Norfolk County Council

Cabinet

Date:	**Monday 1 July 2024**
Time:	**10 am**
Venue:	**Council Chamber, County Hall, Martineau Lane, Norwich NR1 2DH**

Membership	**Role**
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 James Bensly	Cabinet Member for Environment and Waste
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

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 3 June 2024 **Page 5**

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 Tuesday 25 June 2024. 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 25 June 2024.

8 Norfolk & Suffolk Music Hub Grant Award **Page 26**

Report by the Executive Director of Children's Services

9 Extension of Norse Highways Service Level Agreement **Page 33**

Report by the Lead Director for Infrastructure

10 Stronger Families 3 Year Contract Renewal **To Follow**

Report by the Executive Director of Children's Services

11 Health Safety and Well-being End of Year report 2023-24 **Page 43**

Report by the Executive Director of Strategy and Transformation

12 Corporately Significant Vital Signs **Page 74**

Report by the Executive Director of Strategy and Transformation

13 Quarterly Risk Management Report **Page 90**

Report by the Director of Strategic Finance

14 Annual Risk Management Report 2023-24 **Page 144**

Report by the Director of Strategic Finance

15 Finance Monitoring Report 2024-25 P2: May 2024 **Page 155**

Report by the Director of Strategic Finance

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

Decision by the Cabinet Member for Finance

- Great Yarmouth Market Place Public Realm Improvement Scheme – Gt Yarmouth Borough Council Funded Project

Decision by the Cabinet Member for Highways, Infrastructure and Transport

- PRA011 Horsford Bus Gate HADBA – Traffic Regulation Order
- Downham Market, Several Roads, Prohibition of Waiting Restrictions – Vicinity of the Rail Station

Decision by the Leader and Cabinet Member for Strategy and Governance

- New Anglia Capital

Decision by the Cabinet Member for Children's Services

- Schools Catering Group Contract

Tom McCabe
Chief Executive
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Date Agenda Published: 21 June 2024

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Norfolk County Council

Cabinet
Minutes of the Meeting held on 03 June 2024
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 James Bensley	Cabinet Member for Environment and Waste
Cllr Bill Borrett	Cabinet Member for Public Health and Wellbeing
Cllr Fabian Eagle	Cabinet Member for Economic Growth
Cllr Jane James	Cabinet Member for Corporate Services and Innovation
Cllr Graham Plant	Cabinet Member for Highways, Infrastructure and Transport
Cllr Alison Thomas	Cabinet Member for Adult Social Care

Deputy Cabinet Members Present

Cllr Shelagh Gurney	Deputy Cabinet Member for Adult Social Care
Cllr Greg Peck	Deputy Cabinet Member for Finance
Cllr Karen Vincent	Deputy Cabinet Member for Children's Services

Executive Directors and Directors Present:

Hollie Adams	Committee Officer
Harvey Bullen	Director of Strategic Finance
Paul Cracknell	Executive Director of Strategy and Transformation
Kat Hulatt	Director of Legal Services and Monitoring Officer
Tom McCabe	Chief Executive
Chris Starkie	Director of Growth and Investment
Sara Tough	Executive Director of Children's Services

1 Apologies for Absence

1.1 Apologies were received from the Cabinet Member for Children's Services and the Cabinet Member for Communities and Partnerships.

2 Minutes from the meeting held on 08 May 2024

2.1 Cabinet agreed the minutes of the meeting held on Monday, 08 April 2024 as an accurate record.

3 Declaration of Interests

3.1 the Cabinet Member for Corporate Services and Innovation declared a non-pecuniary interest related to item 11, "Planning Obligation Standards 2024" as a County Council appointed director of Repton Property Developments.

