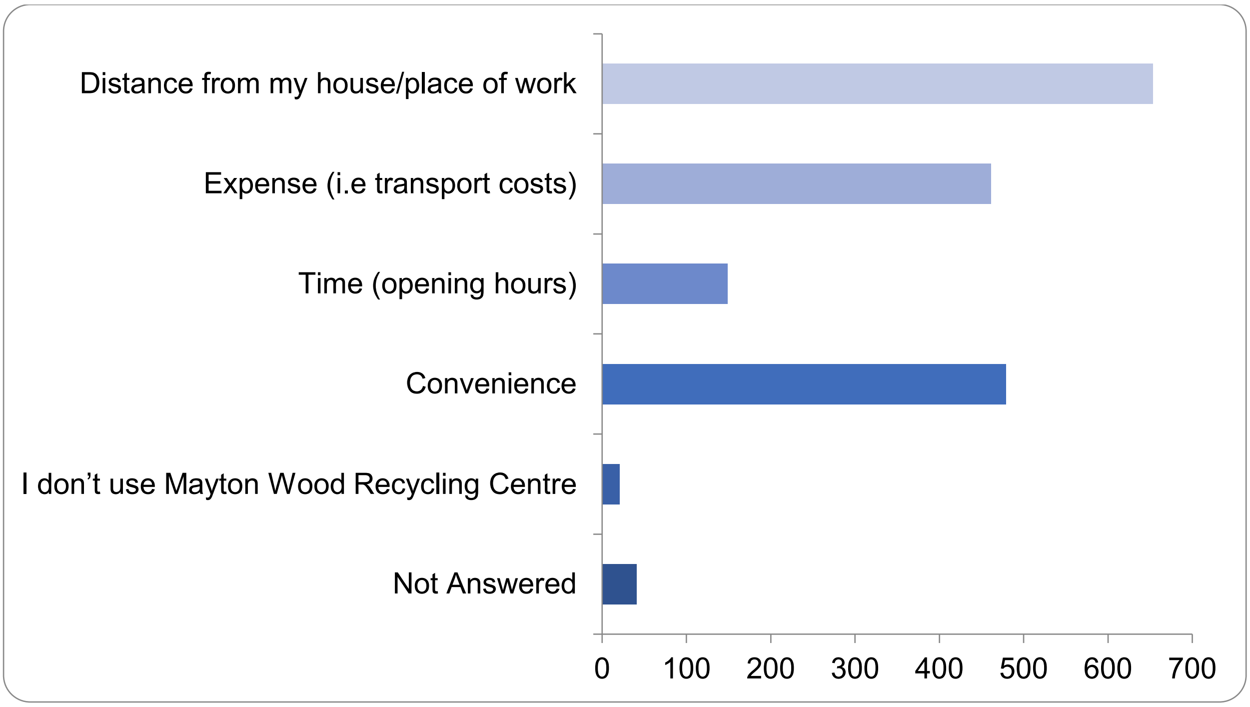
The above topics were mentioned by respondents over 50 times, so have been included in the table with illustrative comments. Other themes that were citied frequently, but less than 50 times included respondents saying that the proposed closure would have no impact on them personally. Others were worried about traffic and potential dangers of driving on the NDR. Respondents also cited they would not be able to dispose of green waste as easily, they would make less frequent trips to dispose of their waste and comments about the rationale behind the proposal.

Q. If you currently use Mayton Wood Recycling Centre, how easy would it be for you to get to either Norwich North Recycling Centre or Worstead Recycling Centre?



Option	Total	Percent
Very easy	20	2.30%
Easy	24	2.76%
About the same as it would for me to get to Mayton Wood	145	16.65%
Difficult	463	53.16%
Very difficult	171	19.63%
Not Applicable	38	4.36%
Not Answered	10	1.15%

Q. Why did you answer the last question *[If you currently use Mayton Wood Recycling Centre, how easy would it be for you to get to either Norwich North Recycling Centre or Worstead Recycling Centre?]* the way you did?



Option	Total	Percent
Distance from my house/place of work	653	74.97%
Expense (i.e transport costs)	461	52.93%
Time (opening hours)	149	17.11%
Convenience	479	54.99%
I don't use Mayton Wood Recycling Centre	21	2.41%
Not Answered	41	4.71%

Other, please write here: There were 103 responses to this part of the question. The most common concerns were about the impact on the environment and the increased traffic on the surrounding roads, especially the NDR. None of these themes were mentioned more than 15 times in the responses to this question.

A6.3 Equality Impact Assessment Evidence

In total, there were 62 comments relevant to the EQIA: references to 'pensioners' are likely to relate to the protected characteristic of age.

EQIA Evidence	
Question	**Comment**
Question 5: To what extent do you agree or disagree with the proposal to close Mayton Wood Recycling Centre?	It's a local amenity which is easy for me to get too as being disabled I can't get too far. Any further I would have to rely on other people. I like being independent. *The other tip sites are not so easy to get to especially for my elderly mother in law who uses the top regularly! In closing this one you will inevitably make the other sites busier and in turn I fear people will not get rid of their items responsibly*

	The closure would severely affect us and other local elderly residents who would experience great difficulty travelling to the suggested Norwich North Recycling centres. It's local to myself and very easy to get too. *Closing Mayton Wood would be an incredible inconvenience as I'm a pensioner so I try to avoid driving on the very busy roads*. Because it is not far from where I live and easily accessible. To go to another Centre is going to cost a lot more in petrol and I can't afford to spend more on fuel on a pension. I *would think twice about travelling so far to the new recycling centre which is very intimidating for older members of the community.* A facility that is used on a frequent basis by the older generation, those that do not use the new NDR where the new recycling centre is located. *As a retiree/pensioner I would not do that but I might stockpile before considering a longer trip. Then we get into health issues and rats. All actions have consequences. I hope you make the right one. I do not count closure of Mayton Wood to be that.* Mayton Wood is convenient for many local villages. It's availability encourages its regular use. It is extremely well set out and the staff are helpful. As people get older they require more help. *Those who use Mayton Wood would have to travel further for the purposes of disposing of waste, most likely Norwich North or Worstead. This would at best be an inconvenience to those for whom Mayton Wood is their local recycling center. For more vulnerable individuals the issues could be far worse e.g. those with mobility issues may find it harder to dispose of waste, which could lead to a build up in their properties, causing health and safety issues. Invariably, as is often the case, it is the most vulnerable who will be most affected by these cuts to local services.* Ultimately I have no doubt that the reason for the closing of Mayton Wood is financial. However, as the points outlined above hopefully demonstrate, not only would said closure be detrimental to local residents, I suspect it also wouldn't save the council much in terms of finances and could even lead to increased costs due to; resources required at other centers due to increased numbers, road costs due to wear & tear and increased traffic, social care having to have increased involvement with vulnerable people unable to clear their homes, and the costs involved in dealing with increased fly-tipping. *Mayton wood is a very convenient recycling centre operated by helpful staff. There are a lot of elderly people living within a 2/3 mile radius who regularly use this centre. Surely the added journey time of a six mile*

	round trip is not good as we are trying to reduce our carbon footprint and the cost of extra petrol is not attractive. I am a wIdow in my eighties with a large garden and get overwhelmed with garden waste etc., although I pay for a garden bin, which is only collected once a fortnight. I certainly wouldn't drive to the new recycling centre near the airport from Horstead so it does not bear thinking about what would happen if Mayton Wood closed. *I live in Burgh and Maytin Wood is the closest to me. At nearly 76 and not always having help available, it would be most inconvenient to close this site. There are many people of my age and older who don't like to drive very far and are frightened if the fast through traffic at the big new site. Also, in this day of trying to save our planet, the distance involves polluting the atmosphere with petrol or diesel fumes. It also costs more for those of us on a small state pension or income. People would just dump more in their rubbish bins and there would be more fly tipping. Please keep Maytin Wood open.* It is only a 5 minute drive from where I live in Horstead. The staff at the site are exceptionally professional, courteous and helpful, the site is well managed and sensibly laid out. It would be a major blow if the site closed as longer journeys would be necessary to one of the other sites which as we increase in age, will prove more difficult for us. *The main alternative Norwich North is badly laid out and not older person friendly. In contrast Mayton Wood is much more elderly friendly with particularly helpful staff. I choose to drive past Norwich North to go to.Mayton Wood as it is so much better.* In Autumn I have trailer loads of leaves to dispose of and find it necessary to go to Mayton Wood with my trailer full. If I had to go to a Norwich it would mean crossing the N D R which I am not happy to do especially with a trailer on the back of my car. I am 79 and do not want to deal with busy roundabouts !!Please reconsider the closure It's conveniently located for many villages in the area and some disabled people, like my mother, can not go the further distance. *I would have to drive further, meaning using more fuel ,therefore creating more pollution. As a pensioner it would cost me more money which I don't have.* *Mayton centre is easy to get to, staff very friendly and helpful. I believe to close it would result in even more fly tipping. We are elderly and don't like driving on the Southern bypass at the best of times*. As I am now 70 and struggle with mobility and often use my small trailer at Mayton wood I can back up tight to bin. at the Norwich north centre I have to leave the trailer at a park area and then try and walk my material down to the right bin a have tried Norwich north and had to try and get

	assistance without any help forthcoming I strongly object to the closer of Mayton. *This is a great recycling centre equidistant for many people who live in the surrounding villages. A lot of the population of those villages are more elderly and therefore do not want to travel far. It is in a great location and in my opinion would have consequences with regards to fly tipping if the facility closed. The areas this covers are remote and therefore easily accessible to fly tippers. These are beautiful country lanes and I would like to keep them that way.* The service from staff at Mayton Wood is second to none. So helpful to us seniors. We don't get that kind of help from Norwich North. Having read your introduction it sounds as if it's a done deal already, as with many consultations I find. Such a shame. *If Mayton Wood were to close I and my neighbours, would have so much further to travel amongst far heavier traffic. As an O.A.P I find it better and the staff at Mayton Wood are most helpful.* I know of many people especially the more elderly we are frightened to travel on the NDR especially around the sprowston roundabout. They are at present happily using the Mayton site. What are they supposed to do with their recycling? *I feel there is a need for both types of sites Please reconsider and keep Mayton for your more rural people*. As people get older they may have to find people too help them and these people will not go further afield so more use of the green bin. Not everyone is computer able so why not put a document at Mayton Wood so people can sign it on site to agree or disagree with the potential Closure. *As an older person Mayton Wood is close and easy to use, the people that there are very helpful and kind. I would be very upset if it closes and do not want to go to the new one at the airport.* I prefer a smaller site as not so far to carry stuff to each bin - my husband has Parkinson's so it's important for us to offload easily/ we find Norwich too big and too far to walk to different bins *"IT WOULD CAUSE ME, AS A PENSIONER, MORE EXPENSE TO TRAVEL TO NORWICH. ALSO, EVERYONE IS SUPPOSED TO BE MORE MINDFUL OF USING CARS BECAUSE OF THE EFFECT ON THE ENVIRONMENT.*

	We are both very elderly, disabled & live in Buxton so we use this dump on our way to do our weekly shopping at Wroxham to save on fuel & help the environment. *As a pensioner getting to Mayton Wood is bad enough and a distance of almost ten miles from Erpingham area, being a village of many OAP's, as are many of the other villages in this area are. So where do we have to go to recycle any goods that are NOT collected with normal bin collections, 20 miles or more to Norwich, absolutely diabolical.* *It's local to me living in Aylsham and I find this easy to get to and it's staff are friendly and very helpful due to being disabled.* Has this proposal been considered in terms of its equality impact ? I am particularly concerned about its impact on on older and local residents? The North Norwich site is a considerable distance from Mayton Wood. As a regular user I have noticed that many of Mayton's service users tend to be older people. *Because I'm disabled and can't drive for long it's an easy journey for me the others would be a struggle*
Question 6: If our proposal to close Mayton Wood Recycling Centre went ahead what impact, if any, would this have on you?	Depression. Watching the council destroy a perfectly good system because of total mismanagement and greed. *Mayton wood helps me dispose of my rubbish & I am also able to help out my elderly neighbours with their extra waste. If it's closed I wouldn't be able to help them.* A huge impact. The increased drive would cost more, and as we are a family that struggles with health issues, the difference between the drives is enough to make it a lot more difficult for us both financially and health wise. Not only that, but fly tippers tend to tip things on our main road that goes past the base. If this increases it will cause more dangerous situations. *It would make dumping my rubbish far more time consuming and costly. The bulk of my waste is green garden waste, that as a pensioner, I cannot afford to dump in a brown bins for collection. I will not use the new Center in Norwich having had a bad experience there. I have never heard of the other places you mentioned either, and so dumping my rubbish would become very difficult indeed.* I would have to use Norwich North which as a very elderly citizen I would find more stressful *I am not sure what we would do as an elderly couple one of whom is disabled and will not drive on the NDR.* I am nearly 76 and don't always have help to move things and find the new site (which I inspected) very frightening and difficult to park. I would have to drive further and I am on a state pension so have to watch every

	penny. I try not to use my car so as not to pollute the atmosphere. I'm trying to live a green life. *Would mean my disabled relatives would be unable to take stuff to a recycling centre. Not to mention the extra fuel costs and time that would be required to go the further distance. This will only increase the risk of fly tipping in the countryside.* I would have to drive further, meaning using more fuel ,therefore creating more pollution. As a pensioner it would cost me more money which I don't have. *Be more difficult driving there as we are getting older*. I would find it almost impossible to dispose of my material without some assistance and it's no good saying the staff are there to help when push comes to shove no one is there to help. *I went to this facility today actually and saw one of the staff members help a less abled gentleman dispose of his garden waste. It was genuinely a lovely thing to see and the gentleman concerned was so touched. You simply can't let those people down.* I would, as a Parish Councillor, have to deal with the public reaction in the aftermath of the decision. We have many older retired people living in our parishes, they drive around the locality they know but some would not drive to the ring road, their independence would therefore be compromised. If there was an increase in fly tipping for reasons such as increase of cost or inability to go the distant this then becomes an issue that has to be managed at an increased cost to the council. *I would have to use the Norwich North site, which is further, exposed to the weather (I am 79) and, as mentioned, has an unhelpful parking arrangement. If you have to park near the shop due to high density of users and have heavy items that have to go near the top it is not easy to get back up the top because of the traffic flow arrangements. I would get by, of course, but it would be a deterioration of service by NCC.* Make it further to travel costing more in fuel has Old age pensioners, we can do without things costing more travelling further at her age people are struggling enough as it is this just adds to a very stressful time with costs spiralling for everything *As an older person with limited mobility who hates driving, extreme inconvenience.* *We are OAPs and with a shorter journey to Mayton it would cost us more in fuel to get to Norwich North* Make life difficult as I don't want to drive to Norwich. Will cost me much more. As a pensioner this is important.

	And i dont think it fair that you will take away a service to the local elderly. I would not feel as confident going to the Norwich site and I speak for a number of people of my age who live out of Norwich. *Being disabled the shorter a journey the better, plus extra time and cost to travel to a different site.*
Question 8. Why did you answer the last question *[If you currently use Mayton Wood Recycling Centre, how easy would it be for you to get to either Norwich North Recycling Centre or Worstead Recycling Centre?]* the way you did?	I also have Aspergers syndrome coupled with an anxiety disorder and find going to mayton helps me feel less anxious when using a site. So mental health and disability are a factor also *Health problems in driving* Painful and difficult for me to drive longer distance due to medical issues (bowel cancer) *We are elderly & disabled*

A7. Respondent Profile

The profile of 'individual' respondents (858 individuals) is as below:

Option	Total	Percent
Male	440	50.52%
Female	378	43.40%
Prefer not to say	37	4.25%
Prefer to self-describe	3	0.34%
Not Answered	13	1.49%

Responses by age (861 individuals) is as below:

Option	Total	Percent
Under 18	0	0.00%
18-24	3	0.34%
25-34	48	5.51%
35-44	95	10.91%
45-54	138	15.84%
55-64	220	25.26%
65-74	212	24.34%
75-84	95	10.91%

85 or older	6	0.69%
Prefer not to say	44	5.05%
Not Answered	10	1.15%

Responses by long-term illness, disability or limiting health problem (854 individuals) is as below:

Option	Total	Percent
Yes	195	22.39%
No	542	62.23%
Prefer not to say	117	13.43%
Not Answered	17	1.95%

Responses by condition or disability (190 responses, some consultees have ticked more than one box) is as below:

Option	Total	Percent
Blind or partially sighted	2	0.23%
D/deaf or hard of hearing	23	2.64%
Limiting health condition e.g. heart disease, asthma, strokes, osteoarthritis, rheumatoid arthritis, fibromyalgia and myalgic encephalomyelitis (ME) etc.	133	15.27%
Learning Disabilities	6	0.69%
Neurodiversity e.g. autistic spectrum disorders, dyslexia, dyspraxia	16	1.84%
Mental health conditions – e.g. depression, schizophrenia, bipolar affective disorders, eating disorders, obsessive compulsive disorder	29	3.33%
Physical disability e.g. limb disorder, amputee, wheelchair user, cerebral palsy, motor neurone disease, muscular dystrophy	32	3.67%
Other	681	78.19%
Not Answered	2	0.23%
Total	23	2.64%

Responses by ethnicity*[1] is as below:

Option	Total
Asian British	6
Indian	0
Pakistani	0
Bangladeshi	0
Chinese	1
Black British	0
Caribbean	1

[1] In the online consultation, this question was presented with separate headings for each ethnicity, for this findings report the results have been merged into one table.

African	1
White and Black Caribbean	2
White and Black African	1
White and Asian	4
English, Welsh, Scottish, Northern Irish or British	777
Irish	6
Gypsy or Irish Traveller	0
Roma	0
Arab	0

Responses by language spoken (830 individuals) is as below:

Option	Total	Percent
English	830	95.29%
Not Answered	41	4.71%

One person responded in the text box provided saying 'Welsh' was their first language.

Responses by district (860 individuals) is as below:

Option	Total	Percent
Breckland	2	0.23%
Broadland	655	75.20%
Great Yarmouth	0	0.00%
King's Lynn and West Norfolk	1	0.11%
North Norfolk	186	21.35%
Norwich	15	1.72%
South Norfolk	1	0.11%
Not Answered	11	1.26%
Total	2	0.23%

Responses from those with caring responsibilities (787 individuals) is as below:

Option	Total	Percent
No	639	73.36%
Yes – for children with additional needs	28	3.21%
Yes – for older family members	120	13.78%
Yes – other	84	9.64%
Not Answered	639	73.36%

Other please write here:
Various family members and voluntary groups
Nanny
How is this relevant?
Yes other
My husband
Younger brother
Carer for disabled person

family members
children under 5
Have children and elderly parents
Children
Younger wife breathing difficulties
Mother in law
Sister with profound mental disability and health
For my wife
No but my wife and family do
For my partner
Parents
I care for a young adult with a disability (you have not allowed for this in your options)
Looking after terminal ill daughter
Yes, for disabled spouse
Full time carer for disabled spouse
My father who has Alzheimer's
My husband
My Husband
My wife
Yes - disabled husband
Elderly friends
For each other
For disabled couple
I look after my uncle in his 80 s and my Grandson during school time etc.
My uncle in his 80,s and y Grandson during school times as well as recreational which helps my daughter outstanding times as she s not in the best of health but it works both ways for us.
Family member of a similar age.
Irrelevant as I am answering on behalf of an organisation
Care for our adult daughter.
Disabled husband
Elderly father.
Yes wife
For my wife

Responses from those outlining employment status (846 individuals) is as below:

Option	Total	Percent
Employed (full time)	267	30.65%
Employed (part time)	103	11.83%
Self employed	83	9.53%
Unemployed	7	0.80%
Student	1	0.11%
Looking after the family home	14	1.61%
Long-term sick	18	2.07%
Retired	353	40.53%

Not Answered	25	2.87%

Appendix B

Equality Impact Assessment

B.1 An initial equality impact assessment of the proposal to move operations from Mayton Wood to the Norwich North Recycling Centre was carried out as part of the budget setting process for 2023-24, and was considered by Full Council in February 2023, alongside all of the other budget proposals considered by Members.

B.2 At the time, the findings of the assessment were as follows (text in *italics* below):-

Title of proposal

Recycling centres: relocation of operations from Mayton Wood Recycling Centre to the new Norwich North Recycling Centre

Potential impact

The proposal is to relocate operations from the existing recycling centre at Mayton Wood near Coltishall, around six miles or a 15-minute car journey, to the new Norwich North Recycling Centre meaning that the Mayton Wood Recycling Centre would be able to close. The new Norwich North Recycling Centre opened in autumn 2021 and provides an improved service which is easily accessible by customers due to its location. The new site is operated without interruptions for bin movements and does not require use of steps by customers to dispose of their waste and has an improved layout for traffic flows and parking as well as a large reuse shop.

There is some evidence to indicate that:

- *The proposal would have a disproportionate or detrimental impact on people with protected characteristics (such as older and younger people; men, women and people who are intersex or non-binary; disabled people; people from different ethnic minority groups; people with different religions and beliefs; people who are lesbian, gay, bisexual or transgender) compared to people who do not share these characteristics.*
- *The proposal would more significantly disadvantage some people with a protected characteristic, compared to others who share that characteristic – for example, disabled people who experience complex and substantial barriers to independence, compared to disabled people who face less complex and substantial barriers to independence.*

This is because:

- *Service users may experience some reductions in the standard of support they currently receive due to an increased travel time or distance to the new recycling centre. However, it should be noted that the new site is more accessible for disabled and older people.*

- *No changes are proposed to eligibility criteria for services, so people will continue to receive support relevant to their assessed needs. People who currently receive a service will continue to do so however the relocation of the site may act as a barrier for some people, especially if they are less able to travel.*
- *The proposal will potentially lead to new or increased indirect costs for service users if they need to travel further to access the site.*
- *The proposal will be implemented in accordance with the Council's Equality, Diversity, and Inclusion policy; the Public Sector Equality Duty; the Equality Act 2010; the Accessible Information Standard and all other relevant equality, diversity, and inclusion requirements.*
- *There is some evidence to indicate that staff with protected characteristics would be disproportionately affected compared to staff without these characteristics if they are required to travel to the new recycling centre, an alternative recycling centre or if their employment ceases.*
- *There will be no organisational changes to staffing structures and no changes to staff terms or conditions, however contractors' employees may be impacted by the changes.*
- *Similar proposals have been successfully implemented elsewhere in the UK.*

This proposal will require a further equality impact assessment to be undertaken to assess feedback from people with protected characteristics and inform the detailed implementation plans. If it emerges that an aspect of the proposal may have a detrimental or disproportionate impact on people with protected characteristics or in rural areas that it was not possible to predict at the time of conducting this assessment, this will be reported formally, to enable next steps to be agreed before proceeding further.

B.3 The findings of the public consultation (presented in Appendix A to the report, *'Appendix A:2023-24 Budget Challenge – Consultation on the Proposed Closure of Mayton Wood Recycling Centre - Findings Report'*, including the Equality Impact Assessment evidence) have not identified any detrimental or disproportionate impact on people with protected characteristics that it was not possible to predict at the time of the conducting the original equality impact assessments, and therefore the original conclusions on the impact are still relevant.

Cabinet

Item No: 16

Decision making report title: Strategic and financial planning 2024-25

Date of meeting: 2 October 2023

Responsible Cabinet Member: Cllr Andrew Jamieson (Cabinet Member for Finance)

Responsible Director: Harvey Bullen (Director of Strategic Finance)

Is this a key decision? Yes/~~No~~

If this is a key decision, date added to the Forward Plan of Key Decisions: 5 June 2023

Introduction from Cabinet Member

It remains the case that there is substantial uncertainty about funding for 2024-25 onwards, in spite of the Government's Policy Statement published shortly before the 2023-24 Finance Settlement. The County Council faces a significant challenge in developing the Budget for 2024-25. There remains a Budget gap, and there are simultaneously severe headwinds in both the wider economy and public finances which will inevitably serve to increase cost pressures.