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 The Chair gave an update:

- As Leader of the Council, the Chair of Cabinet had delegated authority to appoint to internal and external bodies that were not appointments reserved to full Council.
- These appointments had been made for the municipal year and the Chair was consulting with group leaders on who they had nominated to sit on these bodies. Once finalised, the updated appointments would be published on the Council's website and organisations would be advised where appropriate.
- With County Council elections in May 2025, this would be an appropriate time to carry out a review of all internal and external bodies; the Chair had asked officers to carry this out in the coming months.
- The Chair had been reviewing the role of Member Champions and would ask the Scrutiny and Governance Working group for their feedback on the appropriateness of these positions; this would be fed into the review of internal and external bodies.

6. Public Question Time

6.1 The questions received from members of the public and responses to them are published in appendix A of these minutes.

7 Local Member Questions/Issues

7.1 The questions received from Members and responses to them are published in appendix B of these minutes.

7.2.1 Cllr Dan Roper asked a supplementary question:

- The recycling centre at North Norwich was important for providing employment but traffic problems here were foreseen when the Mayton Wood centre was closed. Cllr Roper queried whether a booking system would help manage traffic problems. He noted that a booking system would have to be restrictive so queried whether other alternatives had been considered.

7.2.2 The Cabinet Member for Highways, Infrastructure and Transport replied that only highways elements had been looked at so far. A booking system would restrict how many people could turn up within each 15-minute period and help mitigate traffic issues, but a decision had not been made on this.

7.2.3 The Deputy Cabinet Member for Adult Social Care added that the greeting system at this recycling centre had been improved which had helped speed up throughput.

8. Annual Treasury Management Outturn Report 2023-24

8.1.1 Cabinet received the report setting out details of the 2023-24 treasury activities and highlights compliance with policy and strategy previously approved by Members in relation to treasury management.

8.1.2 The Vice-Chair introduced the report to Cabinet:

- This report gave an overview of treasury activity over the previous financial year, 2023-24, and showed that Norfolk County Council had complied with legislative and regulatory requirements and complied with policies and strategies.
- Key actual prudential and treasury indicators were summarised on page 35 of the report.
- Gross external debt on 31 March 2024 was £860m, which was lower than in 2023 and the forecast level, including debt for Private Finance Initiative (PFI) and leasing. The level of actual debt borrowed was £819m. Norfolk County Council was committed to pay unitary charges to Private Finance Initiative (PFI) providers and lease payments to the leasing company and so gross debt was higher than actual debt.
- The Council undertook no new borrowing in 2023-24 despite capital expenditure of £244.865m. Of this expenditure, £192.7m was sourced externally such as from the Department for Transport (DfT) and Department for Education (DfE) while £52.15m was funded through internal borrowing. This meant that the under borrowed position had been maintained and the capital borrowing need was not fully funded with loan debt as cash balances were used as an interim measure.
- Capital projects would be subject to scrutiny by the Capital Review Board, with spending departments submitting bids to a central pool of capital.
- Appendix B of the report showed that £18.9m Public Works Loan Board funding had been repaid. Financing costs stood at £7.96% of net revenue including Minimum Revenue Provision.
- On 18 sept 2023 Norfolk County Council repaid £11.25m debt with Commerce Bank which would have incurred a 6.31% interest charge by using investment balances
- This report had also been taken to the treasury management panel.

8.2 The Cabinet Member for Public Health and Wellbeing noted the low external borrowing compared to the size of the capital programme.

8.3 Cabinet **RESOLVED**:

1. To approve the actual 2023-24 prudential and treasury indicators in the report as set out in Annex 1 of the report
2. To endorse and recommend to County Council the Annual Treasury Management Outturn Report 2023-24 as set out in Annex 1 of the report

8.4 **Evidence and Reasons for Decision**

The annex attached to this report sets out details of treasury management activities and outcomes for 2023-24, including:

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

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

8.5 **Alternative Options**

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

9. Finance Monitoring Report 2023-24 Outturn

9.1.1 Cabinet received the report setting out summary of the outturn 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.