The Medium Term Financial Strategy (MTFS) agreed in February 2023 set out a gap of £126.522m for the period 2024-25 to 2026-27 including a gap of £46.216m for the first year, 2024-25. In June, Cabinet agreed to extend the MTFS for an additional year, 2027-28 which added a further £18.689m to the budget gap to be addressed and resulted in a total revised gap of £145.211m for the MTFS.

In June Cabinet also agreed to begin the Budget setting process, agreeing the timetable and proposed consultation process for 2024-25, as well as allocating saving targets to each Department. The Council's well-established process for annual budget setting forms a key part of the Council's robust approach to developing savings proposals at the scale and pace required to support the preparation of a balanced 2024-25 Budget.

DLUHC published the [Local government finance policy statement 2023-24 to 2024-25] in December 2022. Although this included 2024-25 indicative figures for some specific grants at a national level, individual authority grant allocations remain unknown. The

Local Government Finance Settlement for 2023-24 was essentially a one-year announcement providing limited certainty for planning for 2024-25 onwards.

The next fiscal event will be the Autumn Statement 2023, due to be announced 22 November 2023. Although this may provide an outline of the funding available for local government, further detail about local authority funding may not be available until the Local Government Provisional Settlement for 2024-25, which is unlikely to be before mid-December 2023.

It is in this climate of continuing uncertainty that the Council has developed proposals for the 2024-25 Budget. Many elements of the Budget remain unknown at this stage but have the potential to make a material impact on the level of resources available to Norfolk County Council to deliver services in the future. The level of proposals brought forward so far remain short of the level identified to be sought in June 2023 and intensive work therefore continues to develop further savings. Nonetheless the proposals set out in this paper make a significant contribution towards the overall quantum of savings required and provide a strong foundation which will enable the Cabinet to bring forward a package of balanced, sustainable budget proposals in January 2024. Ultimately this will enable the Council to continue to deliver the key services which are relied upon every day by Norfolk's residents, businesses and visitors.

This report therefore sets out details of the initial proposals for Cabinet consideration prior to public consultation. It also explains the broad approach planned to enable further options to be brought forward in order to contribute to a balanced Budget being proposed for 2024-25.

Executive Summary

The October Cabinet meeting is an important milestone in the process of developing the 2024-25 Budget, although work is required to identify further proposals that will support the development of a balanced Budget in January 2024 as described more fully within the body of the report.

This report provides an opportunity for Cabinet to consider the current 2024-25 Budget proposals prior to public consultation being undertaken, and in particular:

- details the 2024-25 Budget proposals which have been developed so far;
- summarises the proposed approach to public consultation on, and equality impact assessments of, the 2024-25 Budget;
- describes the emerging service and other budget pressures which have been identified to date; and
- details key areas of risk and uncertainty.

The Strategic and Financial Planning report should be read in conjunction with the latest Financial Monitoring report for 2023-24 included elsewhere on the agenda.

Collectively, these reports serve to provide an overview of the Council's current and expected future financial position.

As set out throughout this report, significant uncertainty remains around the planning position for 2024-25, and this report therefore also summarises the remaining steps required in the process leading to budget-setting in February 2024. Recognising the scale of the budget gap to be addressed, the Budget planning process for 2024-25 includes a further round of savings development which will enable proposals to be developed to be included in the January Cabinet meeting. The MTFS position will need to be updated to reflect future government funding announcements, and as the scale of the impact of both social care reform announcements and any implications of the ongoing cost of living crisis on the Council become clearer. This will be reported to January 2024 Cabinet and considered by Scrutiny Committee as the budget setting process progresses to its conclusion at Full Council in February 2024.

Cabinet decisions based on the information in this report will ultimately help to support the development of a robust, balanced 2024-25 Budget for the Council.

Recommendations:

Cabinet is recommended:

1. **To consider and comment on the County Council's financial strategy as set out in this report and note that the Budget process is aligned to the overall policy and financial framework;**

2. **To note that fiscal and policy decisions made by the Government in autumn 2023, may have implications for the County Council's budget planning position. The outcome of these national funding announcements, alongside the Local Government Finance Settlement, will have potentially significant impacts on the 2024-25 Budget position, which will not be fully known until later in the budget setting process.**

3. **To consider and agree for planning purposes the latest assessment of significant areas of risk and uncertainty around emerging budget pressures for the 2024-25 Budget and Medium Term Financial Strategy, which remain to be resolved and which may have a material impact on budget planning (section 8).**

4. **To direct Executive Directors to identify proposals for further recurrent Departmental savings towards the original target of £46.200m agreed in June 2023, for consideration by Cabinet in January 2024 and to support final 2024-25 Budget recommendations to Full Council.**

5. **To note that, taking into account the significant budget pressures for 2024-25, the S151 Officer anticipates recommending that the Council will need to apply the maximum council tax increase available in order to set a sustainable balanced budget for 2024-25;**

6. **To note the responsibilities of the Director of Strategic Finance under section 114 of the Local Government Act 1988 and section 25 of the Local Government Act 2003 to comment on the robustness of budget estimates as set out in section 9 and the further actions which may be required to set a balanced budget as set out in paragraph 10.3;**

7. **To consider and agree the proposals as set out in section 5 (Table 5) to be taken forward in budget planning for 2024-25, subject to final decisions about the overall Budget in February 2024, noting the level of savings already included from the 2023-24 Budget process (Table 3);**

8. **To agree that public consultation (as set out in section 11) and equality impact assessment (as set out in section 17) in relation to all other proposals for the 2024-25 Budget be undertaken as set out in section 11, and asking residents for their views on the level of council tax;**

9. **To note that the Chief Executive (Head of Paid Service) has the delegation to undertake any staff consultation relating to specific proposals as required to inform and support 2024-25 Budget setting decisions in January 2024;**

10. **To confirm the remaining next steps in the Budget planning process for 2024-25, and the Budget planning timetable (Appendix 1); and**

11. **To note and thank Select Committees for their input into the Budget development process for 2024-25 in July, and to invite Select Committees to comment further on the detailed proposals set out in this report when they meet in November 2023 (section 19).**

1. Background and Purpose

1.1. In June 2023, Cabinet agreed the approach to Budget setting for 2024-25. Cabinet also agreed the allocation of saving targets as shown in the table below. These represent the new savings which needed to be found in addition to those currently planned for in the 2023-24 MTFS position and set out in the Council's 2023-24 Budget Book[1]. As set out in this report, progress has been made in the development of saving proposals for 2024-25, but further savings need to be identified to get closer to the overall targets originally set. There also remains a possibility that the targets set out in the table below may need to be revisited later in the budget process in view of the significant uncertainties around the pressures and funding assumptions used at the time of preparing the MTFS, although this is considered unlikely at this stage. Further details are

[1] https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2023-27.pdf

set out later in this report in relation to the risks to the Budget and MTFS position (section 8).

Table 1: Saving targets by Department

Savings Target	**2024-25**	**2025-26**	**2026-27**	**2027-28**	**Total MTFS saving target**	**Share**
	£m	**£m**	**£m**	**£m**	**£m**	**%**
Adult Social Services	20.700	16.100	19.600	7.800	64.200	44%
Children's Services	11.800	9.200	11.200	4.500	36.700	25%
Community and Environmental Services	11.400	8.900	10.800	4.300	35.400	24%
Strategy and Transformation	1.300	1.300	1.200	1.200	5.000	3%
Finance	1.000	1.000	1.000	0.900	3.900	3%
	46.200	**36.500**	**43.800**	**18.700**	**145.200**	**100%**

1.2. This report provides Cabinet with an update on the progress towards identifying proposals to address the 2024-25 target and the proposed approaches to tackling the remaining MTFS gap.

1.3. The savings targets were apportioned to departments in line with the Council's departmental structure at the time. The savings proposals and tables in this report are aligned to the same departments as the savings targets. Re-categorisation of savings proposals to the new departmental structure agreed by July 2023 Employment Committee will be presented in the January 2024 budget papers to Cabinet.

2. Strategic Context

2.1. 2024-25 strategic and financial planning has been undertaken in the context of continued uncertainty around the ongoing war in Ukraine in terms of global energy and food supply, as well as inflationary pressures and the consequent impact on both the cost of services we deliver, and the demand for services as households and communities continue to struggle with the rising cost of living. These inflationary impacts have not been a short-term issue and have resulted in a permanent uplift in the Council's cost base in many key areas.

2.2. CPI inflation stands at 6.7% in August 2023 and the Bank of England Monetary Policy Report August 2023 forecasts inflation to come down to around 5% in quarter four 2023, keep on falling in 2024, but not reach the 2% target until early 2025. At its meeting of 21 September 2023, the Bank of England's Monetary Policy Committee maintained the Bank Rate interest rate at 5.25%, the highest level since February 2008. Increases in the base rate have consequences for the Council in relation to the cost of borrowing which impacts on the revenue budget through the cost of financing the capital programme.

2.3. Falls in real household incomes have had a significant impact on people and families, particularly (but not limited to) those experiencing financial or employment vulnerability. This, in turn, could have a knock-on impact on demand for our services.

2.4. This cost of living crisis is expected to constrain growth in consumer spending, the main driver of economic growth. With business investment and demand for exports subdued, there is little room for economic growth.

2.5. It is in these difficult times that the County Council cannot afford any complacency and, working with its partners, will have to consider how best to deploy its own limited resources to support the most vulnerable people and communities, whilst continuing to provide wider public services.

2.6. The Council Strategy 'Better Together, for Norfolk 2021-2025' is the key high-level document which, supported by the Medium Term Financial Strategy, sets the Council's strategic policy direction. The four-year strategy, developed following broad engagement, sets out the Council's vision – *'In Norfolk, we cherish our heritage, we embrace opportunity, and offer an extraordinary place in which to spend a lifetime. We want Norfolk to be the place where everyone can start life well, live well and age well, and where no one is left behind. We want our economy to be vibrant, entrepreneurial and sustainable, supported by the right jobs, skills, training and infrastructure. We want our communities to feel safe, healthy, empowered and connected, their individual distinctiveness respected and preserved.'*

2.7. The strategy is structured around five key priorities which clearly demonstrate the organisation's level of ambition and intent to deal with key challenges:

1. **A vibrant and sustainable economy**
2. **Better opportunities for children and young people**
3. **Healthy, fulfilling and independent lives**
4. **Strong, engaged and inclusive communities**
5. **A greener, more resilient future**

2.8. Our ongoing service transformation programmes collectively are intended to enable us to improve services and manage demand, making the Council more effective and efficient.

2.9. On 8 December 2022, Norfolk County Council and Government signed a **County Deal for Norfolk**. Devolution offers a generational opportunity to unlock significant long-term funding and gain greater freedom to decide how best to meet local needs and create new opportunities for the people who live and work in Norfolk. Some decisions and funding previously controlled in Westminster will now be decided by Norfolk, for Norfolk.

2.10. If agreed, a Deal for Norfolk will mean that, from 2024 onwards, we can:

- target funding and resources to Norfolk's own priorities, with a new investment fund of £20m per year for 30 years
- unlock housing and employment sites with an injection of £12.9m capital funding in this Spending Review period and new powers to drive regeneration, housing and development priorities
- invest in the skills we know we need, with devolution of the adult education budget and input into the new Local Skills Improvement Plans
- invest in local transport planning and consolidate transport budgets to direct funding to better meet our local needs and priorities
- strengthen the local business voice to inform local decision making and strategic economic planning through the future integration of New Anglia Local Enterprise Partnership
- have a council leader who is directly elected by the public
- raise our influence regionally and nationally, enabling our voice to be better heard by Government to shape future policies and funding decisions for the benefit of our County

2.11. This agreement would be the first step in a process of further devolution and will pave the way for future conversations as part of an ongoing dialogue; with the experience from other devolution areas showing that initial deals can open the door to receiving further powers, funding, and influence.

3. Financial Context – Government Funding

3.1. Collectively the Spending Review 2021, Autumn Budget 2022 and DLUHC Policy Statement provided indications of the medium term financial envelope within which local authorities will operate for 2024-25, but the Final Local Government Finance Settlement 2023-24 itself only set out funding allocations for one year (2023-24). The failure to publish full medium term funding forecasts is disappointing and impacts on the Council's ability to plan over the longer term. The further significant delay to long awaited funding reforms (until at least 2025-26 and potentially later), alongside the absence of any detail at this stage about the likely terms of reference for this funding review, only serves to add further uncertainty to the Council's financial planning and associated forecasts.

3.2. The Chancellor of the Exchequer announced the Government's 2023 Spring Budget on 15 March 2023, but this did not include further significant policy announcements in terms of local government funding, which would impact on the budget position. As such, the Council currently has no concrete information to inform estimates of government funding levels for the 2024-25 Budget planning although the working assumption is that there will be some form of rollover settlement announced for 2024-25.

3.3. Additional social care funding was announced at the Autumn Statement 2022 and confirmed in the Local Government Finance Settlement. The announcements at national level included:

- Delaying charging reform: £1.265 billion in 2023-24 and £1.877 billion in 2024-25 will be distributed to local authorities through the Social Care Grant for adult and children's social care. This is in addition to the existing Social Care Grant. Government is continuing to equalise against the adult social care precept.
- New grant funding: £600 million will be distributed in 2023-24 and £1 billion in 2024-25 through the Better Care Fund to "get people out of hospital on time into care settings, freeing up NHS beds for those who need them." The funding is split 50:50 between the DLUHC Local Government DEL (departmental expenditure limit) and the Department for Health and Social Care DEL.
- New grant funding: £400 million in 2023-24 and £683 million in 2024-25 will be distributed through a grant ringfenced for adult social care which will also help to support capacity and discharge.
- Funding for adult social care retains £162 million per year of Fair Cost of Care funding and its distribution.
- There will be reporting requirements on the new Adult Social Care Grant and the Better Care Fund regarding performance and use of funding to deliver tangible improvements against the following objectives: discharge delays, social care waiting times, low fee rates and workforce pressures in the adult social care sector.

- A subsequent announcement in August 2023 advised of Market Sustainability and Improvement Fund: Workforce Fund, worth £570 million over 2023/24 and 2024/25. In makes extra in-year resource available to further boost capacity, allowing councils to support the adult social care workforce, including on pay. The new funding will be worth an additional £365 million in 2023/24.

3.4. The next fiscal event will be the Autumn Statement 2023. Although this may provide further details of Government planning including an insight into local government funding levels and (potentially) any changes to the council tax referendum threshold for 2024-25, further detail about local authority funding will not be available until the Local Government Provisional Settlement for 2024-25. The outcome of any national funding announcements that have potentially significant impacts on the 2024-25 Budget position will be reported to Cabinet in January as part of 2024-25 Budget setting or to an earlier meeting of Cabinet if necessary.

4. Medium Term Financial Strategy and assumptions

4.1. At the time of setting the Medium Term Financial Strategy in February 2023, the Council adopted the following key assumptions:

- A balanced outturn position for 2022-23 and successful delivery of all existing planned savings proposed and included for 2023-24.
- Government funding rollover into 2024-25, including Settlement Funding (RSG, business rates), Rural Services Delivery Grant, Social Care Grant, Better Care Fund / improved Better Care Fund, Public Health Grant and the "2023-24 Services Grant".
- Cost pressures for 2024-25 including:
    - 4% for pay inflation in 2024-25.
    - Price inflation of £12.5m including £7.0m in Adult Social Care and £3.2m Children's Services. It should be noted that the MTFS assumed a material reduction in inflationary pressures compared to the level provided for in the 2023-24 Budget.
    - Demographic growth pressures including £5.5m relating to Adults demographic growth, £9.5m Children's Services demographic growth (including £2.5m Home to School transport pressures), and £2.0m relating to waste tonnages.
    - £25m held centrally as provision for anticipated service growth in 2024-25.
    - Assumed increases in council tax of 4.99% in 2024-25 including 2.00% for the Adult Social Care precept.

4.2. A number of these assumptions now need to be revisited as described more fully in section 8 of this report. The gap based on these assumptions reflected:

Table 2: Updated Medium Term Financial Strategy 2024-25 to 2027-28

	2024-25	2025-26	2026-27	2027-28	Total
	£m	£m	£m	£m	£m
Growth Pressures					
Economic and inflationary	25.471	22.737	23.293	24.495	**95.996**
Legislative requirements	6.760	-0.200	0.000	0.000	**6.560**
Demand and demographic	42.150	37.150	37.010	11.000	**172.310**
Policy decisions	0.776	-1.543	2.078	0.000	**1.311**
Funding decreases	0.628	0.000	0.000	0.000	**0.628**
Savings and funding increases					
Identified savings	6.197	-0.669	-2.285	0.000	**3.243**
Funding increases	-8.352	0.000	0.000	0.000	**-8.352**
Council tax changes	-27.414	-20.949	-16.316	-16.807	**-81.486**
Forecast Gap (Surplus)/Deficit	**46.216**	**36.526**	**43.781**	**18.689**	**145.212**

4.3. The MTFS includes substantial existing savings to be delivered of £59.703m for 2023-24, and any non-delivery will need to be addressed in 2024-25. For 2024-25, the MTFS also assumes the reversal of one-off savings from 2023-24 resulting in an overall pressure of £6.197m from savings brought forward into 2024-25 planning. These break down as shown in the table below. New proposals set out in this report are in addition to these existing savings assumptions.

Table 3: Existing MTFS savings planned for 2023-24 to 2026-27 by Department

	2023-24 £m	2024-25 £m	2025-26 £m	2026-27 £m	2023-27 £m
Adult Social Services	-28.040	2.700	-2.500	-2.000	**-29.840**
Children's Services	-12.517	0.088	0.050	0.000	**-12.379**
Community and Environmental Services	-10.904	2.819	0.570	-0.045	**-7.560**
Strategy and Transformation	-2.542	0.050	1.571	0.000	**-0.921**
Finance	-5.700	0.540	-0.360	-0.240	**-5.760**
Savings total	**-59.703**	**6.197**	**-0.669**	**-2.285**	**-56.460**

4.4. The forecast gap is kept under continuous review through the Budget process. However, it is not proposed to update the forecast budget pressures from the MTFS position at this point, reflecting the wider uncertainty about local authority finances, the lack of government funding announcements, and the need for updated forecasts for local income streams including council tax and business rates.

4.5. It is nevertheless important to note that as at October 2023, further significant revenue budget pressures are beginning to emerge in relation to items such as pay and price market pressures in Adult and Children's Services, pressures from the Fire and Rescue Service including the Fire pay award, inflationary pressures in areas like Highways Winter Maintenance, and interest payable costs. Further details of these are provided in Section 8. The cost pressures position will continue to be kept under review as the budget process progresses, however there is likely to be no residual budget from the £25m held centrally as provision for anticipated service growth to contribute to closing the 2024-25 budget gap. This overall position reflects the fact that fundamentally local authorities continue to face a growing shortfall between funding and service pressures, which is caused in large part by a combination of inflation, demographic changes, unfunded burdens, policy decisions, and the needs of vulnerable social care users becoming increasingly complex. The detailed allocation of the £25m to meet identified service pressures is underway as part of the budget setting process and will be reported to Cabinet in January 2024.

5. New proposals for Cabinet consideration October 2023

5.1. Work has been undertaken over the summer in order to develop savings proposals to contribute to closing the 2024-25 Budget gap. These new proposals total £26.485m and are summarised in the table below.

Table 4: New saving proposals summarised by Department

	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	Total £m
Adult Social Services	-14.228	0.500	-2.900	-3.100	-19.728
Children's Services	-4.842	-5.769	-7.449	-5.703	-23.763
Community and Environmental Services	-5.505	-2.158	2.205	0.380	-5.078
Strategy and Transformation	-0.910	-0.010	0.000	0.000	-0.920
Finance	-1.000	0.000	0.000	0.000	-1.000
	-26.485	**-7.437**	**-8.144**	**-8.423**	**-50.489**

5.2. The following table provides further details of these proposals which are recommended for inclusion in the 2024-25 Budget planning, subject to the outcomes of EQIA and public consultation, which will collectively inform Cabinet's recommendations on the full Budget package in January 2024, and Full Council decision-making on the Budget in February 2024.

Table 5: Detailed Budget savings proposals 2024-25

Dept	Saving Proposal	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	Total £m
S2425ASS001	Review contracts providing respite for adults with learning disabilities and identify a more cost effective and efficient way of delivering this service.	-0.250	-0.250			**-0.500**
S2425ASS002	Shifting our payments for 1:1 care in Residential Care to being based on actual delivery rather than commitment basis	-0.100				**-0.100**
S2425ASS003	Reduction in budget for a historic pension scheme based on people exiting the scheme over time.	-0.050				**-0.050**
S2425ASS004	One-off release of reserves to offset budget pressures.	-3.000	3.000			**0.000**
S2425ASS005	Plans to build 2,800 units of extra care housing for older adults. This proposal is aimed at increasing independence and making savings by reducing demand for residential care.	1.100	-1.000	-1.700	-2.000	**-3.600**
S2425ASS006	Plans to provide 183 units of supported housing for young adults. This proposal is aimed at increasing independence and making savings by reducing demand for residential care.	-0.500	-1.100	-1.200	-1.100	**-3.900**
S2425ASS007	Supporting more people through an enhanced reablement service that prevents, reduces and delays the need for ongoing care	-1.500				**-1.500**
S2425ASS008	Reduce purchasing of short-term residential care, by focusing on more independent outcomes following hospital discharge.	-1.000				**-1.000**

Dept	Saving Proposal	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	Total £m
S2425ASS009	A programme of work based on data designed to support people earlier and connect them to services and support in their communities. The saving would be from prevention and early intervention (Connecting Communities additionality)	-4.000				**-4.000**
S2425ASS010	Expand the Falls Pilot to promote prevention and early intervention with a larger cohort of people at risk of falls.	-0.050	-0.150			**-0.200**
S2425ASS011	Investment in additional staffing to promote earlier intervention and maximise independence amongst young people with additional needs.	-0.250				**-0.250**
S2425ASS012	Use grant funding to replace NCC budget.	-2.128				**-2.128**
S2425ASS013	Potential use of additional reserves, including Public Health reserves.	-1.000	1.000			**0.000**
S2425ASS014	Use digital technology to streamline services and make productivity and efficiency savings across priority areas for Adult Social Care.	-1.000				**-1.000**
S2425ASS016	Delivering improved choice and independent outcomes for those with Mental Health needs.	-0.500	-1.000			**-1.500**
S2425CS001	Prevention, early intervention and effective social care - helping families stay together and ensuring fewer children in care: Reducing demand for social care intervention through earlier help and prevention.	-0.642	-1.285	-1.285	-1.285	**-4.497**
S2425CS002	Prevention, early intervention and effective social care - helping families stay together and ensuring fewer children in care: New Roads approach to help children		-0.125	-0.250	-0.500	**-0.875**

Dept	Saving Proposal	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	Total £m
	and young people with neurodevelopmental disabilities and enable them to remain living within their families.					
S2425CS003	Transforming the Care Market and creating the capacity that we need: Expansion of in-house fostering capacity through a whole-Council and whole-County focus on carer recruitment and retention, ensuring we have sufficient foster carers to avoid the use of other, more costly, care arrangements where they do not provide better outcomes.	-0.378	-1.611	-1.546	-0.783	**-4.318**
S2425CS004	Transforming the Care Market and creating the capacity that we need: Reshaping our in-house residential care provision to successfully support the highest needs young people and to support positive 'move on' to family-based care as early as possible	-1.067	-0.973	-1.043	-0.210	**-3.293**
S2425CS005	Inclusion: More primary aged children with SEND can travel independently by adapting the Travel Independence Travel Across Nation (TITAN) programme.	-0.125	-0.125	-0.125	-0.125	**-0.500**
S2425CS006	Inclusion: Ongoing focus on efficient delivery of Home to School Transport through maximising travel independence wherever appropriate and possible.	-0.250	-0.100	-0.100		**-0.450**
S2425CS007	Local First Inclusion: Creation of additional specialist provision closer to home resulting in children needing to travel less far	-0.750	-0.500	-0.500	-0.500	**-2.250**
S2425CS008	Local First Inclusion: More children supported in mainstream schools preventing the need to travel to specialist schools.		-1.550	-2.300	-2.300	**-6.150**