9.1.2 The Vice-Chair introduced the report to Cabinet:

- Despite the £60m savings required and overspend of £35m in Adult Social Services and Children's Services, Norfolk County Council had delivered a balanced budget.
- Norfolk County Council had been invited to enter a Safety Valve agreement with the Department for Education (DfE) to return the dedicated schools grant to an in-year balanced position and repay the deficit. 38 Local Authorities were on this programme and Norfolk County Council Children's Services were delivering it under "Local First Inclusion". In October 2023, Children's Services entered enhanced monitoring and support with the Department for Education (DfE) to deliver the plan in the same way as other local authorities on the programme. Activity across the Local First Inclusion programme would be reviewed and refreshed to support Department for Education (DfE) and the Council.
- Total capital expenditure in 2023-24 was £245m, of which £200m was externally sourced with the balance coming from cash balances and no new borrowing in-year. This allowed the Council to build a platform for economic growth, provide for its most vulnerable citizen and develop cultural and environmental heritage.
- The Third River Crossing and O&M Campus in Great Yarmouth had been developed, the Long Stratton Bypass had been announced, and work continued on the Special Educational Needs and Disabilities programme, housing with care programme and Norwich Castle Keep project.
- The spike in the 2024-25 budgets would be addressed by reprofiling into future years to bring the capital programme to a sustainable run rate of £260m per year.
- General reserves had been increased to £25.486m; contributions were made to reserves whenever possible while also ensuring that taxpayers contributions were not held unnecessarily. An additional £122m growth had been built into the 2024-25 budget to ensure a good service and Medium-Term Financial Strategy could be delivered to residents.
- The Vice-Chair responded to comments raised about reserves by an opposition Councillor and did not agree that Covid-19 funds had been used for purposes other than those intended. Norfolk County Council had applied for Covid-19 funding in line with requirements and reported its use to Cabinet and Government.
- Reserves were earmarked for a range of purposes and reserves were used to ensure services were maintained as shown in the Medium-Term Financial Strategy. This was part of the budget planning process and monitored carefully monthly.
- Council approved the Medium-Term Financial Strategy which showed a planned reduction in non-school balances and reserves.

- The move in local Government funding towards devolution would give an opportunity for some councils to move towards a more long-term strategic view of funding.

9.2 The Cabinet Member for Adult Social Care acknowledged that there was a modest underspend in the budget at that time and discussed the amount of work being carried out by frontline services to reduce overspends.

9.3 The Cabinet Member for Public Health and Wellbeing thanked the Cabinet Member for Finance and officers for their work bringing the budget in on balance. He noted that the population was growing in Norfolk and as people were living longer, they required more help from Council services.

9.4 The Cabinet Member for Highways, Infrastructure and Transport noted the work of officers and Members to bring in external funding from such as from the Department for Transport (DfT) to allow the council to develop much needed infrastructure for growth.

9.5 The Chair thanked officers for their work in ensuring a balanced budget; the Council was prudent and careful with taxpayers' money with a good track record of delivering infrastructure projects.

9.6 Cabinet **RESOLVED**

1. To recognise that the revenue outturn for 2023-24 is a balanced budget after transferring £1.076m to the general fund;
2. To recognise the saving shortfall of £1.845m; being 97% savings delivery in 2023-24, as described in Appendix 1 paragraph 6 of the report, which has been offset by other savings;
3. To recommend to Full Council that the General Balances at 31 March 2024 be increased to £25.486m after a transfer of £1.076m from a contribution to General Balances and underspends in Finance General.
4. To note the £244.864m capital expenditure and funding for 2023-24 and the revised current and future 2024-29 capital programmes, including the reprofiling of £43.027m from 2023-24 into 2024-25 and the addition of £23.635m to the capital programme to address the capital funding requirements from various external and internal sources as set out in summary

9.7 **Evidence and Reasons for Decision**

Please see section 4 of the report.

9.8 **Alternative Options**

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

10. Company Director Appointments

10.1.1 Cabinet received the report setting out changes to director appointments on County Council owned Limited Companies.

10.1.2 The Chair introduced the report to Cabinet. Cllr Elmer had stood down from his position as Director for Hethel Innovation as he had been elected as Leader of South Norfolk District Council.

10.2 The Deputy Cabinet Member for Children's Services stated that NCC Owned Companies Governance Panel had reviewed the changes set out in this report at a recent meeting.

10.3 Cabinet **RESOLVED** to
1. Note the resignations of directors listed in table 1 (section 2) of the report;
2. Approve the company director appointments set out in table 1 (section 2) of the report

10.3 **Evidence and Reasons for Decision**

As set out in the report.

10.4 **Alternative Options**

Cabinet could propose alternative Director appointments, however it was recommended that the individuals listed in table 1 of the report should be appointed as a result of the roles they undertake within the respective companies.

11. Planning Obligation Standards 2024

11.1.1 Cabinet received the report setting out proposed amendments to the Planning Obligation Standards, which were first introduced in 2000 and been updated on an annual basis thereafter.

11.1.2 The Cabinet Member for Highways, Infrastructure and Transport introduced the report to Cabinet:
- The Planning Obligation Standards set out what the council could seek from developers to mitigate the impact of new housing developments specifically for education, libraries, green infrastructure and fire hydrants.
- Each planning application was assessed on a site-by-site basis and only required mitigations were sought.
- Planning obligations were secured through section 106 agreements for education mitigation for all school sectors for improvement or expansion for new schools, library mitigation for expansion of book-stock or new library expansion, green infrastructure of improvements to public rights of way and fees to fund monitoring of signed agreements.
- The Planning Obligation Standards had supported Norfolk County Council to secure over £189m in contributions to fund education, library and green infrastructure. £89m of this had been paid.
- The 2024 review of Planning Obligation Standards had taken an evidence-based approach to review costs sought; education and library costs were lower than the amount needed to deliver infrastructure and so it was proposed to increase them in line with national Government guidance and neighbouring County Council costs.
- Key updates were to secure a new obligation for home-to-school transport for a contribution towards transporting pupils to school where there was

an evidenced need, an increased cost per place for education at a 12-29% increase, an increased education multiplier for Special Educational Needs and Disabilities places from one to six pupils generated per 100 dwellings, an increased amount sought for libraries based on Arts Council England guidance and an increased amount sought for monitoring fee to change to a per trigger amount.

11.2 The Cabinet Member for Adult Social Care was pleased by the proposal for introducing a planning obligation for home to school transport. She queried the multiplier for Special Educational Needs and Disabilities places which was not listed on page 125 of the report. The Director of Growth and Investment confirmed this was included in the obligations.

11.3 The Deputy Cabinet Member for Children's Services also welcomed the report and new obligations set out in the report

11.4 The Chair noted the increased costs seen in home to school transport and Special Educational Needs and Disabilities education and so welcomed these proposals.

11.5 Cabinet **RESOLVED** to approve the 2024 Planning Obligation Standards.

11.6 **Evidence and Reasons for Decision**

The new home to school transport obligation and the increased monitoring fee obligation, are deemed to be fair and reasonable, and align with government guidance and costs sought by County Councils from across the region. The increased library obligations are in line with guidance, supported by government.

11.7 **Alternative Options**

The alternative option would be to continue with the County Council’s existing Planning Obligations Standards (2023) however if the evidence-based costs for education and libraries are not increased there is a risk that the required infrastructure in Norfolk may not be able to be delivered.

12. Norfolk’s Devolution – Local Assurance Framework

12.1.1 Cabinet received the report providing an update on the development of a Local Assurance Framework, required by Government as a condition for the Investment Fund and other devolved funds. Cabinet may then decide whether to allow submission to central government of the draft Local Assurance Framework.

12.1.2 The Chair introduced the report to Cabinet:

- Council was due to make the final decision on devolution in July 2024. If agreed, it would be important to have the correct processes in place to advise the Directly Elected Leader on how the investment fund could be spent.
- It would be important to comply with the Local Government Accountability Framework and English Devolution Accountability Framework; this report set out how the Local Assurance Framework would sit within the Norfolk County Council governance structure, constitution, cabinet system and scrutiny function.