Dept	Saving Proposal	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	Total £m
S2425CS009	Ongoing focus on efficient commissioning of complex care placements.	-0.100				**-0.100**
S2425CS010	Efficient commissioning of clinical training required for some families. Training delivered in partnership with Norfolk Community Health & Care (NCH&C).	-0.030				**-0.030**
S2425CS011	Reshaping our system support for learning and education aligned to the evolving role of the local authority and creation of a self-improving education system	-0.375	-0.375	-0.175		**-0.925**
S2425CS012	One-off usage of reserves earmarked to contribute to invest-to-save funding. This saving has a corresponding pressure in 2025-26 ensuring invest-to-save funding continues.	-1.000	1.000			**0.000**
S2425CS013	Prevention, early intervention and effective social care - helping families stay together and ensuring fewer children in care: Reduced social care placement and support costs through improved the timeliness of court decisions.	-0.125	-0.125	-0.125		**-0.375**
S2425CES001	Small scale efficiency improvements within Norfolk Fire and Rescue service (NFRS) that will not affect the front-line service.	-0.040				**-0.040**
S2425CES002	Review the management of the NFRS vehicle maintenance contract currently delivered by Norse to ensure best value.		-0.200			**-0.200**
S2425CES004	Reintroduce overdue charges for adults in libraries (charges were suspended during the Covid 19 pandemic).	-0.045				**-0.045**

Dept	Saving Proposal	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	Total £m
S2425CES005	Remove vacant Open Library Manager post (0.5fte).	-0.015				**-0.015**
S2425CES006	To capitalise a portion of the Executive Director post salary - 20% (to be funded from existing capital allocation).	-0.040				**-0.040**
S2425CES007	Remove vacant post from within the Business Support Operations team.	-0.025				**-0.025**
S2425CES008	Enable digital fund raising online for our libraries.	-0.020				**-0.020**
S2425CES009	Review highway fees and compare to those charged by neighbouring authorities, then introduce new or reviewed fees, where possible, for external customers.	-0.050	-0.025	-0.025		**-0.100**
S2425CES010	Review design recharge fees (BCIS 10% increase in rates from 1/4/23) and benchmark against neighbouring authorities. Introduce new or reviewed fees where possible for internal and external customers.	-0.200	-0.150	-0.150		**-0.500**
S2425CES011	Capitalise £0.050m of the £1.5m revenue budget from the Flood Reserve Fund. Currently £0.5m is capitalised annually.	-0.050		0.050		**0.000**
S2425CES012	Increase capital funding of the Norse Local Management Overhead (LMO) in the same proportions as the split of direct activity between revenue and capital.	-0.100				**-0.100**
S2425CES013	Further increase Area recharge budgets.	-0.100				**-0.100**
S2425CES014	Freeze third party delegated grass cutting rate as it received 13.4% this year. Move away from RPI increase for new applicants.	-0.030				**-0.030**

Dept	Saving Proposal	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	Total £m
S2425CES015	Review the level of permits NCC process in line with the permit scheme and ensure full cost recovery.	-0.250	-0.100	-0.050		**-0.400**
S2425CES016	Waste and recycling levels have reduced following the increase during Covid 19 due to the effects of behaviour change. A slow down in growth has been observed from Q3 2021-22 which has continued.	-0.500				**-0.500**
S2425CES017	Recycling credits review of assumed growth has allowed for a reduction from what has currently been factored into the medium term financial plan.	-0.275				**-0.275**
S2425CES018	Increase trade waste charges in recycling centres.	-0.030				**-0.030**
S2425CES019	Increased income generated from reuse items sold at recycling centres.	-0.070				**-0.070**
S2425CES020	Income generated by selling some of the materials deposited at recycling centres.	-0.075				**-0.075**
S2425CES021	Pay as you throw annual index price uplift at recycling centres (*will be impacted by proposed new legislation).	-0.030				**-0.030**
S2425CES022	Refine existing approach to trade waste recharges to district councils.	-0.010				**-0.010**
S2425CES023	Introduce charging to internal and external customers for all aspects of Lead Local Flood Authorities advice.	-0.005	-0.005			**-0.010**
S2425CES024	Cease Transport for Norwich advisory committee meetings to achieve a cost saving by reducing time spent preparing, reviewing and publishing reports.	-0.005				**-0.005**

Dept	Saving Proposal	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	Total £m
S2425CES025	Explore with South Norfolk District Council and Broadland District Council on whether their restrictions on roundabout sponsorship can be lifted to generate additional income.	-0.045	-0.015			**-0.060**
S2425CES026	Reduce cleaning specifications across NCC offices (County Hall, Priory and Havenbridge).	-0.100				**-0.100**
S2425CES027	Reduce Grounds maintenance at County Hall.	-0.010				**-0.010**
S2425CES028	Reduction of expenditure with outsourced provider within Corporate Property service.	-0.400				**-0.400**
S2425CES030	Relocation of Havenbridge House staff and functions to former Great Yarmouth library.	-0.200				**-0.200**
S2425CES031	Relocation of Norman House staff to Shrublands.	-0.028				**-0.028**
S2425CES032	Rationalisation of Breckland House occupancy in Thetford.	-0.020				**-0.020**
S2425CES033	Rationalisation of occupancy at Wymondham Gateway.	-0.010				**-0.010**
S2425CES034	Efficiency improvements to reduce cost codes and processing of invoices and recharges.		-0.020			**-0.020**
S2425CES035	Alternative delivery of security / vacant building management.	-0.010				**-0.010**
S2425CES036	Increase income generated from County Farms.	-0.160				**-0.160**
S2425CES038	Defer Environmental Policy revenue budget uplift to 2024-25. Working closely with Suffolk CC on this important programme to enable efficiencies.	-0.150	0.150			**0.000**

Dept	Saving Proposal	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	Total £m
S2425CES039	Arts Service - further reduction of the Council's strategic arts grants (Reduction on the Council's ability to lever in substantial external funding from DCMS, Arts Council England, etc.).	-0.015				**-0.015**
S2425CES040	Further increases in fees income generated by our Planning teams.	-0.018				**-0.018**
S2425CES041	Fundraising and new events income generated by the Norfolk Records Office.	-0.015				**-0.015**
S2425CES042	The 2024-25 business rates pool to contribute in full towards savings. Decision on pooling will be taken in Autumn 2023.		-2.600	2.600		**0.000**
S2425CES043	Utilisation of business rates pool for 2023-24 to fund 2024-25 growth for Local Transport Plan (£0.300m) and Transport for Norwich (£0.200m).	-0.500	0.500			**0.000**
S2425CES044	Holding of vacant posts and delayed recruitment to generate one-off saving within staff costs	-0.070	0.070			**0.000**
S2425CES046	Reduce staff learning and development budget across the department.	-0.015				**-0.015**
S2425CES047	One-off reversal of business as usual budget growth across the Communities, Information and Learning service.	-0.039	0.039			**0.000**
S2425CES048	One-off streetlighting saving which represents the in-year maintenance cost saving for those lights being replaced.	-0.040	0.040			**0.000**
S2425CES049	Increased recharge for Highways Asset & Capital Programme team.	-0.100				**-0.100**

Dept	Saving Proposal	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	Total £m
S2425CES050	Increased use of Commuted Sums for 3 years which are applied to the highways revenue maintenance fund each year to support the maintenance of the highways asset.	-0.300			0.300	**0.000**
S2425CES052	Moving Traffic Offences - scheme implementation - Following the government devolving powers, moving traffic offences in Norfolk are now the responsibility of the Council. The scheme will go live this autumn, and following an initial period, the scheme is likely to generate a small income from 24/25. This also includes bus lane enforcement transferred from the City Council in 2023.	-0.050	-0.050			**-0.100**
S2425CES053	Moving Traffic Offences - scheme expansion - Following the government devolving powers, moving traffic offences in Norfolk are now the responsibility of the Council. The scheme will go live in autumn 2023, and there is the option of adding more sites for enforcement in 24/25 and then in subsequent years. This represents the projected income from this scheme.		-0.100	-0.050		**-0.150**
S2425CES054	A series of new on-street electric vehicle charging points will go live in Norwich in 23/24. This contract has an income revenue share with the Council.	-0.020	-0.020			**-0.040**
S2425CES055	The Council's premium for its annual insurance policy within Highways has recently reduced. This figure represents the current annual saving.	-0.150				**-0.150**
S2425CES056	Civil Parking Enforcement - Further increased income and reprofiling as more on-street parking schemes are rolled out	-0.100	-0.302	-0.300	0.100	**-0.602**

Dept	Saving Proposal	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	Total £m
S2425CES057	One-off use of Highways and Transport reserves	-0.250	0.250			**0.000**
S2425CES058	One-off use of Waste reserves	-0.250	0.250			**0.000**
S2425CES062	Increased income to the Council from road closure applications	-0.150		0.150		**0.000**
S2425CES064	Planning - additional fee income from reviewing the approach to planning applications and internal development work	-0.025				**-0.025**
S2425CES065	Reduce Local Transport Plan growth bid	-0.120	0.120			**0.000**
S2425CES066	Use of Reserves - Utilise reserves from Kickstart programme (now closed)	-0.030	0.030			**0.000**
S2425CES067	Increase fees charged to developers for Section 38 road adoption agreements.	-0.050				**-0.050**
S2425CES068	Align Scottow income budget with most recent actual rental income forecasts	-0.100				**-0.100**
S2425CES069	Further increase rent charged by Scottow over and above the amounts currently factored into the medium term financial plan.		-0.020	-0.020	-0.020	**-0.060**
S2425S&T001	Democratic Services new income stream from citizenship service	-0.010				**-0.010**
S2425S&T002	Insight & Analytics team Strategic Review efficiency savings from restructure	-0.320				**-0.320**
S2425S&T003	HR Strategic Review savings from ending temporary and vacant posts	-0.100				**-0.100**

Dept	Saving Proposal	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	Total £m
S2425S&T004	Democratic Services savings from reduction of Chairman's functions budget and executive assistant support	-0.020	-0.010			**-0.030**
S2425S&T005	Digital Services to reduce spend on application systems through contract management	-0.360				**-0.360**
S2425S&T006	Digital Services to reduce spend on network services through contract management	-0.100				**-0.100**
S2425FIN001	Review interest receivable budgets for updated cash balance forecasts and interest rates forecast to be achievable 2024-25.	-1.000				**-1.000**
		-26.485	**-7.437**	**-8.144**	**-8.423**	**-50.489**

5.3. All proposals will be subject to consultation and further validation work to ensure that they are fully robust and deliverable prior to being included in the Budget presented to Full Council for consideration in February 2024. At this stage, the following proposal has been identified as requiring specific public consultation:

- Review contracts providing respite for adults with learning disabilities and identify a more cost effective and efficient way of delivering this service

5.4. For the avoidance of doubt, no final decisions on the implementation of proposals will be made until February 2024 when the County Council considers the Cabinet's proposed Budget for 2024-25, including the findings of public consultation and equality impact assessments.

6. Council tax and Adult Social Care precept

6.1. As set out above, the MTFS approved by Full Council in February 2023 assumes a council tax increase of 4.99% (2.99% general council tax and 2.00% Adult Social Care precept). For 2023-24 the Government announced a core council tax referendum principle of 3% and an additional 2% adult social care precept. The Policy Statement also indicates that the same principles will be applied for 2024-25. However the referendum threshold is formally reviewed and set annually, and the Government has not at this stage confirmed the referendum threshold for 2024-25.

6.2. In this context it also remains the case that Government's approach to the funding of 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. This broad expectation for councils to absorb their own growth pressures has been reiterated in the Plan for Health and Social Care. A decision to increase council tax by less than the referendum threshold therefore results in the Council having lower levels of funding than Government would expect.

6.3. Every 1% change in council tax would equate to approximately £4.9m of additional income (reduced gap) or pressure (increased gap). In the Policy Statement, Government strongly indicated that the referendum threshold for 2024-25 would be maintained at 5%, and this assumption has been used within the Council's budget planning. **The Section 151 Officer anticipates recommending that Members agree a council tax increase of 4.99%, which is within the referendum threshold and will be a key element of setting a balanced 2024-25 Budget and establishing a robust MTFS position.** The level of council tax will therefore be a key part of the 2024-25 Budget setting discussions, and this report recommends that Cabinet seek to retain maximum flexibility by undertaking public consultation on the full range of options currently available for 2024-25. In the event that Government were to increase the threshold above 5%, this would be reviewed in the context of the overall budget position.

6.4. The anticipated pressures and risks within the current budget planning position are significant, and unless these are mitigated by additional savings or material new government funding, the Director of Strategic Finance considers that the Council will have very limited opportunity to vary these assumptions. 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. This judgement reflects:

- the level of emerging service pressures balanced against the quantum of saving proposals identified to date, and the difficulties experienced in identifying sustainable ongoing savings within some demand-led services;

- the utilisation of reserves and provisions to deliver a balanced monitoring position in the current year, 2023-24;
- consideration of the robustness of the Council's overall 2024-25 budget;
- the risks for the longer term financial position, and in particular the need to ensure that a resilient budget can be set in future years,
- the reliance on one-off measures to support both the current year 2023-24 Budget and in the emerging 2024-25 Budget which will need to be addressed over the MTFS.
- the considerable remaining uncertainty around risks, funding and cost pressures in 2024-25 and beyond.

6.5. The precise final level of any change in council tax remains a matter for Full Council based on the recommendation of Cabinet and as such will be confirmed in February 2024 as part of the annual Member decision making process on the Budget.

7. Impact of the Proposals

7.1. This paper sets out details of progress in the Council's Budget planning process for 2024-25 and in particular includes further saving proposals which are expected to form part of the Council's 2024-25 Budget, subject to consideration of the outcomes of public consultation and EQIA, which this report will initiate. The proposals in this report take into account the fact that significant risks and uncertainties remain. The proposals in this report are therefore intended to:

- provide a robust basis for budget planning and a significant contribution towards closing the budget gap forecast for 2024-25;
- set the context for public consultation on and equality impact assessments of the 2024-25 Budget proposals;
- provide an opportunity for Cabinet to comment on and provide guidance about the departmental saving proposals and emerging pressures;
- provide Cabinet with the latest details about the continuing significant uncertainty around local authority funding (including funding reform);
- provide an update on the risks identified to date for the 2024-25 budget process; and
- determine the next steps which will ultimately contribute to the Council setting a balanced budget for 2024-25.

8. Risks to Budget and MTFS position

8.1. Since the development of the 2023-24 Budget and MTFS in February 2023, a number of further significant risks have emerged which will impact upon both the 2023-24 and 2024-25 budget position. At this point, these have **not** been reflected within Departmental service targets for 2024-25 as they remain subject to significant uncertainty.

8.2. Key risks include:

- **2023-24 forecast outturn** – The monitoring position for 2023-24, reported elsewhere on this agenda, currently indicates a balanced outturn position as at August 2023, period 5. This includes underlying service overspends in part offset by utilisation of reserves and provisions to achieve a balanced outturn. Any service overspends against the 2023-24 Budget will need to be addressed (to the extent it is an ongoing issue) in 2024-25.
- **Reversal of savings** – The extent to which planned 2023-24 savings are delivered in a sustainable ongoing manner will have a material impact on the level of gap that ultimately needs to be addressed for the 2024-25 Budget. Historical trends are that approximately 15% of budgeted savings are not delivered in year as reported to Cabinet at outturn. While many of these relate to timing differences (delay in achieving planned savings), a smaller proportion require reversal each year as part of the budget process. The level of savings in the 2023-24 Budget is materially higher than the trend for previous years, at £59.7m. Reversing 5% of savings would equate to a pressure of approximately £3m.
- **Inflation (pay)** – The employers' latest pay offer for 2023-24 is a flat rate £1,925 increase for employees up to scale L and a 3.88% increase for employees above scale L. This is now assumed to be the minimum outcome and can be broadly accommodated within the provision already made as part of 2023-24 Budget setting. However, any award over this amount would result in a pressure above the amount provided for at the time of setting the 2023-24 Budget and would represent both an in-year (2023-24) issue and an additional pressure to be addressed in 2024-25 Budget setting. There is in addition very significant uncertainty about the adequacy of assumptions about pay increases for 2024-25 onwards (currently 4% assumed in 2024-25 and 3% in future years), which appear potentially insufficient in the context of the wider inflationary pressures being experienced. Every 1% increase in pay inflation assumed equates to a further cost pressure of approximately £3m.
- **Inflation (non-pay)** – The adequacy of assumptions about inflation in the MTFS position need to be re-examined. Inflation in 2023-24 is above the level assumed at the time of Budget setting and remains persistently high. Forecast inflationary pressures for 2024-25 will need to be addressed in budget plans. This will have an impact across a number of budget lines, particularly where contracts are pegged to specific rates (i.e. CPI/RPI at a particular date). Detailed work over the autumn will provide greater clarity about the scale of these pressures but they may well contribute to an increase in the 2024-25 gap.
- **Interest rates** – At its meeting of 21 September 2023, the Bank of England's Monetary Policy Committee held the Bank's base rate at 5.25%, the highest level since February 2008. It appears likely that rates will persist at these higher than usual levels in the short to medium term. Interest payable budget lines will be reviewed throughout the budget setting process, any additional cost of borrowing pressures will need to be addressed in 2024-25 budget setting.
- **Pay and Price Market pressures** – further significant revenue budget pressures are beginning to emerge in relation to items such as pay and

price market pressures in Adult and Children's Services. Uplifts are materially driven by wage inflation and wider inflation (measured by proxy via National Living Wage (NLW) and Consumer Price Index). The Government has not yet confirmed what the April 2024 NLW might look like, but if the average increase of the last three years of 7% is seen, additional budget pressures will need to be provided for.

- **Service growth** - At this stage there remains a risk that the £25m set aside for service pressures may be insufficient. This will be kept under review as part of the budget setting process and will be reported to Cabinet in January 2024.
- **Adult Social Care reform** – There are two financially material aspects of the proposed reforms. The first relates to the changing of the policy in regards to what a person may be assessed to contribute towards their care costs. The second aspect relates to the care market and a requirement to undertake a Fair Cost of Care (FCoC) exercise with the production of an interlinked Market Sustainability Plan. Both of these aspects have been delayed by Government until at least October 2025. In addition, the national funding earmarked to fund these elements of reform have been recycled into Social Care for broader purposes. Therefore whilst we continue to work towards the implementation of reform, we await clarity from Government about the financial implications and thus it still remains a significant uncertainty in our budget planning.
- **Dedicated Schools Grant deficit recovery** – During 2022-23, Norfolk worked intensively with the DfE and their appointed financial and Special Educational Needs and Disabilities Advisors as part of the Safety Valve programme to develop DSG recovery plan that would result in Norfolk achieving an in-year balanced budget and enabling the cumulative deficit to be addressed. This resulted in a Safety Valve agreement with the DfE where the DfE will contribute £70m towards the repayment of the cumulative deficit by 2028-29 (first instalment of £28m received at the end of 2022-23) and NCC agreed to make an annual contribution of £5.5m pa that was included in the 2023-24 budget. Norfolk has commenced the implementation of 'Local First Inclusion' which is a complex programme to deliver the DSG recovery plan in line with the Safety Valve agreement covering the period 2023-29, with tri-annual reporting to the DfE. The latest forecast DSG Reserve is based on the latest modelling of the Dedicated Schools Grant (DSG) Recovery Plan after the 2022-23 outturn and early data, including amendments for the timing of opening of new provision previously estimated. An in-year deficit of c. £26.869m is forecast, in £1.721m above the budgeted deficit of £25.149m, which is partially offset by contributions from NCC and DfE in line with the Safety Valve agreement of (£5.5m) and (£6m) respectively. This will increase the DSG Reserve to £61.247m by 31 March 2024 due to the invest to save element of the plan that will deliver significant savings (and subsequently a balanced in-year budget) in future years. It should be noted that this is an early forecast before the new academic year in September when there can be significant changes to placements.
- **Government funding announcements and associated assumptions** –

- The MTFS has made assumptions about the continuation of certain elements of the 2023-24 funding settlement. If these allocations are not maintained in the 2024-25 settlement, it will further increase the 2024-25 gap position.
- There remains significant uncertainty about the Fair Funding Review (and more generally) the 2024-25 settlement as described elsewhere in this report. The Fair Funding Review has been repeatedly delayed and is likely to be dependent on the priorities of any new Government following the 2024 General Election. It is quite possible that reforms will not be brought forward until 2026-27. Regardless of progress on Fair Funding, it is unlikely that there will be any certainty about the 2024-25 Provisional Settlement until mid-December at best.
- There remains considerable uncertainty around the progress and intentions of Government for Adult Social Care grant funding and reform. The MTFS position for 2024-25 assumes an estimated £15m+ of additional Social Care Grant funding in 2024-25 (as indicated, but not confirmed, by the DLUHC Policy Statement published late 2022). Two risks attach to this:
  -The grant funding ultimately allocated may not be at the level forecast.
  - And / or grant funding may be provided with additional duties or responsibilities which will require additional (offsetting) growth to be provided withing the Adult Social Care budget. Currently no additional burdens are assumed against this funding.

8.3. The sensitivity analysis shown in the table below provides an indication of the potential impact of some of these changes on the overall Budget position.

Table 6: Sensitivity analysis 2024-25 Budget

Change	Impact £m
Additional income from scope to raise Adult Social Care Precept by further 1%	-4.900
Potential pressure from 2023-24 savings (assuming 15% non-delivery)	9.000
Potential pressure from 2024-25 planned savings feasibility review (assuming 15% unachievable)	4.000
Potential pressure from change in tax base growth +/-1%	+/-4.900
Impact of varying pay award assumptions +/- 1%	+/-3.000

8.4. As set out elsewhere in this report, it is not proposed to amend the budget gap targets at this stage. **It remains critical that further robust, achievable, and recurring saving proposals are brought forward in order to deliver the originally identified target of £46m.** However, although an extremely high level of uncertainty remains, based on the currently available information it is anticipated that the additional pressures emerging (i.e. over and above the existing £46m gap) can be mitigated through a range of measures including further savings, improved business rates income and inflationary funding increases provided in the Local Government Finance Settlement, and other corporate finance options. These are all being explored and will be deployed to the fullest extent possible to support the Council in setting a balanced Budget for 2024-25. Additional certainty will be provided when Government publishes details of 2024-25 funding.

9. Robustness of the Budget and compliance with the Financial Management Code

9.1. The Director of Strategic Finance is required by section 114 of the Local Government Finance Act 1988 to report to Members if it appears that the expenditure the authority proposes to incur in a financial year is likely to exceed the resources available to it to meet that expenditure. In addition, duties under section 25 of the Local Government Act 2003 establish a requirement to report on the robustness of the estimates made for the purposes of the calculation of the precept (and therefore in agreeing the County Council's budget).

9.2. As a result, these duties require a professional judgement to be made by the Director of Strategic Finance as the officer ultimately responsible for the authority's finances. The Director of Strategic Finance takes a view of the robustness of the Council's budget across the whole period covered by the Medium Term Financial Strategy and this will be fully reported to Members as part of the budget setting process in February 2024.