- Work would continue to look into how critical partners could be involved in the Devolution Deal including other Local Authorities, district councils, businesses and education partners. The report set out how stakeholders would be engaged with and how existing structures would be adapted:
  - An investment Board would be set up from the existing Norfolk Local Authority Leaders Group to help all district council leaders and Norfolk County Council shape investments through the Norfolk Investment Fund.
  - A Business Board would be set up as part of integration of the Local Enterprise Partnership functions into the Council.
  - An Employment and Skills Board would be set up to deploy the Adult Education Budget and shape adult education in Norfolk in a way which was tailored towards and help improve the skills of Norfolk Residents.
- The Local Assurance Framework set out how the Council would manage the investment fund and the approach to be taken to ensure value for money and alignment with the Council's Economic Strategy, the process for submitting bids and the decision making process.

12.2 The Cabinet Member for Economic Growth noted that the business board and skills board would be a collaboration between Norfolk County Council and district councils to involve business leaders and education leaders in doing the best for the county's economy.

12.3 The Vice Chair added that the Local Assurance Framework should change where needed rather than creating new structures; existing ways of doing business would be used to reduce costs.

12.4 Cabinet **RESOLVED** to

1. Approve the draft Local Assurance Framework, (including the Boards information) as part of a devolution deal from government and agree to submit to the Department for Levelling Up, Housing & Communities on behalf of Norfolk County Council for a full and formal review.
2. Delegate authority to the Director for Growth & Investment to make minor amends, following feedback from the Department for Levelling Up, Housing & Communities, and agree that any material changes should be brought back to Cabinet.

12.5 **Evidence and Reasons for Decision**

Please see section 3 of the report.

12.6 **Alternative Options**

Please see section 5 of the report.

13. Norfolk's Devolution – Strategic Skills Plan and Readiness Conditions for the Adult Education Budget (now known as Adult Skills Funding)

13.1.1 Cabinet received the report providing an update on the Adult Skills Funding element of the deal and our progress towards meeting the government's readiness conditions, which include the development of a Strategic Skills Plan, to enable cabinet to decide for officers to submit this information to central government on behalf of Norfolk County Council.

13.1.2 The Cabinet Member for Economic Growth introduced the report to Cabinet:

- Control of the adult education budget would enhance and support what the council could do with funds from Devolution. If the Devolution deal was agreed, the council would have control of a £12.85m budget currently controlled by Westminster and distributed between 170 organisations some of whom had little or no connection to Norfolk. Under Devolution, Norfolk County Council would be able to control and direct skills and training to where it is needed across the whole of the county including rural areas.
- In other areas in the country where this funding has been devolved a 10% increase in residents entering adult education had been seen, which in Norfolk would mean an additional 1400 qualifications per year.
- the Cabinet Member for Economic Growth highlighted paragraph 4.2 on page A8 of the report which said: “Control of the funding for Adult Skills enables Norfolk to make decisions about courses and training to better benefit Norfolk residents and businesses by developing and delivering targeted programmes to address the unique and very different challenges across such a large and devolved county.”

13.2 The Chair noted that upskilling residents would help them to gain better paid jobs and attract new industries into Norfolk.

13.3 The Cabinet Member for Environment and Waste noted that this report tied in with the delivery of the new O & M campus in Great Yarmouth.

13.4 The Cabinet Member for Highways, Infrastructure and Transport discussed the new college being built in Gt Yarmouth; the skills gap in the county had been recognised and this change in funding would help people in the county.

13.5 The Chair noted that some people had to go out of county to gain skills needed for employment and some did not return. Providing these skills in Norfolk would therefore be beneficial for residents and for Norfolk’s economy.

13.6 Cabinet **RESOLVED** to

1. Agree to accept Adult Skills Funding from central government, c£12m from August 2025, under a devolution deal from government.
2. Support the collaborative and evidenced based approach undertaken across Norfolk to build and develop our Strategic Skills Plan.
3. Approve the Strategic Skills Plan for submission to government on behalf of Norfolk County Council.
4. Approve the Adult Skills readiness conditions’ preparation for submission to government on behalf of Norfolk County Council.
5. Delegate authority to the Director for Growth & Investment to make decisions for Adult Skills in consultation with the Cabinet Member for Economic Growth and in line with Norfolk County Council’s constitutional scheme of delegation.