9.3. At this stage of the budget setting process, and with reference to the new saving proposals developed for 2024-25 and set out in this report, the initial assessment by the Director of Strategic Finance in relation to this duty is that it will be possible to propose a balanced budget for 2024-25, but that further recurrent savings proposals need to be developed to achieve this, and significant uncertainties remain to be addressed through the remainder of the Budget process. This reflects the following key considerations and assumptions:

- The new savings proposals developed to date for 2024-25 establish a solid foundation for the development of a robust budget, but a number of key risks remain and the ability to identify savings is becoming increasingly challenging.
- The current monitoring position for 2023-24 is forecast to achieve a balanced position by the end of the financial year.
- Forecasts from District Councils for locally retained income from council tax (the tax base and collection fund position) and business rates have not yet been received.
- Contingent on the details of the Local Government Finance Settlement and without additional deliverable, recurrent savings, the Director of Strategic Finance expects to recommend that a sustainable Medium Term Financial Strategy will require an increase in line with the maximum referendum threshold for council tax and the Adult Social Care precept.

- Significant risks remain around the scale of the likely gap for 2025-26 and future years, subject to the level of one-off options required to balance the 2024-25 budget.
- The assessment of the robustness of the Budget remains highly sensitive to the detail of Government decisions about funding to be made at any fiscal events through the remainder of the year and also the Local Government Finance Settlement for 2024-25, expected in December 2023.

9.4. In addition, the judgement takes into account the fact that work is underway to quantify and validate significant emerging pressures which will need to be included in the final Budget proposals in February 2024 where they are shown to be appropriate and unavoidable. Details of some of these pressures and risks are set out in the preceding section of the report.

9.5. Taking the above into account, the Director of Strategic Finance's current advice is that the Council needs to continue to develop the 2024-25 Budget in a way which offers flexibility to respond to changes in the wider environment and operating context. This includes a further process to identify deliverable recurrent savings for 2024-25 to meet the original target of £46m set out in June 2023. This will need to be undertaken over the course of the next few months and reported to Cabinet in January 2024. The overall Budget position will be kept under review as budget planning continues through the remainder of the year. As part of setting the 2024-25 Budget, the Director of Strategic Finance will also consider the adequacy of the overall General Fund balance, the need for a general contingency amount within the revenue budget, uncertainty about Government funding, other areas of risk including the wider economic climate, and the Council's wider value for money position.

9.6. The Council closely monitors developments across local government finance and takes account of the financial issues being reported by other authorities. At this stage, the Director of Strategic Finance's judgement is that the specific problems identified by those councils which have issued s114s to date are not replicated in Norfolk, as they relate to particular local issues for those authorities including equal pay, commercial activities, excessive levels of borrowing, or a failure to set robust budgets. However the recent spate of section 114 notices serves to highlight that there is an underlying fragility and lack of financial resilience within the wider local government sector; in other words whereas in the past councils were in a position to "weather the storm" it now takes only one or two external shocks to destabilise even well run authorities. The County Council is not immune to this overall decline in financial resilience across the whole local government sector, and continues to face significant financial and service delivery pressures and risks across all services, as set out elsewhere in this report. It is therefore critical to continue to work with partners across the sector to lobby Government for adequate and sustainable levels of funding for local government as a whole, while simultaneously pushing for a fair share of that funding for Norfolk.

9.7. As in previous years, the 2024-25 Budget needs to be prepared with reference to the Financial Management Code (the FM Code) published by the Chartered Institute of Public Finance and Accountancy (CIPFA). The FM Code provides guidance about the principles of good and sustainable financial management, and requires authorities to demonstrate that processes are in place which satisfy these principles. It identifies risks to financial sustainability and sets out details of a framework of assurance which reflects existing successful practices across the sector. In addition, the Code establishes explicit standards of financial management, and highlights that compliance with these is the collective responsibility of elected members, the chief finance officer and the wider Corporate Board. Further details of how the Council considers it achieves compliance with the FM Code will be set out in the January Cabinet Budget report.

10. Next steps and approach to addressing the remaining gap

10.1. The overarching timetable for 2024-25 as agreed by Cabinet in June is reproduced at Appendix 1 of this report. The Council will be undertaking a further round of Budget Challenge in December to enable and inform a full suite of budget proposals to be presented to Cabinet in January 2024.

10.2. If the proposals identified in this report, totalling £26.485m, are incorporated into the budget planning process, there remains a forecast gap of approximately £20m to be addressed. Further measures to contribute to the development of a balanced budget for 2024-25 are expected to be brought forward under the following key areas:

- Ongoing scrutiny of budget pressures within 2024-25 budget planning
- Government funding announcements including the Local Government Finance Settlement and council tax referendum thresholds for 2024-25
- Review of forecast business rates income budgets
- Corporate finance options
- Third round of Budget Challenge in December 2023, to provide an opportunity to review additional specific savings proposals brought forward by services.

10.3. In the event that the next phases of the budget process fail to yield the required level of (ongoing) savings proposals, then through the autumn and winter further work will be necessary to enable the preparation of a balanced budget. This would require a range of activities including, but not limited to, the following:

- Identification of significant capital receipts that can be used to fund transformation work and/or reduce borrowing costs.
- A further material reduction in the future capital programme.
- A review of all non-essential expenditure.

10.4. The Government has not yet definitively confirmed the council tax referendum principles for 2024-25, including whether there will be a continuation of the adult social care (ASC) precept beyond 2024-25. The Council's current planning assumes a council tax increase of 4.99% including 2% for the ASC precept. Government will confirm the council tax referendum principles alongside the Local Government Finance Settlement, taking into account cost pressures and the overall Local Government funding package later in the year. In the event that Government allows increased flexibility for 2024-25, the Section 151 officer will consider any recommendations on the level of council tax in the context of the ability to deliver a robust and sustainable budget.

11. Proposed consultation process for 2024-25 budget

11.1. The Medium Term Financial Strategy for 2024-25 agreed in February 2023 assumed that core council tax will increase overall by 2.99%, and that the Adult Social Care precept will be increased by 2% (these referendum thresholds have not yet been confirmed for 2024-25). The report also set out that if the referendum threshold were increased in the period 2024-25 to 2026-27, or any further discretion were offered to increase the Adult Social Care precept (or similar), then it is likely that the Section 151 Officer would recommend the council take full advantage of any flexibility in view of the council's overall financial position.

11.2. The Government has not yet announced the referendum thresholds for 2024-25 onwards. These may be confirmed either within any technical consultation on local government funding, at a fiscal event, or as part of the Provisional Settlement. Government has historically assumed that councils will raise the maximum council tax available to them. In light of the overall financial position and pressures facing the Council, it is proposed to consult the public to understand views about a total council tax and adult social care increase of 4.99% (as per MTFS assumptions), in order to support Member decision making in February 2024. It should be noted that the level of council tax is a decision for Full Council each year; it is therefore prudent to consult on the full range of available options to inform Member decision-making. As in previous years we are inviting comments on the level of council tax through our consultation hub on Citizen Space.

11.3. We will publish our budget consultation, including details of all new saving proposals for 2024-25 on the Council's online consultation hub, Citizen Space. We will produce large print, downloadable and easy read versions as standard and make any consultation documents available in other formats on request.

11.4. As well as alerting key stakeholders to the consultation, we will promote opportunities for people to have their say on budget proposals and council tax through news releases, online publications and social media. We will also be sharing our consultation with members of the Norfolk Residents' Panel and inviting parish councils to a webinar where they can find out more about our proposals and invite them to provide feedback.

11.5. Our consultation will take place in the autumn. Consultation feedback on both budget proposals and council tax will be available for Cabinet in January 2024 and Full Council in February 2024. We will make extra effort to find out the views of people who may be affected by our proposals, including people with protected characteristics.

11.6. We will also report on the findings of the equality impact assessments we are undertaking. For information about this please see Section 17.

12. Evidence and Reasons for Decision

12.1. After more than ten years of savings identification and delivery, and in the face of both continuing significant financial pressures and Government plans for funding reform, it is essential that the Council has a robust approach to budget setting and the identification of saving proposals. Simultaneously, it is critical 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. In the context of economic uncertainty and in the absence of funding reform, it remains imperative that Government issues guidance on the direction of travel for reform, financial planning assumptions, and confirms funding allocations for 2024-25, as soon as possible.

12.2. In view of the size of the gap forecast for 2024-25, there remains a risk that the Council will be obliged to consider reductions in service levels. As such it was important for the process of developing savings proposals to have been undertaken as soon as possible to support robust engagement and public consultation. The Council's planning within the MTFS forecast is based on the position agreed in February 2023 and it is important to note that this will be kept under review throughout the remainder of the 2024-25 Budget setting process, particularly in the event that further information about funding or cost pressures becomes available. The proposals in this report do not close the entire budget gap faced by the Council for 2024-25, but they do establish a robust foundation for the Council to build on in order to develop a deliverable and balanced Budget for 2024-25.

13. Alternative Options

13.1. This report forms part of the framework for developing detailed saving proposals for 2024-25 and at this stage no proposals have been agreed, meaning that a range of alternative options remain open. Cabinet has the opportunity to comment on the proposals now, and will have further scope to consider them (informed by public consultation and EQIA) when making final

Budget recommendations to Full Council in January 2024 (for the Full Council meeting in February 2024).

13.2. 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 directorates / services, or retaining a 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.
- Establishing an alternative approach to identifying savings.
- Changing assumptions within the MTFS (including the level of council tax) and therefore varying the level of savings sought.

13.3. The planning context for the Council will be updated if further information becomes available. Final decisions about the overall shape of the 2024-25 Budget, savings, and council tax will not be made until Full Council in February 2024, when they will be informed by Local Government Finance Settlement figures, forecasts supplied by District Councils, and the findings of EQIA and public consultation activity.

13.4. The deliverability of all saving proposals will continue to be kept under review by the Section 151 Officer as further detailed implementation plans are developed and up until final budget setting proposals are presented to Cabinet in January 2024.

14. Financial Implications

14.1. Financial implications are discussed throughout this report, which sets out in particular the proposed savings which have been identified by each department to contribute to closing the 2024-25 and future year budget gap, subject to formal approval by Full Council in February 2024. It should be noted that even if all the proposals detailed in this report were to be approved, the scale of the gap is such that services will be required to identify further significant savings to be delivered against current budget levels. However, simultaneously it appears to be increasingly difficult to identify savings within statutory demand led services, and this represents a major challenge. The scope to achieve savings at the level required may also be limited by a range of factors including the impact of the cost of living on cost pressures, service delivery expectations, existing saving programmes, and the legacy of COVID-19.

14.2. The Council is legally required to set a balanced Budget annually and should plan to achieve this using a prudent set of assumptions. However, as previously set out, Members could choose to vary the allocation of indicative targets between Directorates, establish an alternative approach to identifying savings, or substitute proposals brought forward. 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 continue to be kept under review as budget planning progresses.

14.3. 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 2024-25 will be hugely significant. 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. Government has hitherto failed to deliver the comprehensive adjustment needed in terms of the recognition of the importance and costs of providing social care, and to adequately fund local authorities to provide these and other vital services. Fundamentally there is a need for a larger quantum of funding to be provided to local government to deliver a sustainable level of funding for future years.

14.4. Major uncertainty remains about the prospects for funding reform. There is a risk that this could see resources shifted away from shire counties, in which event the Council's forecast 2024-25 gap could increase. At this point, Government has not confirmed details of the proposed approach or timescales for consultation on funding reform, although there are indications that this will not be taken forward in a way which delivers substantial funding changes and may not happen until 2026-27 at the earliest. The 2024-25 MTFS position assumes that a number of funding streams will be rolled forward from 2023-24. These assumptions remain to be confirmed and should be considered a key area of risk.

14.5. As a result of the above, the budget setting process and savings targets will be kept under review as budget planning progresses. In the event that additional budget pressures for 2024-25 emerge through budget planning, there may be a requirement to revisit the indicative saving targets.

15. Resource Implications

15.1. **Staff**: There are no direct implications arising from this report although it is likely that staffing implications may be linked to specific saving proposals as they are developed. These will be identified as they arise later in the budget planning process.

15.2. **Property:** The report includes saving proposals related to declaring surplus and ultimately disposing of sites. Services currently delivered from these sites will need to be relocated and delivered from alternative sites within the County Council's property estate. There are no other 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.

15.3. **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.

16. Other Implications

16.1. **Legal Implications:** This report is part of a process that will enable the Council to set a balanced budget for 2024-25 in line with statutory requirements, including those relating to setting council tax, and undertaking public consultation.

16.2. **Human Rights implications:** No specific human rights implications have been identified.

16.3. **Equality Impact Assessment (EqIA) (this must be included)**: See section 17 below.

16.4. **Data Protection Impact Assessments (DPIA):** N/a

16.5. **Health and Safety implications (where appropriate):** N/a

16.6. **Sustainability implications (where appropriate):** There are no direct sustainability implications arising from this report although the financial implications of climate change are considerable. Existing 2023-24 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 and further details were set out in the *Net Zero and Natural Norfolk Progress Update* previously considered by Cabinet.

16.7. Since 2023-24 Budget setting, in May 2023, Cabinet approved the recommendation to develop a Funding Blueprint for the Climate Strategy. This will set out funding options for delivering the strategy. The blueprint is under development by officers and will be brought to Infrastructure and Development Select Committee for review in 2024.

16.8. In June 2023, Cabinet approved recommendations relating to "Delivering Norfolk County Council's Net Zero Pledge: Retrofitting our buildings" and initial cost implications have been incorporated into the Capital Programme. Also in June, Norfolk County Council's Climate Strategy was launched, setting out a comprehensive framework for how the council can best direct its powers, resources and influence in support of Norfolk's journey towards a clean and resilient future in the face of climate change.

16.9. Details of financial implications of these are set out within the associated reports, and the wider budgetary implications of all of these will need to be considered for 2024-25, alongside further sustainability issues. Any associated financial implications in relation to either new 2024-25 proposals, or activities developed during 2023-24, will need to be fully considered once such initiatives are finalised, and ultimately as part of budget setting in February 2024.

16.10. **Any other implications:** Significant issues, risks, assumptions and implications have been set out throughout the report.

17. Equality Impact Assessment (EqIA)

Introduction

17.1. Local authorities are required by the Equality Act 2010 to give 'due regard' to the Public Sector Equality Duty when exercising public functions.

17.2. This means giving due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it;
- Foster good relations between people who share a relevant protected characteristic and people who do not share it[2].

17.3. Many local authorities summarise their efforts to give 'due regard to equality' in an '**equality impact assessment**' – because this is an accessible way to analyse the different ways a proposal might impact on people with protected characteristics.

17.4. If the assessment identifies any detrimental impact, this enables mitigating actions to be developed. Giving 'due regard to equality' enables informed decisions to be made that take every opportunity to minimise disadvantage.

How the Council gives due regard to equality on the budget saving proposals

17.5. Due regard to equality has been given to the saving proposals set out in this report. This includes ensuring that:

- The development of the proposals are compliant with the Equality Act 2010
- Information about the proposals is accessible
- Arrangements for public consultation are inclusive and accessible.

17.6. Following confirmation (or any changes made) by the Cabinet at this October meeting that the proposals will be taken forward for budget planning for 2024-25, further analysis in the form of equality impact assessments will take place of each proposal, to consider the impact on people with protected characteristics.

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[2] The full Equality Act 2021 is available on legislation.gov.uk.

17.7. Equality impact assessments cannot be completed until public consultation is concluded. This is because the Council must ensure that it has fully understood the impact of each proposal.

17.8. The findings of equality impact assessments will be published for consideration by the Cabinet in the Strategic and Financial Planning 2024-25 report of January 2024, and in advance of the final decision by the Full Council about the overall Budget in February 2024.

18. Risk Implications/Assessment

18.1. A number of significant risks have been identified throughout this report. Risks in respect of the MTFS were also set out within the February 2023 report to Full Council. Uncertainties continue to remain which could have an impact on the overall scale of the budget gap to be addressed in 2024-25. These include:

- The significant impacts of the "cost of living" crisis, exceptional inflationary pressures and the wider impact of the invasion of Ukraine on the economy. All of these have the potential to drive additional cost pressures (either through increased demand for services, or as a result of the increased price of delivering service provision) and may also lead to reductions in overall income due to the wider economic impacts. In particular it is important to note that the MTFS approved by Full Council did not provide for the current high levels of inflation which are expected to persist through the remainder of the financial year. These inflationary pressures have the potential to impact on the Council's budget in a range of ways:
    - Pay pressures in excess of the 4% provided for in the Council's planning assumptions.
    - Pressures associated with increase in the National Living Wage (NLW), particularly in relation to services contracted by the Council. This has a material impact on any services commissioned whereby staff, typically care workers, are paid at, or just above, the NLW. In particular, the £400m of care services purchased by Adult Social Care, and increasingly services commissioned by Children's Services. In addition, Children's Services are seeing an impact upon some in-house services. In April 2023 the NLW increased from £9.50 to £10.42, an increase of £0.92 or 9.7%. We currently estimate the 2024 NLW rate required to meet this target to be in the range £10.90 to £11.43, with a central estimate of £11.16. for 2024.[3] The government remains committed to the 2024 target, but if the economic evidence warrants it, the Low Pay Commission should advise the government to adjust the target. This emergency brake

[3]https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1147845/The_National_Minimum_Wage_in_2023.pdf

will ensure that the lowest-paid workers continue to see pay rises without significant risks to their employment prospects.[4]

  - The higher rates of general inflation measures (CPI and RPI) will directly impact on the Council's contractual costs which are set with reference to these indicators. Government has indicated that there is limited scope within the existing spending review envelope to address these exceptional inflationary pressures. Forecasts are that inflation will return to the target 2% over the medium term but this implies a permanent increase in the Council's cost base from the current extreme rates (i.e. inflationary pressures are not being taken back out of the system by negative inflation in future).
- Ongoing uncertainty around local government (and wider public sector finances) including:
  - the need for a long term financial settlement for local government. There remains high uncertainty about the levels of funding for 2024-25 and beyond. The Council's budget planning assumes funding will continue at a similar level.
  - It remains of major concern that Government continues to place significant reliance and expectations on locally raised income. If this trend persists, the financial pressures for 2024-25 and beyond may become unsustainable. The Government has not yet announced the council tax referendum limit for 2024-25.
  - There remains a specific risk in relation to longer term reform of local government funding and the planned funding review, in that a failure by the Government to provide adequate resources to fund local authorities could lead to a requirement for further service reductions, particularly where these result in a redistribution between authority types or geographical areas. Changing Government policies around the nature, role, responsibilities and requirements of Local Government may also represent an area of risk, as will changing expectations of the public, taxpayers and service users. The Government has not made any formal announcement about funding reform for some time and this may not be going ahead in the short to medium term.
  - linked to this are risks around delivery of reforms to local government funding including actions to deliver "Levelling Up", the funding review, the detailed implications of Adult Social Care reform, reforms to the Business Rates system, and changes to other funding streams including the New Homes Bonus.
  - In respect of Adult Social Care reform, whilst it has been materially delayed until at least October 2025, the County Councils Network has estimated that Government's proposed reforms lack sufficient

[4] https://www.gov.uk/government/publications/national-minimum-wage-and-national-living-wage-low-pay-commission-remit-2023/national-living-wage-and-national-minimum-wage-low-pay-commission-remit-2023

funding for implementation, with a shortfall of nearly £10bn compared to Government estimates.[5]
    - Further decisions about Local Government reorganisation and the progress of the County Deal.
    - Risks around the Dedicated Schools Grant (DSG) deficit position and successful implementation of the 'Local First Inclusion' plan to eliminate the in-year DSG deficit over the short to medium term.

- Any ongoing impact of COVID-19 on the budget in 2023-24, including in particular:
    - any ongoing cost pressures within service delivery and contracted services which have not currently been provided for;
    - future pressures on income particularly in relation to business rates and council tax; and
    - the implications of any measures implemented by Government to restore the national finances in the medium to longer term.

18.2. 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 – Income streams
- RM006 – Service Delivery
- RM022b – Replacement EU Funding for Economic Growth
- RM031 – NCC Funded Children's Services Overspend
- RM035 – Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets

18.3. Further details of all corporate risks, including those outlined above, can be found in Appendix B of the October 2023 Risk Management report to Cabinet. 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.

19. Select Committee comments

19.1. Select Committees provided commentary and input to the 2023-24 Budget process during budget development. Where relevant, any comments from that exercise have been incorporated within the budget setting approach for 2024-25.

19.2. In July 2023, Select Committees therefore again had the opportunity to provide their views about the scope for savings and the implications of 2024-

[5] https://www.countycouncilsnetwork.org.uk/new-analysis-reveals-the-regional-impact-on-local-councils-of-the-governments-flagship-adult-care-reforms/

25 budget setting for the service areas within their remit. Select Committees are being invited to consider all of the detailed proposals for 2024-25 in the round when they meet in November, following Cabinet decisions about the complete package of measure to be consulted on as part of this report. Any further comments from Select Committees will therefore be reported to Cabinet later in the budget setting process in order to inform final budget recommendations to Full Council.

20. Recommendations

20.1. Cabinet is recommended:

1. **To consider and comment on the County Council's financial strategy as set out in this report and note that the Budget process is aligned to the overall policy and financial framework;**

2. **To note that fiscal and policy decisions made by the Government in autumn 2023, may have implications for the County Council's budget planning position. The outcome of these national funding announcements, alongside the Local Government Finance Settlement, will have potentially significant impacts on the 2024-25 Budget position, which will not be fully known until later in the budget setting process.**

3. **To consider and agree for planning purposes the latest assessment of significant areas of risk and uncertainty around emerging budget pressures for the 2024-25 Budget and Medium Term Financial Strategy, which remain to be resolved and which may have a material impact on budget planning (section 8).**

4. **To direct Executive Directors to identify proposals for further recurrent Departmental savings towards the original target of £46.200m agreed in June 2023, for consideration by Cabinet in January 2024 and to support final 2024-25 Budget recommendations to Full Council.**

5. **To note that, taking into account the significant budget pressures for 2024-25, the S151 Officer anticipates recommending that the Council will need to apply the maximum council tax increase available in order to set a sustainable balanced budget for 2024-25;**

6. **To note the responsibilities of the Director of Strategic Finance under section 114 of the Local Government Act 1988 and section 25 of the Local Government Act 2003 to comment on the robustness of budget estimates as set out in section 9 and the further actions which may be required to set a balanced budget as set out in paragraph 10.3;**

7. **To consider and agree the proposals as set out in section 5 (Table 5) to be taken forward in budget planning for 2024-25, subject to final decisions**

about the overall Budget in February 2024, noting the level of savings already included from the 2023-24 Budget process (Table 3);

8. **To agree that public consultation (as set out in section 11) and equality impact assessment (as set out in section 17) in relation to all other proposals for the 2024-25 Budget be undertaken as set out in section 11, and asking residents for their views on the level of council tax;**

9. **To note that the Chief Executive (Head of Paid Service) has the delegation to undertake any staff consultation relating to specific proposals as required to inform and support 2024-25 Budget setting decisions in January 2024;**

10. **To confirm the remaining next steps in the Budget planning process for 2024-25, and the Budget planning timetable (Appendix 1); and**

11. **To note and thank Select Committees for their input into the Budget development process for 2024-25 in July, and to invite Select Committees to comment further on the detailed proposals set out in this report when they meet in November 2023 (section 19)**

21. Background Papers

21.1. Background papers relevant to this report include:

Norfolk County Council Revenue and Capital Budget 2023-24 to 2026-27, County Council 21/02/2023, agenda item 5

Norfolk County Council 2023-24 Budget Book

Financial and Strategic Planning 2024-25, Cabinet, 05/06/2023, agenda item 16

Finance Monitoring Report 2023-24 P5: August 2023, Cabinet, 02/10/2023 (on this agenda)

Risk Management, Cabinet, 02/10/2023, (on this agenda)

Strategic and Financial Planning reports considered by Select Committees in July 2023 as follows:

- Corporate Select Committee, 10/07/2023
- Infrastructure and Development Select Committee, 12/07/2023
- People and Communities Select Committee, 14/07/2023

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Appendix 1: Budget setting timetable 2024-25

2024-25	Time frame
Cabinet review of the financial planning position for 2024-28 – including formal allocation of targets	5 June 2023
Scrutiny Committee	21 June 2023
Select Committee input to development of 2024-25 Budget – strategy	w/c 10 July 2023
Review of budget pressures and development of budget strategy and detailed savings proposals 2024-28 incorporating: • Budget Challenge 1 (18 July 2023) – context / strategy / approach / outline proposals • Budget Challenge 2 (5 September 2023) – detail and final proposals • Budget Challenge 3 (12 December 2023)	April to December 2023
Cabinet approve final proposals for public consultation	2 October 2023
Scrutiny Committee	18 October 2023
Public consultation on 2024-25 Budget proposals, council tax and adult social care precept	Late October to mid December 2023
Select Committee input to development of 2024-25 Budget – comments on specific proposals	w/c 13 November 2023
Government Autumn Statement	22 November 2023
Provisional Local Government Finance Settlement announced including provisional council tax and precept arrangements	*TBC December 2023*
Cabinet considers outcomes of service and financial planning, EQIA and consultation feedback and agrees revenue budget and capital programme recommendations to County Council	29 January 2024
Confirmation of District Council tax base and Business Rate forecasts	31 January 2024
Final Local Government Finance Settlement	*TBC January / February 2024*
Scrutiny Committee 2024-25 Budget scrutiny	14 February 2024
County Council agrees Medium Term Financial Strategy 2024-25 to 2027-28, revenue budget, capital programme and level of council tax for 2024-25	20 February 2024

Assumed Government activity and timescales – Budget process will be informed through the year by Government announcements on the Local Government Settlement, and any progress on reforms including the Funding Review. As set out elsewhere in the report, the timing for these is currently unknown.

Report to Cabinet

Item No. 17

Report Title: Finance Monitoring Report 2023-24 P5: August 2023

Date of Meeting: 2 October 2023

Responsible Cabinet Member: Cllr Andrew Jamieson (Deputy Leader and Cabinet Member for Finance)
Responsible Director: Harvey Bullen (Director of Strategic Finance)

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 02/03/2023

Introduction from Cabinet Member

This report gives a summary of the forecast financial position for the 2023-24 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2024, together with related financial information.

Executive Summary

Financial monitoring position

Subject to mitigating actions, on a net budget of £493.707m, the forecast revenue outturn for 2023-24 at the end of period 5 (August) is **a balanced budget.**

General Balances are forecast to be **£25.410m** at 31 March 2024 following transfers of £1m planned contribution from the revenue budget at the end of 2023-24. Service reserves and provisions are forecast to total **£144.564m.**

All significant cost pressures are taken into account in the forecasts in this report. Details of these pressures and progress on achieving savings are addressed in detail in this report.

Recommendations:

1. To note the reduction of **£9.991m** to the capital programme to address capital funding requirements funded mostly from various external sources as set out in detail in capital Appendix 3, paragraph 1.4 as follows:
   - (£0.459k) reduction in NCC Borrowing requirement due to the release of surplus capital budgets in Corporate Property – Offices.
   - (£3.878m) net reduction in Highways improvement and maintenance schemes, mainly due to a reduction in external grant funding forecasted following revisions to project forecasts for 2023-24, after allocations to various projects including the Great Yarmouth Harfreys Roundabout £1.262m, Caister on Sea bypass £0.7m
   - (£5.515m) reduction in NCC Borrowing requirement due to the release of capital budget following the decision to dispose of Wensum Lodge and move the Adult Learning courses to more accessible premises across the county.
   - (£0.139m) net reduction in various other schemes

2. To recommend to Council the following amendments to the P6 capital programme for the following schemes as set out in Capital Appendix 3, paragraph 4.2-4.3 as follows:

    - the inter-service virements of £1.287m from Digital Services to fund the Norfolk Fire and Rescue Service Command and Control System as set out in Appendix 3, note 4.2
    - £0.075m uplift to the Environment (Planning and Advice) project to fund the additional works associated with Biodiversity Net Gain (BNG) responsibilities as set out in Appendix 3, note 4.3.

3. Subject to Cabinet approval of recommendation 1, and following Council approval of recommendation 2, to delegate:

    3.1. 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.

    3.2. 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;

    3.3. 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.

4. To recognise the period 5 general fund forecast revenue of a **balanced position**, noting also that Executive Directors will take measures to reduce or eliminate potential over-spends where these occur within services;

5. To recognise the period 5 forecast of 95% savings delivery in 2023-24, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;

6. To note the forecast General Balances at 31 March 2024 of **£25.410m**.

7. To note the expenditure and funding of the revised current and future 2023-28 capital programmes including the significant reprofiling undertaken to date and the reduction in the capital programmes of £9.991m in P5.

8. To approve the appointment of directors to Norfolk County Council owned companies and joint ventures as set out in section 2.3, as required by the Council's Financial Regulations.

9. To approve the deferment of the first repayment of the Hethel Innovation Ltd 2021 £2.000m loan to 18 December 2026 with the associated uplift to the annual repayments to £0.117k per annum for the remaining 33 years as set out in Appendix 3, note 3.7.

1. Background and Purpose

1.1. This report and associated annexes summarise the forecast financial outturn position for 2023-24, to assist members to maintain an overview of the overall financial position of the Council.

2. Proposals

2.1. Having set revenue and capital budgets at the start of the financial year, the Council needs to ensure service delivery within allocated and available resources, which in turn underpins the financial stability of the Council. Consequently, progress is regularly monitored, and corrective action taken when required.

2.2. Details of further specific proposals and associated recommendations are set out below, and in detail within the associated appendices to this report.

2.3. **Appointments to Norfolk County Council owned companies and Joint Ventures**

2.3.1. The delegation of authority to senior officers to act on behalf of the County Council requires the consent of the County Council before they can make certain decisions including the appointment of directors, and the County Council's Financial Regulations confirm that (5.10(f)) "*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 Director of Strategic Finance.*" Following consideration of vacancies in Norfolk County Council appointed directors, the Director of Strategic Finance has reviewed the below list of appointees and advises that they are suitable. The Director of Strategic Finance therefore recommends the following appointments to Cabinet for approval, which will support to ensure the continued effective management and oversight of the limited companies owned by the County Council, and joint ventures in which it is a partner.

- To appoint James Perkins, as a Director of Norfolk County Council's subsidiary company Norse South East Limited (09891365) – replacing Nick Maddox.
- To appoint Rebecca Lord, into a vacant post as a Director of Norfolk County Council's subsidiary company, NPS Leeds Limited (07627163).

3. Impact of the Proposal

3.1. The impact of this report is primarily to demonstrate where the Council is anticipating financial pressures not forecast at the time of budget setting, including the implications of the cost-of-living crisis, inflation and rising interest rates, together with a number of other key financial measures.

3.2. The additional proposals cover a range of financial matters which will support good governance and robust financial management.

4. Evidence and Reasons for Decision

4.1. Three appendices are attached to this report giving details of the forecast revenue and capital financial outturn positions and the background information concerning the other recommendations included in this report:

Appendix 1 summarises the revenue outturn position, including:
- Forecast over and under spends
- Changes to the approved budget
- Reserves
- Savings

Appendix 2 summarises the key working capital position, including:
- Treasury management
- Payment performance and debt recovery.

Appendix 3 summarises the capital outturn position, and includes:
- Current and future capital programmes
- Capital programme funding
- Income from property sales and other capital receipts.

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

5. Alternative Options

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

6. Financial Implications

6.1. As stated above, the forecast revenue outturn for 2023-24 at the end of P5 is a **balanced budget** linked to a forecast 95% savings delivery. Forecast outturn for service reserves and provisions is **£144.564m**, and the general balances forecast is **£25.410m**.

6.2. Where possible service pressures have been offset by underspends or the use of reserves. A narrative by service is given in Appendix 1.

6.3. The Council's capital programme is based on schemes approved by County Council in February 2023, including previously approved schemes brought forward and new schemes subsequently approved.

6.4. Other specific financial implications are set out throughout the report.

7. Resource Implications

7.1. None, apart from financial information set out in these papers.

8. Other Implications

8.1. **Legal Implications**
In order to fulfil obligations placed on chief finance officers by section 114 of the Local Government Finance Act 1988, the Director of Strategic Finance continually monitors financial forecasts and outcomes to ensure resources (including sums borrowed) are available to meet annual expenditure.

8.2. **Human Rights implications**
None identified.

8.3. **Equality Impact Assessment**
In setting the 2023-24 budget, the council has undertaken public consultation and produced equality and rural impact assessments in relation to the 2023-24 Budget. An overall summary Equality and rural impact assessment report is included on page 341 of the Tuesday 21 February 2023 Norfolk County Council agenda. CMIS > Meetings

The Council maintains a dynamic COVID-19 equality impact assessment to inform decision making during the pandemic.

The Council's net revenue budget is unchanged at this point in the financial year and there are no additional equality and diversity implications arising out of this report.

8.4. **Data Protection Impact Assessments (DPIA)**
DPIA is not required as the data reported in this paper does not drill down to the personal data level.

9. Risk Implications/Assessment

9.1. Corporate risks continue to be assessed and reported on a quarterly basis to both Cabinet and the Audit Committee. The Council's key financial based corporate risk (RM002 - The potential risk of failure to manage significant reductions in local and national income streams) has been reviewed and refreshed in February 2023 to incorporate the 2023/24 budget and Medium-Term Financial Strategy 2023 - 2027 being set. Key risk mitigations include amongst others regular (monthly) financial reporting to Cabinet, working to the Medium-Term Financial Strategy and setting robust budgets within available resources.

9.2. Unlike many other parts of the public sector such as the NHS, local authorities are required by law to set a balanced budget. As part of their duties, the Director of Strategic Finance has a responsibility to report to members if it appears to him that the authority will not have sufficient resources to finance its expenditure for the financial year. The Director of Strategic Finance believes a balanced budget will be achieved in 2023-24.

10. Select Committee comments

10.1. None

11. Recommendation

11.1. Recommendations are set out in the introduction to this report.

12. Background Papers

12.1. Summary Equality and rural impact assessment CMIS > Meetings page 341

Officer Contact

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Appendix 1: 2023-24 Revenue Finance Monitoring Report Month 5

Report by the Director of Strategic Finance

1 Introduction

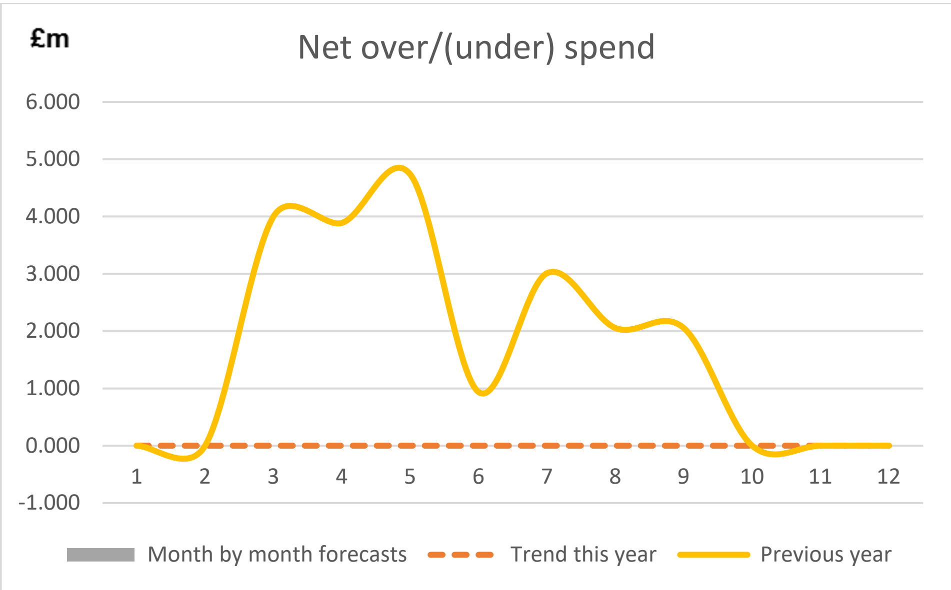
1.1 This report gives details of:

- the P5 monitoring position for the 2023-24 Revenue Budget
- additional financial information relating to one-off funding, cost pressures and delivery of savings initiatives
- forecast General Balances and Reserves as at 31 March 2024 and
- other key information relating to the overall financial position of the Council.

2 Revenue outturn – over/(under)spends

2.1 **At the end of August 2023,** a balanced budget is forecast on a net budget of £493.707m.

Chart 1: forecast /actual revenue outturn 2023-24, month by month trend:



2.2 Executive Directors have responsibility for managing their budgets within the amounts approved by County Council. They have been charged with reviewing all their cost centres to ensure that, where an overspend is identified, action is taken to ensure that a balanced budget will be achieved over the course of the year.

2.3 Details of all under and overspends for each service are shown in detail in Revenue Annex 1 to this report, and are summarised in the following table:

Table 1: 2023-24 forecast (under)/overspends by service

Service	Revised Budget	Cost Pressures	(Under spends/ Savings)	Earmarked Reserves & Provisions Utilised	Net (under)/ overspend	%	RAG
	£m	£m	£m	£m	£m		
Adult Social Care	247.761	9.536	0.000	-9.536	0.000	0.0%	G
Children's Services	232.469	0.000	0.000	0.000	0.000	0.0%	G
Community and Environmental Services	191.290	2.719	-2.719	0.000	0.000	0.0%	G
Strategy and Transformation	22.341	0.743	-0.276	-0.467	0.000	0.0%	G
Chief Executive's Office	3.687		-0.300	0.300	0.000	0.0%	
Finance	-203.841	0.352	-4.216	3.864	0.000	0.0%	G
Total	**493.707**	**13.350**	**-7.511**	**-5.839**	**0.000**	0.0%	G

Notes:
1) the RAG ratings are subjective and account for the risk and both the relative (%) and absolute (£m) impact of overspends.
2) Planned use of Earmarked reserves and provisions set aside in 2022-23 in order to meet and fund additional pressures in 2023-24 are built into the revised budget. The table above highlights the use of reserves over and above the plan.

2.4 **Children's Services:** As we near the halfway point in the year, the service is seeing pressure building within the social care placements and support budget. However, at this stage, the forecast outturn as at Period 5 (end of August 2023) continues to be a balanced position, presuming use of budgeted reserves, as it is currently anticipated that these pressures can currently be managed within the budget resources available to the department, but are being kept under close review.

2.5 The cost pressures are within the key demand-led budget for social care placements and support, due to the nature of the services alongside the medium-term impact of Covid-19, increased levels of inflation since the budget was set, and challenging market forces that continue to exist outside of the Council's control (and seen nationally). Additionally, the first full forecast information for Home to School transport since the start of the academic year is awaited and, in previous years, similar cost drivers have also resulted in increasing pressures that have combined with increased demand, particularly for those with special educational needs and disabilities.

2.6 The number of social care placements for looked after children is higher than budgeted due to a small rise towards the end of the last financial year after the budget was set, following stability throughout the earlier part of 2022-23. At present, the number of looked after children remains stable (small reduction) since the start of this financial year, though the average costs are experiencing some pressure due to a proportional increase in those placements exceeding £6k per week (for the most complex needs). In particular, the service has seen an increase in the average cost both for external residential care as well as external supported accommodation packages. Management action continues with the aim of minimising the impact of these cost pressures upon the overall financial position of the department with the intention of preventing an overspend from occurring. We will continue to keep these under careful review throughout the year.

2.7 Key financial drivers the service experiences are in line with those pressures experienced last financial year. The factors previously identified have not eased off and, in many cases, have continued to increase, with many elements being unpredictable in nature and close review will be maintained of these:

- Market forces, beyond the Council's control, are significantly impacting our ability to purchase the right placements at the right cost;
- An unhelpfully rigid approach from the regulator (Ofsted) - challenging care settings in a way which makes them unwilling to work with young people with complex needs or drives a demand for very large packages of additional support;
- An unprecedented worsening of emotional wellbeing and mental health amongst children, young people and parents;
- A significant rise in 'extra familial harm', including county lines and exploitation of young people;
- An underlying trend of increasing special educational needs and disabilities, including some children with complex disabilities surviving into later childhood as a result of medical advances;
- An additional strain on families as a result of the pandemic and hidden harm with families locked down together;
- The demand-led aspects of placement and transport provision for children with special needs;
- The shortage in housing available for post-18-year olds;
- Ongoing shortages of staff in key professional specialisms

Furthermore, the cost-of-living crisis is an additional factor that emerged during the last financial year, and it is currently unclear what impact this may have upon demand as well as our own workforce.

2.8 Children's Services continues to undertake a substantial transformation programme to both improve outcomes for children and young people as well as delivering financial savings. With the aim of mitigating emerging pressures, management action is being taken within the department to reduce these risks where possible.

2.9 **Adult Social Services:** The forecast outturn as at Period 5 (end of August 2023) is a balanced position. With Adult Social Care (ASC) being a demand led service, the budget to provide it always operates under a degree of uncertainty. The ASC service has a significant savings and transformation agenda it is seeking to deliver this financial year. In addition, within its recovery programme there is a significant emphasis on reducing the backlogs that had developed during the pandemic. We are pleased to have seen reductions in a number of these areas, with particular success in reducing our interim care list from 700 to 60 people in the last 12 months. With the ASC holding list starting to reduce, we are starting to see increases in certain care areas such as older people's homecare. At present we are monitoring the level of change in services compared to our targeted long term trajectory for the holding lists and need to ensure we understand any direct correlation. A continuation of the trend seen in the preceding 3 months would create a financial pressure for the service to manage within 2023/24. A critical element of the financial position for the department will be the continued effective management of this work and the financial outcomes that ensue.

2.10 As over 70% of the ASC budget is spent with independent providers, it is only right to acknowledge the continued financial risk the current economic conditions place on these care markets. Whilst the Council was able to invest £30m into the market as part of its 2023/24 fee uplift, the continued economic uncertainty may well have a destabilising impact on individual providers. We are now experiencing upward pressure on price, in particular, those care packages supporting people with a Learning Disability in Residential Care. We continue to work with our care providers and the Care Association to understand the steps required to provide sustainability and quality improvement, including our work on both the Market Position Statement and the Market Sustainability Plan.

2.11 The department continues to work with its partners in the Integrated Care System (ICS) to manage system pressures around hospital discharge both from acute hospital and the wider Transforming Care Programme. The ICS itself continues to operate in a challenging financial environment, with the Integrated Care Board (ICB) itself having to undertake a significant reduction in operating costs.

2.12 Both internally to the department, and within the wider care sector, availability of staff continues to be a challenge. Internally we have had more success recently in recruiting and retaining certain types of roles. Equally, a number of vacancies have been removed via the Strategic Review and therefore it is unlikely that the department will see the level of staff underspends that it has had in previous years. However, there are certain qualified roles that remain hard to fill at scale and therefore it is important we deliver on our longer term workforce plan.

2.13 Whilst recognising the uncertainties described above, the level of ASC departmental reserves to manage these risks in the short term remain strong. Longer term, the landscape of Social Care remains uncertain with elements of its reform delayed until at least October 2025,a newly introduced inspection/assurance regime, and no long term funding settlement.

2.14 **CES:** The forecast outturn as at Period 5 (end of August 2023) is a balanced position.

2.15 There are pressures currently being faced within Corporate Property primarily related to utilities, the forecast overspend for the service stands at £1.099m. Whilst significant inflationary uplifts were applied to the budgets for 2023-24 these were insufficient given the sustained price increases in both electricity and gas.

2.16 Culture and Heritage are also forecasting an overspend position (£0.785m) driven by Norfolk Museums Service as early indications show that the main income streams are showing signs of improvement compared to last year, however, are still falling short of target given the sustained reduced offer at Norwich Castle whilst the renovations are completed.

2.17 These forecast overspends are being offset primarily by Highways and Waste. Waste volumes at Recycling Centres and kerbside collections have been highly volatile over the last two years. The current forecast for Waste is a £1.249m underspend driven by residual waste with the latest available data on volumes and unit costs.

2.18 For Highways, the reported underspend position (£1.470m) at this stage is primarily driven by the reduced insurance premium, higher street works income and increased level of staff recharges.

2.19 The other services within CES continue to be challenged by the level of inflation which places greater risk on achieving the budget across all services but particularly utilities and maintenance costs. These services combined are reporting a net overspend of £0.835m. We will continue to monitor this closely throughout the year and report the impacts once they become clearer.

2.20 **Corporate services:** The Strategy and Transformation and Governance directorates are forecasting a balanced position making use of reserves.

2.21 **Finance:** Finance forecast for P5 is a balanced budget. Forecast underspends are due to interest payable costs being £0.417m less than budgeted due to the timing of borrowing and sustained low interest rates on borrowing undertaken in 2022-23. The same higher interest rates and cash holdings has contributed to an increased interest receivable forecasted of £2.873m over budget for both treasury and non-treasury investments held. In addition, the Minimum Revenue Provision for 2023-24 is £0.926m lower planned due to Capital Programme slippage from 2022-23. This is offset by £0.352m of miscellaneous cost pressures. £3.864m will be added to the Business Risk Reserve.

2.22 Further details are given in Appendix 1: Revenue Annex 1.

3 Approved budget, changes and variations

3.1 The 2023-24 budget was agreed by Council on 21 February 2023 and is summarised by service in the Council's Budget Book 2023-24 (page 19) as follows:

Table 2: 2023-24 original and revised net budget by service

Service	**Approved net base budget**	**Revised budget P5**
	£m	£m
Adult Social Care	249.526	247.761
Children's Services	232.593	232.469
Community and Environmental Services	191.754	191.290
Strategy and Transformation	22.941	22.341
Chief Executive's Office		3.687
Finance	(203.107)	-203.841
Total	**493.707**	**493.707**

Note: this table may contain rounding differences.

3.2 The P5 Budget shows the latest Strategic Review restructures including the creation of the Chief Executive's Office which comprises the Governance (Legal Services) and Democratic and Regulatory Service.

3.3 It should be noted that there will be further budget changes as a result of the implementation of the Strategic Review and these will be completed as in-year 2023-24 budget adjustments as the implementation progresses. These adjustments do not change the overall County Council Budget for 2023-24 of £493.707m.

4 General balances and reserves

General balances

4.1 At its meeting on 21 February 2023, the County Council agreed a minimum level of general balances of £25.340m in 2023-24. The balance at 1 April 2023 was **£24.410m** following transfers of £0.570m from a contribution to General Balances and Finance General underspends at the end of 2022-23. The forecast for 31 March 2024 is

£25.410m, taking into account the forecast balanced budget and a £1m contribution to general balances provided for in the 2023-24 budget.

Reserves and provisions 2023-24

4.2 The use of reserves anticipated at the time of budget setting was based on reserves balances anticipated in January 2023. Actual balances at the end of March 2023 were higher than planned, mainly as a result of grants being carried forward, including Safety Valve and COVID-19 grants and reserves use being deferred.

4.3 The 2023-24 budget was approved based on closing reserves and provisions (excluding DSG reserves) of £162.995m as at 31 March 2023. This, and the latest forecasts are as follows.

Table 3: Reserves budgets and forecast reserves and provisions (excluding LMS/DSG)

Reserves and provisions by service	Actual balances 1 April 2023	Increase in March 2023 balances after budget setting	2023-24 Budget book forecast 1 April 2023	Latest forecast balances 31 March 2024
	£m	£m	£m	£m
Adult Social Services	56.058	10.860	45.198	23.099
Children's Services (inc schools, excl LMS/DSG)	13.951	7.533	6.418	10.584
Community and Environmental Services	65.691	13.179	52.512	56.740
Strategy and Transformation	5.669	0.204	5.465	3.036
Chief Executive's Office				2.466
Finance	44.235	11.460	32.775	39.537
Schools LMS balances	16.078	-4.549	20.627	9.102
Reserves and Provisions including LMS	**201.682**	**38.687**	**162.995**	**144.564**
DSG Reserve (negative)	**(45.877)**	**27.736**	**(73.613)**	**(61.246)**

4.4 Covid grants and other grants and contributions brought forward at 31 March 2023 resulted in reserves and provisions being £38.687m higher than had been assumed at the time of budget setting. The majority of these reserves will be used to address planned service provision during 2023-24. The latest forecast net total for reserves and provisions at 31 March 2024 has decreased by £57.118m when compared with the opening balance at 1 April 2023, down to £144.564m. The bulk of the forecasted movement in reserves relates to the planned use of reserves to mitigate cost pressures in service areas. This forecast will adjust further through the year as services undertake mitigating actions and savings plans, bringing the forecast closer to the Budget Book forecast for 31 March 2024 of £119.518m.

4.5 **Dedicated Schools Grant (DSG)**: The latest forecast DSG Reserve is based on the latest modelling of the Dedicated Schools Grant (DSG) Recovery Plan after the 2022-23 outturn and early data, including amendments for the timing of opening of new provision previously estimated. An in-year deficit of c. £26.869m is forecast, in £1.721m above the budgeted deficit of £25.149m, which is partially offset by contributions from NCC and DfE in line with the Safety Valve agreement of (£5.5m) and (£6m) respectively. This will increase the DSG Reserve to £61.247m by 31 March 2024 due to the invest to save element of the plan that will deliver significant savings (and subsequently a balanced in-year budget) in future years.

4.6 Compared to the budgeted deficit, the areas of most significant cost pressure continue to be independent school placements (due to the cost of new placements increasing above inflation estimates rather than the number of placements, which was lower in 2022-23 than anticipated in the management plan), post-16 provision where there was a significant increase in the number of pupils supported by the end of this academic year, and provision for children and young people who are unable to access school provision for a variety of reasons including medical needs (this area has seen a significant increase since the covid-19 pandemic disruption to learning with many young people struggling to access mainstream provision as a result.

4.7 It should be noted that this remains an early forecast based upon data prior to the start of the new academic year (September) when there can be significant changes to placements. Additionally, current indications are that the Element 3 budget (funding for high needs SEND support into mainstream schools) is under significant pressure. Increasing funding into mainstream schools to enable them to support children to remain in a mainstream setting is a key aspect of the Local First Inclusion programme. Additionally, schools are reporting seeing high levels of post-covid impact, as seen nationally, resulting in additional children and young people requiring support that, pre-pandemic, would not have been expected.

4.8 All elements of the DSG budget will continue to be kept under close review given the demand-led nature of these budgets. In addition, further work is underway to seek additional mitigations in year to minimise the additional pressures above the budgeted deficit.

4.9 Officers have also raised concerns about the imbalance in the market with representatives of the DfE and requested support regarding regulation, to better support the control of costs and improving the outcomes for children and young people within these placements.

4.10 Despite the pandemic, significant work by NCC, Norfolk Schools Forum and the wider system continues to take place as part of the Children’s Services Transformation Programme both to ensure that the right specialist provision is in the right place to meet needs (i.e. the capital investment), whilst also progressing work to transform how the whole system supports additional needs within mainstream provision.

4.11 NCC reports the forecast position each term to the Norfolk Schools Forum, in line with DfE expectations and feedback from the Forum continues to be sought. In addition, NCC will report tri-annually to the DfE in relation to progress with the Local First Inclusion programme, with the first report having been submitted in June 2023.

4.12 **Provisions included in the table above**

The table above includes forecast provisions of £32.234m comprising:

- £11.708m insurance provision,
- £12.818m landfill provision (this provision is not cash backed),
- £5.840m provisions for bad debts,
- £1.639m business rates appeals provision, and
- £0.229m - a small number of payroll related provisions.

5 New/Confirmed Funding

5.1 **Supported Accommodation Reforms:** On 28 April 2023 the government introduced new requirements for providers of supported accommodation for looked after children and care leavers aged 16 and 17. This new legislation will require all providers of supported accommodation to be registered and regulated by OFSTED from 28 October 2023. The Minister of State for Education announced an extra £14.550m funding to support local authorities in delivering these new requirements. Norfolk County Council's share of this funding is £0.787m, to be received in 4 quarterly instalments of £0.196m.

5.2 **Sustainability and Improvement Fund:** On 28 July 2023 the Minister of State for Care announced the allocation for the Market Sustainability and Improvement Fund which provides additional support to local authorities to make tangible improvements to Adult Social Care to increase the social care capacity and retention of workforce to reduce waiting times and increase fee rates paid to social care providers. Norfolk County Council's share of this funding is £6.355m. Additional funding is also anticipated for 2024-25 and will be reflected in the budget process. Recommendations about the deployment of this funding in 2023-24 are included in the report on the Market and Sustainability Improvement Fund elsewhere in this agenda.

5.3 **Disabled Facilities Grant (DFG) :** On 7 September 2023, DLUHC announced £102m additional funding for the DFG split across 2023-24 (£50m) and 2024-25 (£52m). This capital funding is aimed at providing home adaptations to help eligible older and disabled people to live independently and as safely as possible in their homes. With the express agreements of the district councils, this funding can also be used for wider social care capital projects. In accordance with the Better Care Fund policy, Norfolk's share of this funding is £0.799m, and it will be passed on to the District Councils to deliver the small scale adaptations required.

6 Budget savings 2023-24 summary

6.1 In setting its 2023-24 Budget, the County Council agreed net savings of £59.703m. Details of all budgeted savings can be found in the 2023-24 Budget Book. A summary of the total savings forecast to be delivered is provided in this section.

6.2 The latest monitoring reflects total forecast savings delivery of £56.858m at year end.

6.3 The forecast savings delivery is anticipated as shown in the table below:

Table 4: Analysis of 2023-24 savings forecast

	Adult Social Services	Children's Services	Community and Environmental Services	Strategy and Transformation	Finance	Total
	£m	£m	£m	£m	£m	£m
Budget savings	28.040	12.517	10.904	2.542	5.700	**59.703**
Period 5 forecast savings	25.540	12.462	10.614	2.542	5.700	**56.858**
Savings shortfall (net)	2.500	0.055	0.290	0.000	0.000	**2.845**

Commentary on savings risk areas

6.4 The forecast savings for 2023-24 as at July 2023 is £56.858m against a budgeted savings target of £59.703m. A shortfall of £2.500m has been reported in Adult Social Services, £0.055m in Children's Services and £0.290m in Community and Environmental Services. Some saving programmes have highlighted risk areas which will need to be kept under review. Any updates to the forecast delivery of savings will be included in future monitoring to Cabinet.

Adult Social Services

6.5 Adult Social Services has a significant £28.040m savings target in 2023/24 comprising additional benefits from existing savings initiatives such as the Connecting Communities Programme (ASS030), delivering market utilisation efficiencies through contract performance management (ASS031), continued implementation of the Learning Disabilities transformation programme (ASS032), ongoing benefits from use of Assistive Technology and substantial further use of reserves.

6.5 Our major departmental transformation Programme "Connecting Communities" continues to work at pace to embed the new ways of working across the service and to ensure that the benefits are sustainable.

6.7 As flagged in previous monitoring reports, it is now necessary to identify an element of forecast non delivery for 23/24 within the Adults Savings Programme.

Norse Care
Our Norse Care contract has had a multi-year savings target to deliver a wholesale transformation of the offer and ensure it is fit for the future types of demand we expect to face. Due to significant delay to the transformation programme it won't be possible for recurrent savings to be achieved this year. The service is working towards one off partial mitigations but a £1m shortfall in savings delivery is now being forecast for 23/24.

Physical Disability Service
It is also now very unlikely that the £1.5m savings associated with the Physical Disability service are to be achieved this year. This is in part due to the delay of the creation of an 18-65 operational service which would have provided increased resource in this area. At the same time we have seen an adverse underlying

movement in cost due to increased numbers of people requiring our support and increased unit costs of care packages. A recovery plan is being put in place in order to try to bring down the overspend as much as possible.

As Adults is still declaring a break even position overall at P4, these shortfalls have been able to be mitigated at present by other means within the Adults budget.

Children's Services

6.10 At this early stage it is anticipated that all 2023-24 budgeted savings within Children's Services will be delivered in 2023-24 except for S2324CS035 Post 16 transport: remove option to pay a daily fare (currently only available on local buses which charge fares) £0.055m saving, which will no longer be delivered.

6.11 Additionally, there is a saving that was partially delayed from 2022-23 (CHS014 £0.1m) that was expected to be delivered within 2023-24 but is now not expected to be delivered until 2024-25. This saving relates to the development of a joint initiative with Norfolk ICB and NSFT, including capital development, co-location of services and additional service offer for young people on the edge of Tier 4 mental health provision. Feasibility work is ongoing for the capital works, funded by NHS England, and the work is complex. All partners are committed to delivering the project and the work will continue.

6.12 The forecast assumes that remainder of the savings will be delivered during the remainder of the financial year; significant deviation from these plans could result in an overspend forecast. Therefore, expected delivery of savings will continue to be kept under close review.

Community and Environmental Services

6.13 At this stage it is anticipated, unless stated separately, all budgeted savings within Community and Environmental Services will be delivered in 2023-24. One of the savings (S2324FCS021) relates to further income from commercialisation of property assets including County Hall. Given the new tenants were not utilising the space from 1 April there will be an estimated shortfall against the saving in 2023-24 of £0.190m due to rent not being charged for the full year.

6.14 An increased income target had been applied to Adult Learning over the past two years linked to the development of a creative hub at the Wensum Lodge site. This project is not progressing as it is no longer viable, and as the service will also be withdrawing from the site, the 2023-24 saving of £0.100m is no longer achievable (S2021CES001).

2024-25 to 2026-27 savings

6.15 Budget setting in 2023-24 saw the approval of further investment in essential services through both the removal of previously planned savings and the recognition of cost pressures. As such, the savings plan assumes an increase in budget of £6.197m for 2024-25 followed by savings of £0.669m for 2025-26 and £2.285m savings in 2026-27. The deliverability of these savings, including any 2023-24 savings that are permanently undeliverable, will be considered as part of the budget setting process for 2024-28.

Revenue Annex 1

Forecast revenue outturn

Revenue outturn by service

The forecast net balanced budget is a result of a range of underlying forecast over and underspends which are listed below.

Revenue budget outturn by service – detail

	Revised Budget	Overspend	Under spend	Forecast net spend
		£m	£m	
Adult Social Services				
Purchase of Care		6.066		
Director of Commissioning		1.182		
Director of Community Health & Social Care		1.420		
Director of Community Social Work		0.849		
Director of Strategy & Transformation		0.019		
Public Health		0		
Management, Finance & HR			(9.536)	
Net total	**247.761**	**9.536**	**(9.536)**	**247.761**
Children's Services				
Net total	**232.469**		**0**	**232.500**
Community and Environmental Services				
Cultural and Heritage cost pressures		0.785		
Highways underspends and additional income			(1.470)	
Waste underspends and additional income			(1.249)	
Corporate Property Utilities inflation cost pressure		1.099		
Other CES cost pressures		0.835		
Net total	**191.290**	**2.719**	**(2.719)**	**191.290**
Strategy and Transformation				
I&A overspends		0.330		
Communications overspends		0.230		
HR cost pressures		0.183		
IMT Digital Services underspend			(0.276)	
Use of reserves			(0.467)	
Net Total	**22.341**	**0.743**	**(0.743)**	**22.341**
Chief Executive's Office				
Elections			(0.300)	
Use of reserves		0.300		
Net Total	**3.687**	**0.300**	**(0.300)**	**3.687**
Finance				

Interest Payable – savings secured on borrowing undertaken in 22-23 at lower interest rates			(0.417)	
Minimum Revenue Provision – 22-23 capital slippage			(0.926)	
Interest Receivable			(2.873)	
Miscellaneous cost pressures and underspends		0.352		
Increase in Business Risk Reserves		3.864		
Net total	**(203.841)**	**4.216**	**(4.216)**	**(203.841)**
TOTAL	**493.707**			**493.707**

Revenue Annex 2 – Dedicated Schools Grant Reserve

Dedicated schools grant	**Reserve as at 31 Mar 23 (A)**	**Budgeted Reserve as at 31 Mar 23**	Forecast (Over) / underspend (B)	Forecast Reserve as at 31 Mar 24 (A)+(B)
High Needs Block			(26.870)	
DfE Safety Valve funding			6.000	
NCC Safety Valve contribution			5.500	
Increase in net deficit to be carried forward				
Forecast (over) / under spend			**(15.370)**	
Net deficit (DSG Reserve)*	**(45.877)**	**(73.613)**		**(61.247)**

*The Budget Reserve of (£73.613m) was set before the Safety Valve Agreement was confirmed and therefore does not include the £28m received from the Department for Education in March 2023.

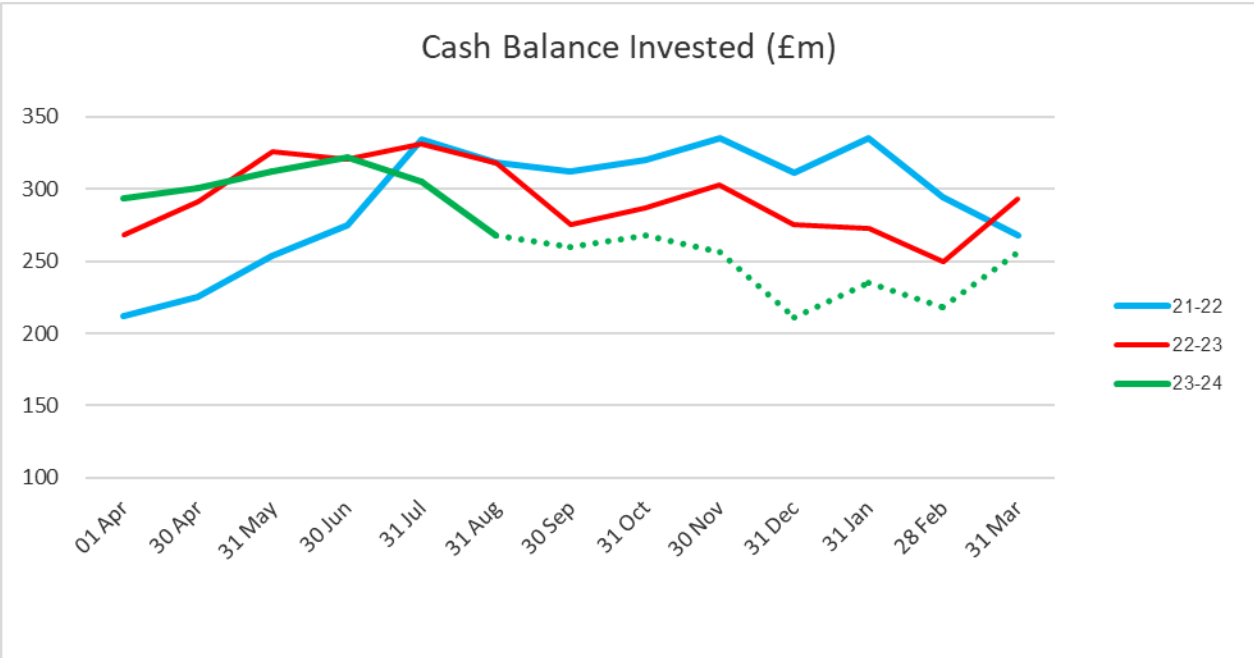
Appendix 2: 2023-24 Balance Sheet Finance Monitoring Report Month 5

Report by the Director of Strategic Finance

1 Treasury management summary

1.1 The corporate treasury management function ensures the efficient management of all the authority's cash balances. The graph below shows the level of cash balances over the last two financial years to 31st March, and projections to March 2024.

Chart 2: Treasury Cash Balances



1.2 The Council's Treasury Strategy assumes that £65m may be borrowed in 2023-24 to fund capital expenditure in year. The forecast cash flow above assumes that this amount will be borrowed over the course of the financial year, resulting in a closing cash balance of approximately £256m. If, in order to minimise the cost of carrying unnecessary borrowing, no borrowing were to take place before 31 March 2024, then the projected year-end cash balances will be approximately £191m.

1.3 The Council has healthy cash balances for the immediate future with cash balances of £267.554m as at the end of August 2023. The P5 forecast of Interest receivable from treasury investments held by the Council is £3.504m; which is a £2.302m saving against the revenue budget. The interest receivable from non-treasury investments and capital loans is forecast at £2.355m which is a £0.540m saving.

1.4 PWLB and commercial borrowing for capital purposes was £841.955m at the end of August 2023. The associated annual interest payable on existing borrowing is £30.720m.

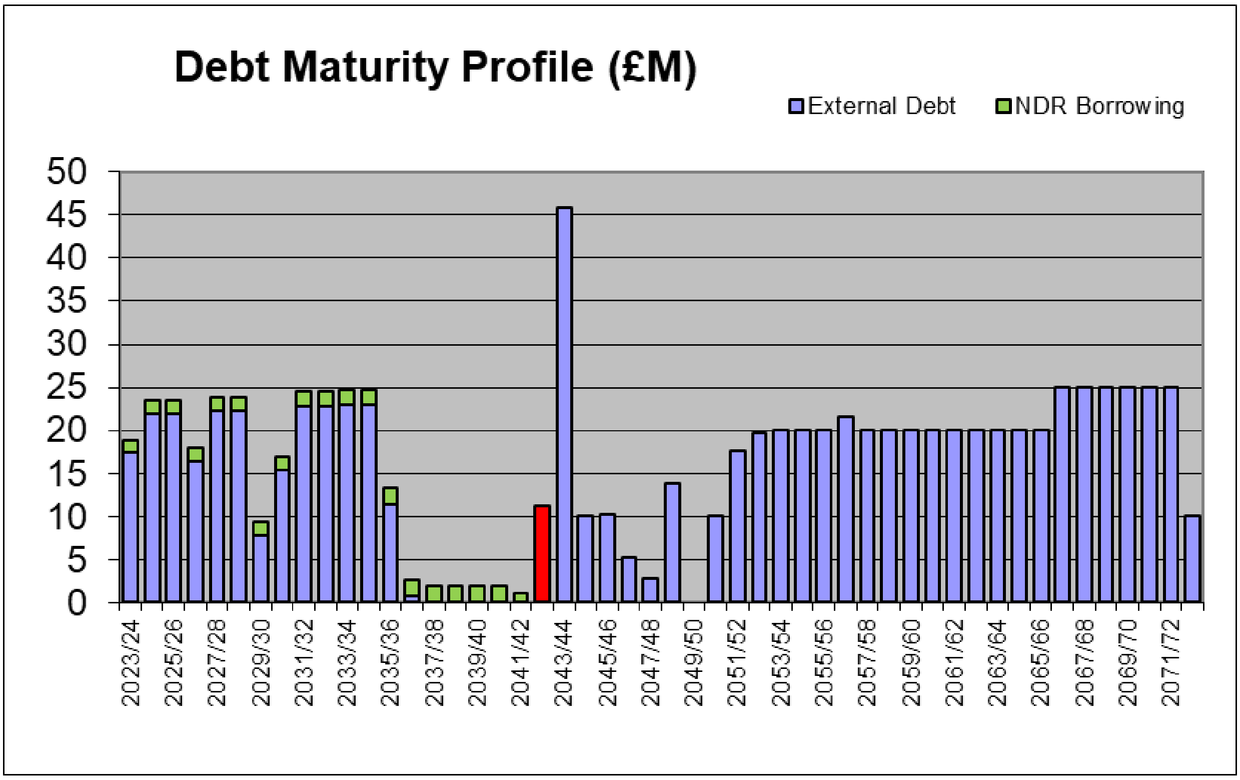
1.5 The forecast interest payable for 2023-24 for P5 is for a £0.417m saving against budget assuming the £65m planned borrowing takes place during Q3-Q4 in 2023-24.

1.6 On 14 September 2023 the Council received notification from Commerszbank AG of a planned increase in interest rates on the variable rate £11.250m loan taken on 15 September 2002 from 4.75% to 6.31% with effect from 18 September 2023. Given that this new interest rate exceeds current PWLB interest rates available, the Council has exercised the option available within the loan agreement to repay the loan before the new interest rate takes effect on 18 September 2023. The benefits of exercising this option include:

- no premium payable on the early redemption of the loan.
- The removal of future interest rate risk related to this variable rate loan
- The ability to replace it with a fixed interest rate loan

The repayment of this loan removes the planned £11.25m repayment from the debt maturity profile for 2043, which is the red column in Chart 3 below.

Chart 3: NCC Debt Maturity Profile



1.7 In accordance with the guidance set out in the Prudential Code 2021 (139) and the Treasury Management Code 2021(1.6), the Council sets out its current and full year forecast Prudential and Treasury Management Indicators in Table 1 below.

Table 1: CFR and Net Borrowing Indicators

Prudential and treasury indicators	31.08.23 Actual - YTD £m	2023/24 TM Strategy £m	31.3.24 Forecast £m
Capital expenditure	87.396	251.054	255.885
Capital Financing Requirement:	(see forecast)	1,029.268	1,029.163
Gross borrowing	891.553	975.118	888.855
External debt	842.455	935.045	864.015
Investments	**288.074**	**218.203**	**256.000**
Net borrowing	603.479	756.915	632.855

1.8 To date the Council has not increased its PWLB borrowing and has repaid £6.461m of its external debt. As such the P4 Gross Borrowing and External Debt balances are below the 23-24 TM strategy estimates set out in Table 2:

TABLE 2

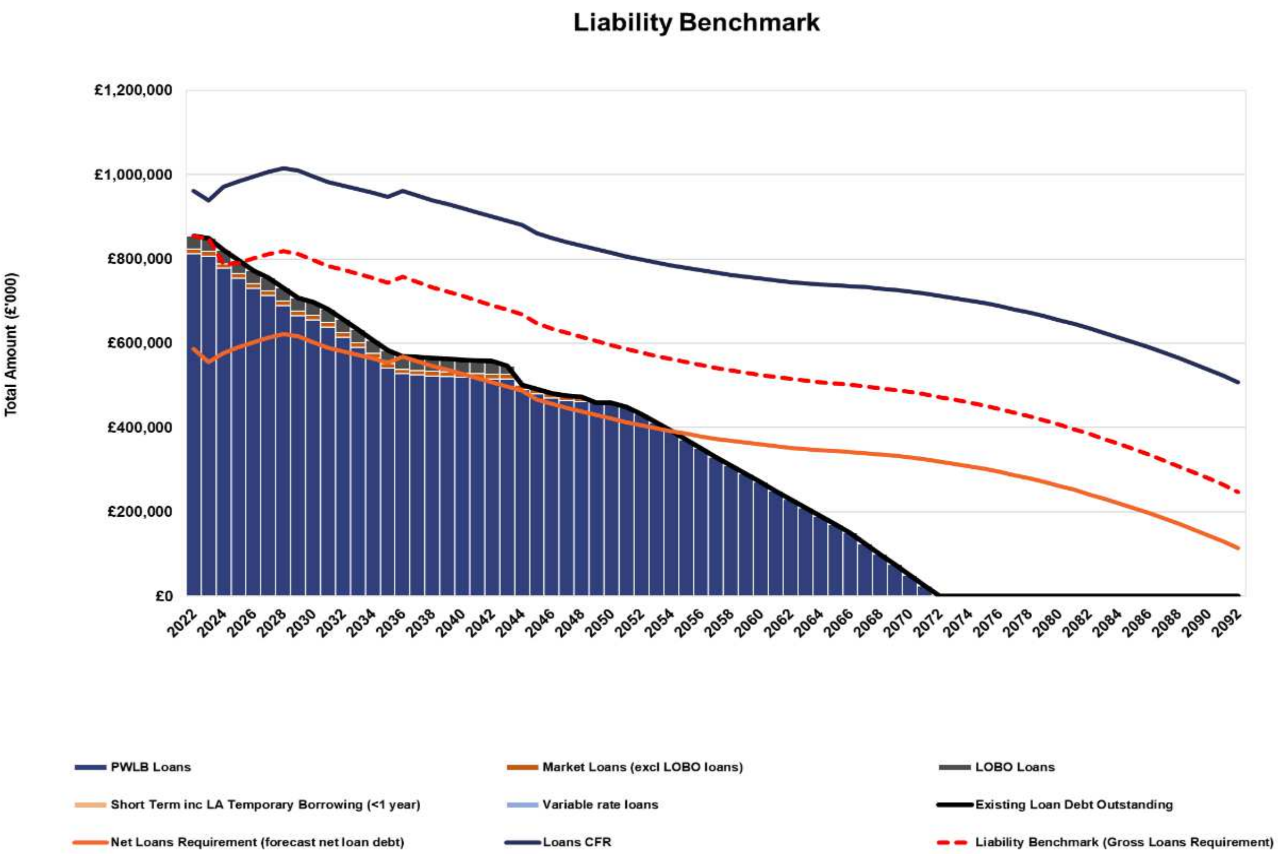
Prudential Indicator 2023/24	**P5 2023-24** **£m**	**2023-24 Strategy** **£m**	**Forecast 2023-24** **£m**
Authorised Limit		1082.735	
Maximum Gross Borrowing position during the year	889.548	934.618	910.343
Operational Boundary		1029.268	1,029.163
Average Gross Borrowing position	843.848	855.437	848.782
Financing Costs as a proportion of net revenue stream (£788.209)		9.12%	8.15%
Capital Financing Requirement		1,029.268	1,029.163

1.9 The forecast Prudential Indicators in Table 2 takes into account the P5 Capital Programme including the £15.233m additional borrowing required for 2023-24, The forecast assumes that reprofiling existing projects in line with historical Capital Programme trends will bring the borrowing requirement down to the £65m borrowing limit set out in the Treasury Management Strategy. Service Managers are actively working on rephasing their capital projects out to the future years 2024-2028 to close this gap and stay within the Operational Boundary Limit of £1,029.268m.

1.10 The Liability Benchmark (LB) as set out in Chart 3 is a new prudential indicator for 2023/24. As noted in the Treasury Management Strategy for 2023-24, this prudential indicator will be reported to Cabinet at the end of each quarter.

1.11 The Authority is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum. The LB below remains consistent with the TM strategy as the Prudential Indicators Forecast in Table 2 remains below the TM limits.

Chart 3: Liability Benchmark



1.12 There are four components to the LB: -

- Existing loan debt outstanding: the Authority's existing loans that are still outstanding in future years.

- Loans CFR: this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.

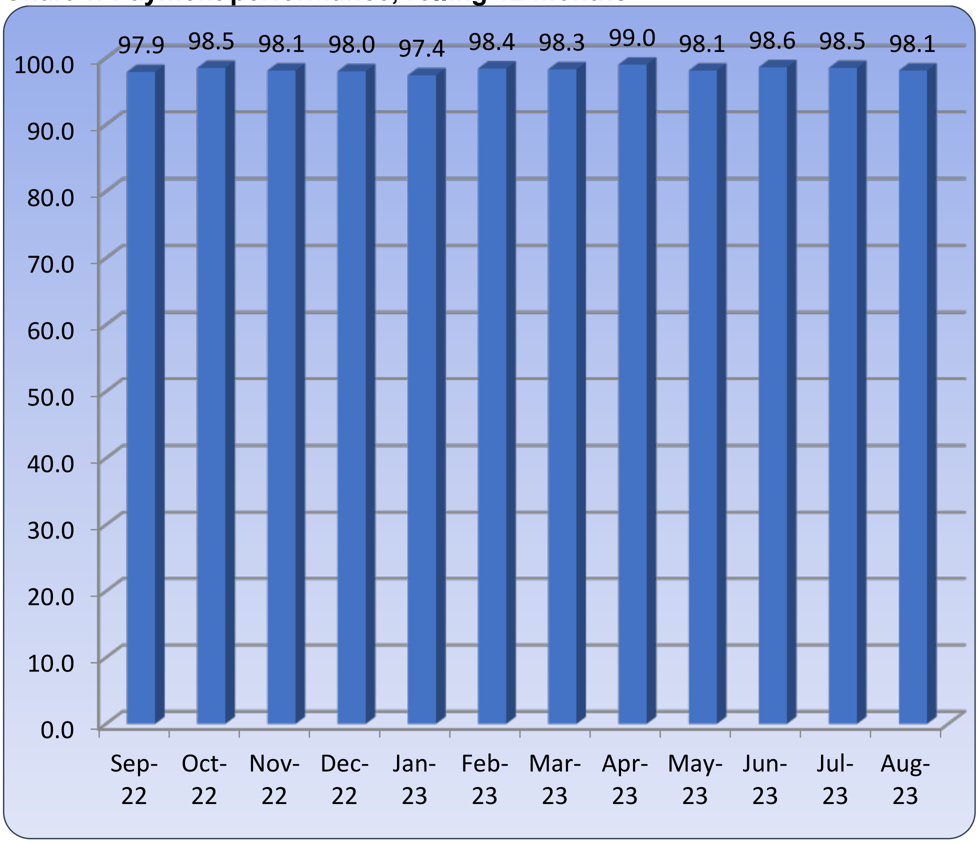
- Net loans requirement: this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.

- Liability benchmark (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

2 Payment performance

2.1 This chart shows the percentage of invoices that were paid by the authority within 30 days of such invoices being received. Some 470,000 invoices are paid annually. 98.1% were paid on time in August 23 against a target of 98%. The percentage has returned to above the target of 98% since February 2023.

Chart 4: Payment performance, rolling 12 months



Note: The figures include an allowance for disputes/exclusions.

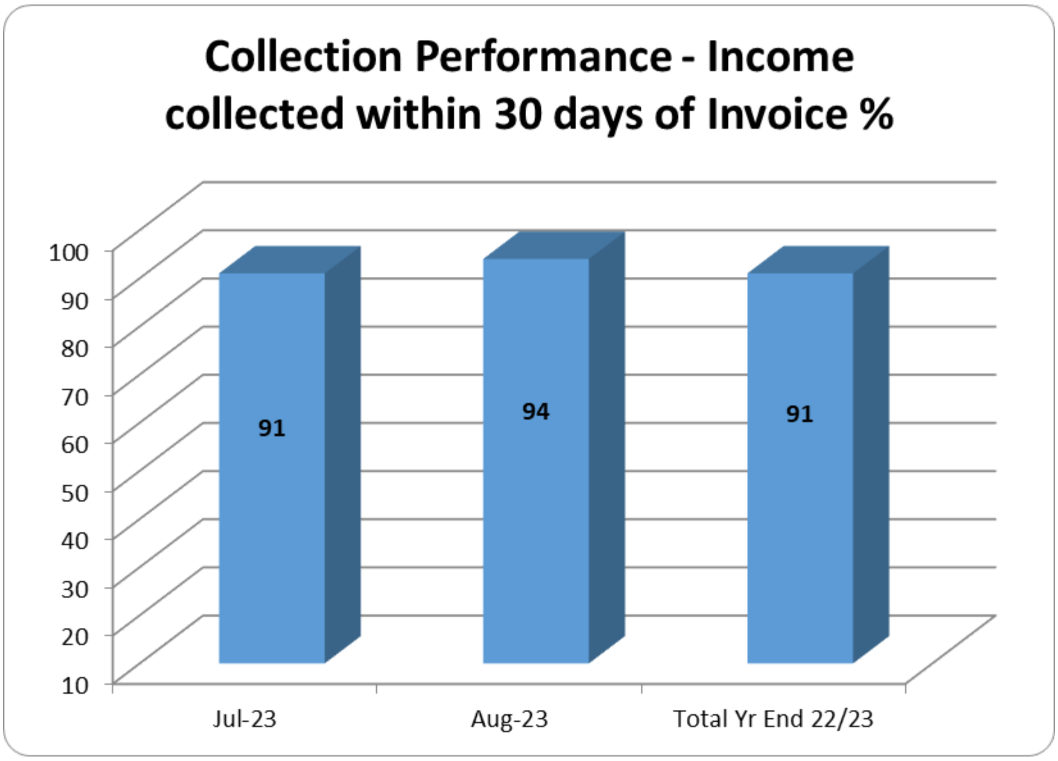
3 Debt recovery

3.1 **Introduction**: In 2022-23 the County Council raised over 126935 invoices for statutory and non-statutory services. These invoices totalled in excess of £1.197bn. Through 2022-23 91.2% of all invoiced income was collected within 30 days of issuing an invoice, with 98% collected within 180 days.

Debt collection performance measures – latest available data

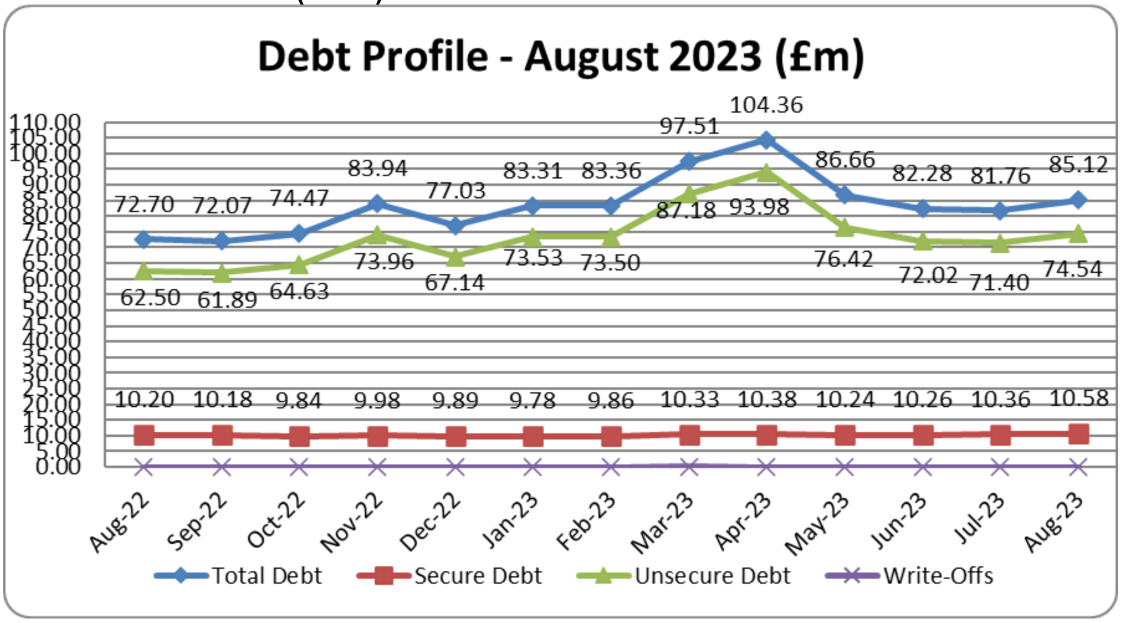
3.2 The proportion of invoiced income collected within 30 days for invoices raised in the previous month – measured by value – was 94% in August 23.

Chart 5 : Latest Collection Performance



3.3 The value of outstanding debt is continuously monitored, and recovery procedures are in place to ensure that action is taken to recover all money due to Norfolk County Council. The level of debt is shown in the following graph:

Chart 6: Debt Profile (Total)



3.4 The overall level of unsecure debt increased by £3.14m in August 2023. Of the £74.54m unsecure debt at the end of August 23; £15.76m is under 30 days, £1.80m has been referred to NPLaw, £1.12m is being paid off by regular instalments and £12.11m is awaiting estate finalisation. The largest area of unsecure debt relates to charges for social care, £59.46m, of which £10.99m is under 30 days and £17.79m is debt with the Norfolk and Waveney ICB (formerly Norfolk CCG's) for shared care, Better Care Pooled Fund, continuing care and free nursing care. The overall debt with the ICB has increased by £1.99m in August 2023.

3.5 Secured debts amount to £10.58m at 31 August 2023. Within this total £3.52m relates to estate finalisation where the client has died, and the estate is in the hands of the executors.

3.6 **Debt write-offs**: In accordance with Financial Regulations and Financial Procedures, Cabinet is required to approve the write-off of debts over £10,000. The Director of Strategic Finance approves the write-off of all debts up to £10,000.

3.7 Service departments are responsible for funding their debt write-offs. Before writing off any debt all appropriate credit control procedures are followed.

3.8 For the period 1 April 2023 to 31st August 2023, 117 debts less than £10,000 were approved to be written off following approval from the Director of Strategic Finance. These debts totalled £12,758.32.

Appendix 3: 2023-24 Capital Finance Monitoring Report

Report by the Director of Strategic Finance

1 Capital Programme 2023-27+

1.1 On 21 February 2023, the County Council agreed a 2023-24 capital programme of £351.054m with a further £605.917m allocated to future years', giving a total of £956.971m. This was based on a forecast outturn for 2022-23 of £283.583m

1.2 The Capital Programme was increased by £62.938m in March 2023 following the receipt of various sources of external funding. The bulk of this additional funding was reprofiled into 2023-24 leaving a reported Capital Outturn of £217.273m for 2022-23 as reported to Cabinet on 5 June 2023.

1.3 £125.940m was moved from 2022-23 into 2023-24 and future years resulting in an overall capital programme at 1 April 2023 of £1,085.104m. This prompted a review of the capital programme – Review Round 1 to address the viability of delivering a £462.690m capital programme in 2023-24. Further in-year adjustments have resulted in the capital programme shown below:

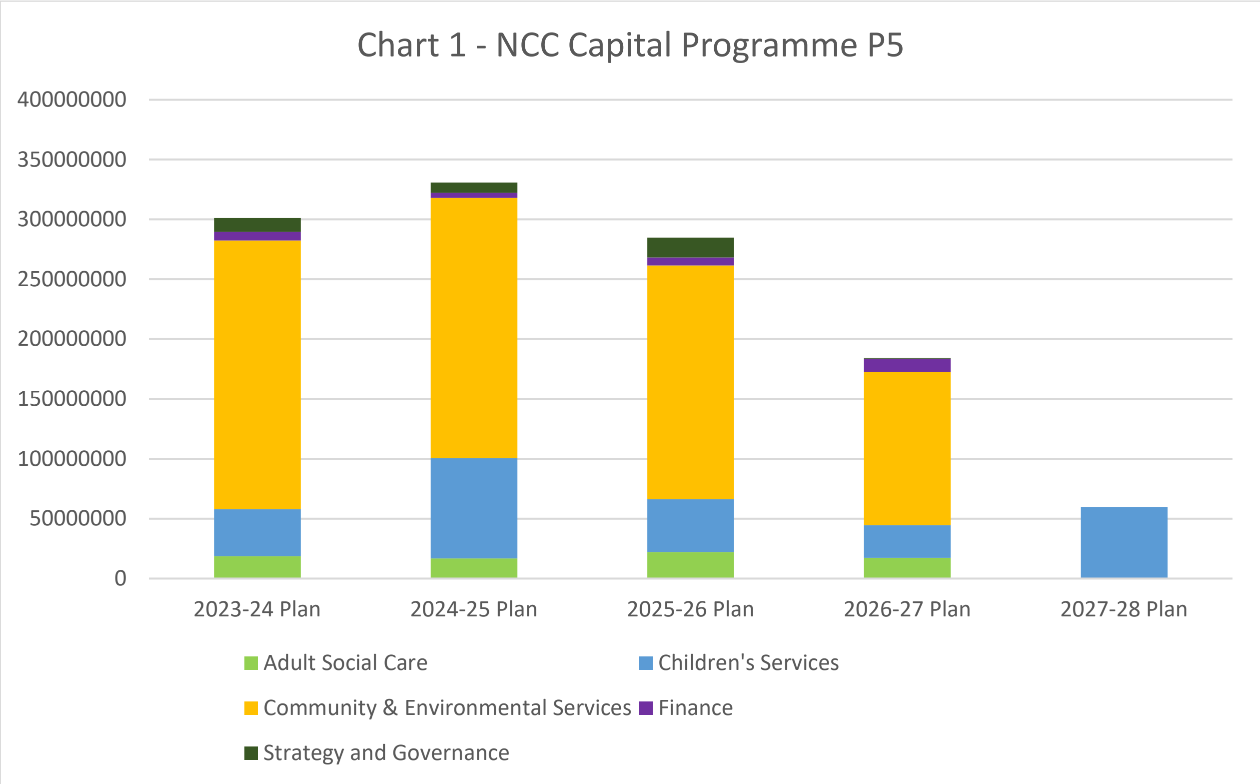
Table 1: Capital Programme budget

	2023-24 budget	Future years
	£m	£m
Uplifts to existing schemes approved in February 2023	1.219	4.548
New schemes approved in February 2023	13.685	20.737
Previously approved schemes brought forward	336.150	580.632
Totals in 2022-27+ Budget Book (total £956.971m)	**351.054**	**605.917**
Schemes re-profiled after budget setting (£125.940m)	109.443	16.497
New schemes approved after budget setting including new grants received	2.193	
Revised opening capital programme (total £1,085.104m)	**462.690**	**622.414**
Net Re-profiling since start of year	-183.337	183.337
Other movements including new grants and approved schemes	21.878	54.254
Total capital programme budgets (total £1,161.236m)	**301.232**	**860.005**

Note: this table and the tables below contain rounding differences

1.4 The P5 review of capital schemes takes into account the progress to date and as a result, £16.259m has been reprofiled out to future years from 2023-24, resulting in a net reprofiling total from 2023-24 into future years of £183.337m. The review also adjusted for changes in NCC borrowing required and updates for grant funded projects resulting in a net decrease of £9.991m, made up of the following changes:

- (£0.459k) reduction in NCC Borrowing requirement due to the release of surplus capital budgets in Corporate Property – Offices.
- (£3.878m) net reduction in Highways improvement and maintenance schemes, mainly due to a reduction in external grant funding forecasted following revisions to project forecasts for 2023-24, after allocations to various projects including the Great Yarmouth Harfreys Roundabout £1.262m, Caister on Sea bypass £0.7m
- (£5.515m) reduction in NCC Borrowing requirement due to the release of capital budget following the decision to dispose of Wensum Lodge and move the Adult Learning courses to more accessible premises across the county.
- (£0.139m) net reduction in various other schemes



1.5 Chart 1 shows that reprofiling efforts in P5 continue to address the “spike” in 2024-25 budgets bringing it closer to the average run-rate of the Council’s annual capital programme. There is further reprofiling required to bring the 2023-24 and 2024-25 capital programmes down to a sustainable run rate of around £260m per annum. Capital Review Round 2 is due to complete in P6 and further reductions and reprofiling of the budget will be reported in the P6 Finance Monitoring Report..

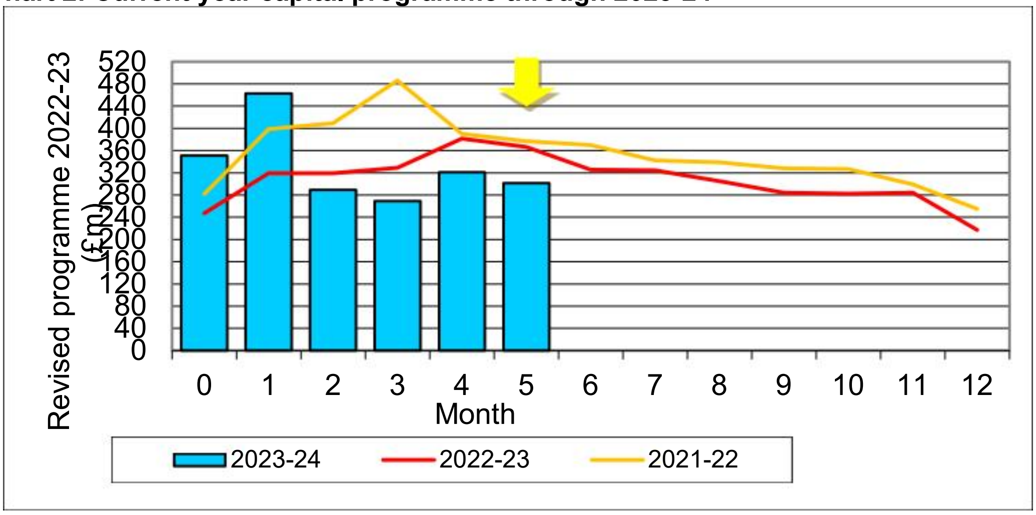
1.6 The Capital Programme will also be updated for notifications of capital grant funding. The Council will adjust the profile of capital expenditure funded from NCC borrowing accordingly to accommodate the grant funded projects in the current year.

1.7 The full impact of Capital Review Board’s scrutiny of schemes in the capital programme will be reflected in Capital Monthly Reporting to cabinet in future months.

Changes to the Capital Programme

1.8 The following chart shows changes to the 2023-24 capital programme through the year. The current year capital programme is following the same trend of building up in the first quarter of the year as the Council receives notification of central government capital grants and then gradually settles down to a sustainable delivery level as projects are developed and reprofiled as schemes mature.

Chart 2: Current year capital programme through 2023-24



1.9 Month "0" shows the 2023-24 capital programme at the time of budget approval, with schemes reprofiled from the prior year after budget setting shown in month 1, followed by the most up to date programme. The current year programme will change as additional funding is secured, and when schemes are re-profiled to future years as timing becomes more certain.

1.10 The P5 Capital Programme of £301.233m is approximately £60m higher than the capital programme delivered in the last two years (£217.0m – 22-23 and £254.87m – 21-22). Therefore, we can expect a similar trend of reprofiling to occur in 2023-24

1.11 In P5 the Council departments continued its review to identify any reprofiling due and to release any budgets that are no longer deemed to be economically viable given the current climate of rising interest rates. This resulted in £16.259m being released from 2023-24 reprofiled into future years.

1.12 Following the Strategic Review restructure of services, the capital projects have been moved into their new service areas. The opening programme has been restated to reflect the new structure. The current year's capital budget is as follows:

Table 2: Service capital budgets and movements 2023-24

Service	Previous reported Current Year Budget	Reprofiling since previous report	Other Changes since previous report	2023-24 latest Capital Budget
	£m	£m	£m	£m
Adult Social Care	20.601	-1.818	0.020	18.803
Children's Services	40.268	-1.093	0.000	39.175
Community & Environmental Services	241.398	-13.348	-3.550	224.500
Finance	7.092	0.000	0.000	7.092
Strategy & Transformation	11.661	0.000	0.000	11.661
Total	**321.021**	-16.259	-3.530	**301.232**

Note: this table may contain rounding differences.

1.13 The revised programme for future years (2023-24 to 2026-27) is as follows:

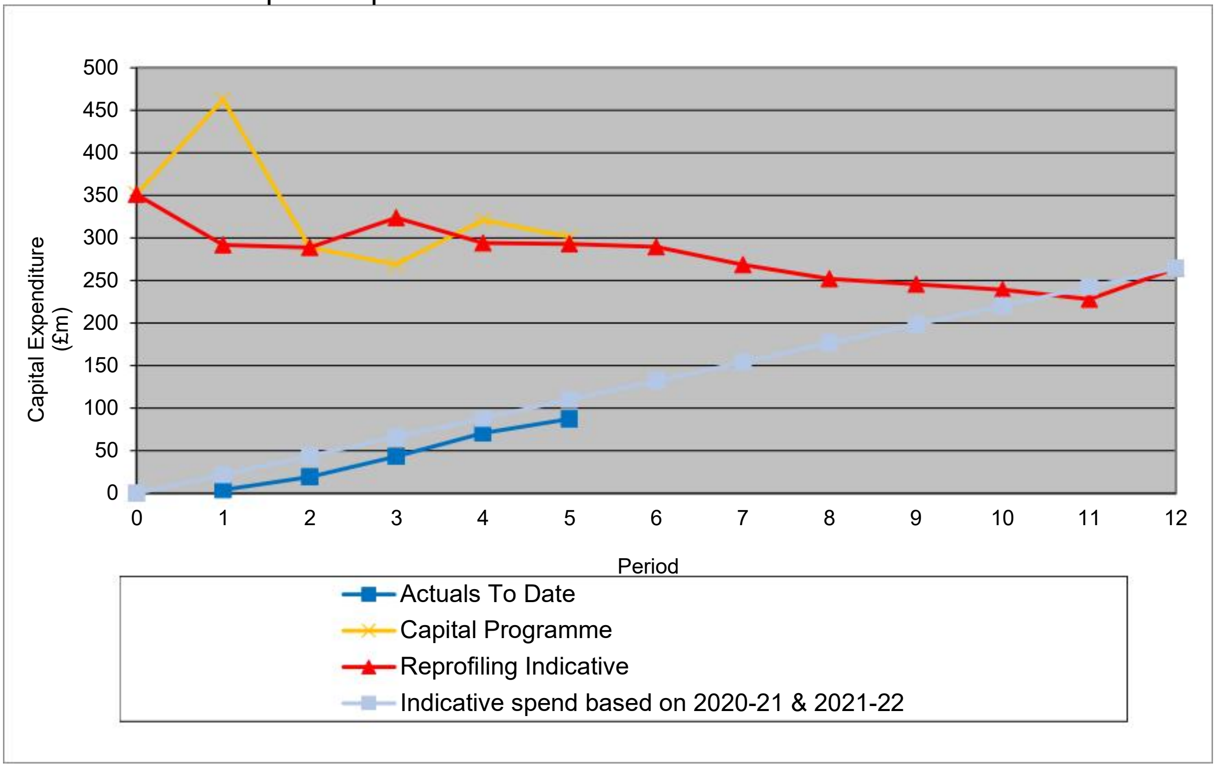
Table 3: Capital programme future years 2022+

Service	Previously reported future programme	Reprofiling since previous report	Other Changes since previous report	2022+ Future Capital Budget
	£m	£m	£m	£m
Adult Social Care	54.359	1.818	0.000	56.177
Children's Services	213.956	1.093	0.000	215.049
Community & Environmental Services	533.703	13.348	-6.461	540.590
Finance	22.543	0.000	0.000	22.543
Strategy & Transformation	25.646	0.000	0.000	25.646
Total	**850.207**	**16.259**	**-6.461**	**860.005**

Note: this table contains rounding differences

1.14 Chart 3 below shows the movement on the current year capital budget and year to date capital expenditure:

Chart 3: Actual Capital Expenditure to date



1.15 The graph shows that actual year to date capital spend is ahead of the opening forecast, which was based on the opening capital programme and an indicative calculation based on previous years' expenditure. It also shows that expected reprofiling of budgets to future years as the progress on projects becomes clearer. As a result, capital expenditure 23-24 forecast at P5 is £264.521m.

1.16 Whilst the forecast takes into account the historical tendencies for capital slippage, it does not reflect recent inflationary cost pressures in the costs of construction. We are also currently seeing high levels of inflation on the cost of construction schemes, particularly in the Castle Keep refurbishment project and the major Highways projects. The Council will continue to monitor this risk and review the potential pressures on the capital programme. The impact of cost pressures on the capital programme forecast will be picked up as part of the regular capital monitoring process.

2 Financing the capital programme

2.1 Funding for the capital programme comes primarily from grants and contributions provided by central government and prudential borrowing. These are supplemented by capital receipts, developer contributions, and contributions from revenue budgets and reserves.

2.2

Table 4: Financing of the capital programme

Funding stream	**2023-24 Programme**	**Future Years Forecast**
	£m	**£m**
Prudential Borrowing	94.117	376.792
Use of Capital Receipts (see note 2.2)	22.250	0.000
Revenue & Reserves	1.236	0.000
Grants and Contributions:		
DfE	26.187	72.133
DfT	118.195	368.924
DoH	9.178	0.190
DLUHC	0.000	0.000
DCMS	0.000	0.000
DEFRA	0.139	0.000
Developer Contributions	10.540	25.396
Other Local Authorities	2.750	0.788
Local Enterprise Partnership	1.374	0.000
Community Infrastructure Levy	2.480	1.649
National Lottery	3.039	0.000
Academies	0.000	0.000
Commercial Contributions	0.000	0.000
Business rates pool fund	0.000	0.000
Other	9.746	14.131
Total capital programme	**301.232**	**860.005**

Note: this table may contain rounding differences

2.3 For the purposes of the table above, it is assumed that capital receipts will be applied short-life assets and through the flexible use of capital receipts as set out in section 3 below and will be applied in line with the Council's Minimum Revenue Provision Statement.

2.4 Developer contributions are funding held in relation to planning applications. Section 106 (Town and Country Planning Act 1990) contributions are held in relation to specific projects: primarily schools, with smaller amounts for libraries and highways. The majority of highways developer contributions are a result of section 278 agreements (Highways Act 1980).

3 Capital Receipts

3.1 The Council's property portfolio is constantly reviewed to ensure assets are only held where necessary so that capital receipts or rental income can be generated. This in turn reduces revenue costs of the operational property portfolio.

3.2 The capital programme, approved in February 2023, gave the best estimate at that time of the value of properties available for disposal in the four years to 2026-27, totalling £18.744m.

Table 5a: Disposals capital programme forecast

Financial Year	Property sales forecast £m
2023-24	3.678
2024-25	4.640
2025-26	6.641
2026-27	3.785
	18.744

The timing of future year sales is the most optimistic case and may slip into future years if sales completions are delayed.

3.3 The revised schedule for current year disposals is as follows:

Table 5b: Capital receipts and forecast use current financial year £m

Capital receipts 2023-24	**£m**
Capital receipts reserve brought forward	21.947
Loan repayments – subsidiaries forecast for year	2.856
Loan repayments – LIF loan repayments to date	0.528
Capital receipts to date	
Capital receipts in year	0.958
Capital Receipts forecasted for asset disposals subject to contract	4.159
Secured capital receipts to date	**5.117**
Potential current year farms sales	1.127
Potential current year non-farms sales	0.580
Potential development property sales	1.000
Potential capital receipts	**2.707**
Forecast available capital receipts	**33.155**
Forecast use of capital receipts	
Maximum flexible use of capital receipts to support transformation costs (ASC £2.25m)	3.000
Repayment of CIL supported borrowing and Capital Loans	3.384
To fund short-life assets – IT and VPE	20.000
Total Capital Receipts Utilisation	**26.384**
Capital Receipts Reserve to carry forward	6.770
Norwich Western Link Reserve	5.061
Remaining Capital Receipts Unutilised	**1.709**

3.4 As can be seen from this table, enough capital receipts have been secured to support the use of capital receipts to support transformation costs, short-life capital expenditure and the Norwich Western Link project, previously approved by County Council.

3.5 Further sales will contribute to the capital receipts reserve which can be used to reduce the external borrowing requirement, fund debt repayments, flexible use of capital receipts or to directly fund capital expenditure, thereby reducing the Capital Funding Requirement (CFR).

3.6 On 10 February 2021, the DLUHC announced that the flexibility granted to local authorities to utilise capital receipts to support transformation costs has been extended for a further 3 years. Table 5b includes £3m earmarked for this in 2023-24, of which £2.25m has been utilised within the Adult Social Care Transformation Programme

3.7 A £2.000m capital loan was drawn down by Hethel Innovation Limited (HIL) on 18 December 2020 to fund the purchase of land adjoining the Hethel Engineering Centre to allow for the development of Phase 4 of the site. Phase 4 was due to open by summer 2023 and begin generating rental income which in turn would finance the loan repayments which were due to start in December 2023. However, due to circumstances outside of HIL's control, including delays with the planning approval process, and the availability of funding for the project, the construction of Phase 4 has not been possible and the associated income will not be available to enable HIL to service the first planned loan repayment on 18 December 2023. As such, HIL is requesting an amendment to the terms of the loan from the Council to defer the first repayment of the loan from 18 December 2023 to 18 December 2026. This will increase the annual repayments by £0.016k per annum over the remaining 30 years of the loan. The deferral of repayments would also result in an additional £0.526m interest receivable payable to the Council over the course of the loan repayment term.

Demand for Phase 4 has remained strong from both existing tenants and external enquiries. HIL is keen to develop the land and generate the future income which will enable the repayment of this £2.000m loan.

Recommendation:

To approve the deferment of the first repayment of the HIL 2021 £2.000m loan to 18 December 2026 with the associated uplift to the annual repayments to £0.117k per annum for the remaining 33 years.

4 New capital budget in the pipeline

4.1 The following schemes are new additions to the P5 Capital Programme for the consideration and approval of Cabinet.

4.2 **Norfolk Fire & Rescue Service Command and Control System** – This essential new IT system implementation is expected to cost £1.496m. It will be delivered through a new Fire Control Collaboration with Hertfordshire Fire and Rescue Services, following the current East Cost and Hertfordshire Control Room Consortium (ECHCRC) dissolving from 31 March 2025 due to escalating costs. The new consortium has allowed for an almost 'off the shelf' system to be procured which has reduced the cost of bespoke development associated to the ECHCRC approach. The Cloud architecture approach should also reduce the hardware footprint and simplify network requirements resulting in savings and reduced local maintenance in subsequent years. There is currently £0.471m NCC Borrowing earmarked for this project, leaving a gap of £1.287m. The Digital Services department has reviewed its profile of capital expenditure and identified surplus capital budgets of £1.025m and reprofiled budget from 2026-27, which can be repurposed to fund the gap. Therefore, the recommendation to Cabinet is to approve the virement of £1.025m from Digital Services to fund the shortfall in the NFRS Command and Control System project.

4.3 **Environment (Planning and Advice)** – There is a £0.075m projected overspend within this area for 2023-24 which primarily relates to the need to take up new statutory planning responsibilities associated to Biodiversity Net Gain (BNG), which will start to be implemented from November 2023. New burdens funding from Department for Environment, Food and Rural Affairs for undertaking BNG do not fully cover the cost of this work and will need to be carefully monitored and potentially adjusted moving forward, as we get to better understand the scale of this additional work. The recommendation to cabinet is to approve an uplift to NCC borrowing of £0.075m.

ANNEX A: Movements in Capital Budgets – P5 August 2023

SR SubCom	Funding Type	Project code	Project Description	Sum of 23-24 reduction	Sum of 23-24 increase	Sum of Reprofile 23-24	Sum of FY movement	Sum of Reprofile FY
Adult Social Care.	External Funding	**SC8140**	Disabled Facilities Grant		20,390			
Adult Social Care.	External Funding	**SC8172**	OP Estate Transformation (Norse Care)			- 1,717,990		1,717,990
Adult Social Care.	**External Funding Total**				**20,390**	**- 1,717,990**		**1,717,990**
Adult Social Care.	NCC Borrowing and Capital Receipts	**SC8170**	Supported Living Programme			150,000		- 150,000
Adult Social Care.	NCC Borrowing and Capital Receipts	**SC8199**	SL Hawthorn Road, Gorleston Recovery			- 250,000		250,000
Adult Social Care.	**NCC Borrowing and Capital Receipts Total**					**- 100,000**		**100,000**
Adult Social Care. Total					**20,390**	**- 1,817,990**		**1,817,990**
Children's Services	External Funding	**EC3812**	Watton Developer cont			398,510		- 398,510
Children's Services	External Funding	**EC4822**	Condition Funding			- 629,640		629,640
Children's Services	External Funding	**EC4829**	CM - Thetford New Primary			- 20,000		20,000
Children's Services	External Funding	**EC4841**	CM - condition wks for BMP Schemes			- 300,000		300,000
Children's Services	External Funding	**EC4889**	New - North Norwich High			- 30,730		30,730
Children's Services	External Funding	**EC4893**	CM - Holt Primary			- 175,000		175,000
Children's Services	External Funding	**EC4935**	Attleborough High Expansion			- 100,000		100,000
Children's Services	External Funding	**EC4965**	Watton Junior SRB			1,000,000		- 1,000,000
Children's Services	External Funding	**EC4966**	Alderman Peel High SRB			50,000		- 50,000
Children's Services	External Funding	**EC4970**	Acle Academy SRB			50,000		- 50,000
Children's Services	External Funding	**EC4990**	High Needs Provision Capital			- 2,000,000		2,000,000
Children's Services	**External Funding Total**					**- 1,756,860**		**1,756,860**
Children's Services	NCC Borrowing and Capital Receipts	**EC4422**	Easton Land Acquisition			- 106,000		106,000
Children's Services	NCC Borrowing and Capital Receipts	**EC4695**	Basic need			- 100,000		100,000
Children's Services	NCC Borrowing and Capital Receipts	**EC4747**	CM - SEND			- 399,980		399,980
Children's Services	NCC Borrowing and Capital Receipts	**EC4949**	Children's Home Expansion			1,132,280		- 1,132,280
Children's Services	NCC Borrowing and Capital Receipts	**EC4958**	Swaffham SEN Land			137,300		- 137,300
Children's Services	**NCC Borrowing and Capital Receipts Total**					**663,600**		**- 663,600**
Children's Services Total						**- 1,093,260**		**1,093,260**

SR SubCom	Funding Type	Project code	Project Description	Sum of 23-24 reduction	Sum of 23-24 increase	Sum of Reprofile 23-24	Sum of FY movement	Sum of Reprofile FY
Adult Learning	NCC Borrowing and Capital Receipts	**LA9007**	Wensum Lodge Development			11,260	- 5,515,020	- 11,260
Adult Learning	**NCC Borrowing and Capital Receipts Total**					**11,260**	**- 5,515,020**	**- 11,260**
Adult Learning Total						**11,260**	**- 5,515,020**	**- 11,260**
County Farms	NCC Borrowing and Capital Receipts	**CB0117**	Burlingham - Harefen Farm - Extension to House			- 149,000		149,000
County Farms	NCC Borrowing and Capital Receipts	**CB0120**	County Farms Statutory Compliance	- 147,000		- 21,000		21,000
County Farms	**NCC Borrowing and Capital Receipts Total**			**- 147,000**		**- 170,000**		**170,000**
County Farms Total				**- 147,000**		**- 170,000**		**170,000**
Environment	NCC Borrowing and Capital Receipts	**PQ7005**	Environmental Policy			- 471,000		471,000
Environment	NCC Borrowing and Capital Receipts	**PQ7010**	Natural Capital			- 480,000		480,000
Environment	**NCC Borrowing and Capital Receipts Total**					**- 951,000**		**951,000**
Environment Total						**- 951,000**		**951,000**
Highways	External Funding		Miscellanous virements below £500k		169,610			
Highways	External Funding	**PKA122**	Gt Yarmouth, Harfreys Roundabout Improvement work		1,262,490			
Highways	External Funding	**PAA003**	Norwich - Transforming Cities bid			- 3,056,620		3,056,620
Highways	External Funding	**PAA005**	Norwich, Cromer Road and Aylsham Road	- 118,930				
Highways	External Funding	**PBA025**	Norwich ZEBRA - Bus Infrastructure Scheme			- 737,240		737,240
Highways	External Funding	**PEA027**	Nch, Earlham 5ways R/about Imps	- 750				
Highways	External Funding	**PEA035**	Transforming Cities - Nch - Hethersett cycle	- 8,820				
Highways	External Funding	**PF3041**	Local Highway Improvement	- 3,650				
Highways	External Funding	**PJA108**	Holt Fish Hl/Market Plce (Pedn) & Church St (Park)	- 14,640				
Highways	External Funding	**PKA018**	GT YARM THIRD RIVER XING			- 572,540		572,540
Highways	External Funding	**PKA021**	West Winch Bypass - Local Road Schemes			- 4,210,950		4,210,950
Highways	External Funding	**PKA024**	Long Stratton - Long Stratton Bypass			612,580		- 612,580
Highways	External Funding	**PKA062**	Norwich - Transforming Cities - Feas Funding	- 4,370				
Highways	External Funding	**PKA069**	King's Lynn, Southgates Roundabout Study	- 135,030		- 731,670		731,670
Highways	External Funding	**PKA076**	Norwich Transforming Cities - Tranche 1 Fees	- 20				
Highways	External Funding	**PM9999**	Other Highways Schemes Budget & Forecast	- 5,206,720				
Highways	**External Funding Total**			**- 5,492,930**	**1,432,100**	**- 8,696,440**		**8,696,440**

SR SubCom	Funding Type	Project code	Project Description	Sum of 23-24 reduction	Sum of 23-24 increase	Sum of Reprofile 23-24	Sum of FY movement	Sum of Reprofile FY
Highways	NCC Borrowing and Capital Receipts		Miscellanous virements below £500k		160,040		- 319,390	
Highways	NCC Borrowing and Capital Receipts	PGA061	Caister on Sea Caister bypass Local Safety Scheme		700,000			
Highways	NCC Borrowing and Capital Receipts	P00012	Ketteringham depot - Strategic Salt Store	- 40,000				
Highways	NCC Borrowing and Capital Receipts	PGA066	Countywide ANoC11 - Countywide LED replacement	- 2,270		2,846,100		- 2,846,100
Highways	NCC Borrowing and Capital Receipts	PKA018	GT YARM THIRD RIVER XING			- 2,036,000		2,036,000
Highways	NCC Borrowing and Capital Receipts	PKA069	King's Lynn, Southgates Roundabout Study			- 96,300		96,300
Highways	NCC Borrowing and Capital Receipts	PKA087	King's Lynn - Pullover Roundabout			- 35,010		35,010
Highways	NCC Borrowing and Capital Receipts	PKA103	Countywide - Transforming Cities Fund Tranche 2				- 8,000	
Highways	NCC Borrowing and Capital Receipts	PLA476	Countywide - On-Street pkg sch dev costs				- 456,610	
Highways	NCC Borrowing and Capital Receipts	PLA941	West Winch Main Road - Ped Crossing			16,190		- 16,190
Highways	NCC Borrowing and Capital Receipts	PM9999	Other Highways Schemes Budget & Forecast			- 261,380		261,380
Highways	NCC Borrowing and Capital Receipts	PMA259	North Walsham - Market Town Drainage				- 16,200	
Highways	NCC Borrowing and Capital Receipts	PMB172	Nch, Bracondale/King St - traffic signal mtce			- 40,000		40,000
Highways	NCC Borrowing and Capital Receipts	PMB491	Norwich, A1074 Dereham Rd - Resurfacing			- 272,430		272,430
Highways	NCC Borrowing and Capital Receipts	PT6000	Norwich Bus Station - Roof Replacement			- 100,000		100,000
Highways	**NCC Borrowing and Capital Receipts Total**			**- 42,270**	**860,040**	**21,170**	**- 800,200**	**- 21,170**
Highways	Revenue and Reserves	PEA077	Norwich Citywide Cargo Bike Access Audit		20,000			
Highways	Revenue and Reserves	PJA107	Hrstd B1150 Nrwch Rd 30mph TRO & remove St Lights	- 730				
Highways	Revenue and Reserves	PJA119	Cringleford Colney Ln Instal Pay & DisplayMachine		10,000			
Highways	Revenue and Reserves	PKA069	King's Lynn, Southgates Roundabout Study		135,030			
Highways	**Revenue and Reserves Total**			**- 730**	**165,030**			
Highways Total				**- 5,535,930**	**2,457,170**	**- 8,675,270**	**- 800,200**	**8,675,270**

SR SubCom	Funding Type	Project code	Project Description	Sum of 23-24 reduction	Sum of 23-24 increase	Sum of Reprofile 23-24	Sum of FY movement	Sum of Reprofile FY
Libraries	External Funding	**LL0842**	S106 Land at Grove Road, Banham. CEN348		2,530			
Libraries	External Funding	**LL0843**	S106 Land west of Etling View, Dereham. EDE		5,430			
Libraries	**External Funding Total**				**7,960**			
Libraries Total					**7,960**			
Museums	External Funding	**MM0561**	Museum Estate & Development Fund			- 477,820		477,820
Museums	**External Funding Total**					**- 477,820**		**477,820**
Museums	NCC Borrowing and Capital Receipts	**MM0559**	GFW Environmental Landscape Mgmt project			- 54,740		54,740
Museums	NCC Borrowing and Capital Receipts	**MM0560**	Gressenhall Museum Fabric Maintenance			- 174,830		174,830
Museums	**NCC Borrowing and Capital Receipts Total**					**- 229,570**		**229,570**
Museums Total						**- 707,390**		**707,390**
Offices	NCC Borrowing and Capital Receipts	**CA2232**	VARIOUS:FIRE SFTY REQUIRE			- 100,000		100,000
Offices	NCC Borrowing and Capital Receipts	**CA2234**	Old - Asbestos Survey & Removal			- 299,880		299,880
Offices	NCC Borrowing and Capital Receipts	**CA2248**	Corporate Offices Capital Maintenance			- 719,000		719,000
Offices	NCC Borrowing and Capital Receipts	**CA2253**	SPACE 2019	- 152,000				
Offices	NCC Borrowing and Capital Receipts	**CA2259**	Corporate Maintenance - Fire Property			- 200,000	- 146,000	200,000
Offices	NCC Borrowing and Capital Receipts	**CA2266**	Accommodation Rationalisation Programme 2019-2022	- 100,000		- 100,000		100,000
Offices	NCC Borrowing and Capital Receipts	**CA2270**	Corporate Minor Works - Other (20/21)			- 204,000		204,000
Offices	NCC Borrowing and Capital Receipts	**CA2271**	Childrens Homes Refurbishment Programme (20/21)			51,000		- 51,000
Offices	NCC Borrowing and Capital Receipts	**CA2274**	NFRS Appliance Bay Door Replacement (20/21)	- 3,950				
Offices	NCC Borrowing and Capital Receipts	**CA2293**	CPT - NFRS Hethersett Drill Tower			- 95,740		95,740
Offices	NCC Borrowing and Capital Receipts	**CA2296**	CPT - NFRS Nth Earlham Fire Station Air Con	- 720				
Offices	NCC Borrowing and Capital Receipts	**CA2301**	County Hall South Wing Cladding & other	- 56,000				
Offices	NCC Borrowing and Capital Receipts	**CA2315**	NFRS Introduction of LEV Systems			- 350,000		350,000
Offices	**NCC Borrowing and Capital Receipts Total**			**- 312,670**		**- 2,017,620**	**- 146,000**	**2,017,620**
Offices Total				**- 312,670**		**- 2,017,620**	**- 146,000**	**2,017,620**

SR SubCom	Funding Type	Project code	Project Description	Sum of 23-24 reduction	Sum of 23-24 increase	Sum of Reprofile 23-24	Sum of FY movement	Sum of Reprofile FY
Records	NCC Borrowing and Capital Receipts	**RO1010**	Accommodation Longevity			- 44,030		44,030
Records	NCC Borrowing and Capital Receipts	**RO1020**	Capital Costs: Collection Management			- 83,760		83,760
Records	NCC Borrowing and Capital Receipts	**RO1030**	NRO 2050 Vision			- 59,390		59,390
Records	NCC Borrowing and Capital Receipts	**RO2000**	NRO Metadata Migration Project			- 3,400		3,400
Records	**NCC Borrowing and Capital Receipts Total**					**- 190,580**		**190,580**
Records Total						**- 190,580**		**190,580**
Waste	NCC Borrowing and Capital Receipts	**PQ3040**	Caister Transfer Station			- 606,490		606,490
Waste	NCC Borrowing and Capital Receipts	**PQ3046**	Landfill Boreholes	- 20,000				
Waste	NCC Borrowing and Capital Receipts	**PQ3808**	Leachate Treatment			- 40,940		40,940
Waste	**NCC Borrowing and Capital Receipts Total**			**- 20,000**		**- 647,430**		**647,430**
Waste Total				**- 20,000**		**- 647,430**		**647,430**
CES TOTAL				**- 6,015,600**	**2,465,130**	**- 13,348,030**	**- 6,461,220**	**13,348,030**
Overall programme movement period 5				**- 6,015,600**	**2,485,520**	**- 16,259,280**	**- 6,461,220**	**16,259,280**