13.7 **Evidence and Reasons for Decision**

Please see section 3 of the report.

13.8 **Alternative Options**

The Deal for Norfolk was contingent upon a County Council resolution to change the current leader and cabinet executive governance model to a ‘directly elected leader and cabinet’ governance model in December 2023.

If Council do not agree to change the model of governance, then the Adult Education Budget funding will not be received.

14. Decisions made since last meeting

14.1.1 Cabinet noted the delegated decisions which had been taken, as set out in the agenda

15 Norfolk’s Devolution - Norfolk Brownfield Housing Fund

15.1 The Chair noted that appendix D of this report contained exempt information as defined by paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. Cabinet agreed that the information in Appendix D should remain exempt, however concluded that they could make their decision on this report without discussing the contents of Appendix D.

15.2 Cabinet received the report setting out details of the Brownfield Housing Fund was set up by the Department for Levelling up, Housing and Communities to support the national housing agenda and the £7m funding offered via this as part of Norfolk’s devolution deal to deliver 455-583 new homes.

15.3 The Cabinet Member for Highways, Infrastructure and Transport welcomed the funding noting that if brownfield sites could be developed, green field sites would not have to be developed on.

15.4 The Cabinet Member for Corporate Services and Innovation introduced the report to Cabinet:

- this fund was designed to bring back neglected areas, support regeneration projects and boost local economies. The fund would unlock barriers to affordable housing generation and housing growth.
- Brownfield sites were usually derelict sites and disused land which did not enhance communities and were often seen as blights which residents wanted dealt with.
- This report had been presented to Infrastructure and Development Select Committee who recognised the benefits of the work.
- The report showed the benefits that the County Deal could deliver when working together with district councils to benefit local residents.

15.5 The Vice-Chair agreed with the Cabinet Member for Corporate Services and Innovation that this would support working with district councils to increase funding from Government.

15.6 The Chair noted that this was the last year in the spending round but hoped that in the next spending review there would be more money for brownfield funding.

15.7 Cabinet **RESOLVED** to:

1. Agree to accept Brownfield funding from central government, which is £6.98m over two years, to be spend on relevant projects from this longlist, subject to detailed assessment of applications, under a devolution deal from government.
2. Support the collaborative approach undertaken across Norfolk's councils to develop a draft pipeline of Brownfield projects.
3. Agree the submission of the draft Brownfield pipeline (longlist) to the Department for Levelling Up, Housing and Communities on behalf of Norfolk County Council.
4. Delegate authority to the Director of Property to agree the final projects with the Cabinet Member for Corporate Services & Innovation and in line with Norfolk County Council's constitutional scheme of delegation

15.8 **Evidence and Reasons for Decision**

Please see section 3 of the report.

15.9 **Alternative Options**

The Brownfield Housing Fund, as part of a Level 3 deal, was contingent upon a County Council resolution to change the current leader and cabinet executive governance model to a 'directly elected leader and cabinet' governance model on 23 July 2024.

If Council does not agree to change the model of governance, then the Council will not be able to proceed with a Level 3 agreement. In that case, the Brownfield Housing Fund would not be available to Norfolk.

16 Exclusion of the Public

16.1 Cabinet agreed not to exclude the public on the basis that they were able to proceed with the decisions in item 15 without discussing the contents of the exempt appendix.

17 Devolution - Norfolk Brownfield Housing Fund. Exempt appendix D

17.1 Cabinet noted the exempt appendix.

The meeting ended at 10:56

Chair of Cabinet

Cabinet
3 June 2024
Public & Local Member Questions

	Public Question Time
6.1	**Question from John Martin**
	By what amounts, respectively, do the sums of (a) £46.118m (b) £50.156m and (c) £68.991m set out at paragraph 6.10.2 of the officers' report to the Cabinet meeting on 4 December 2023 in relation to the Norwich Western Link project require to be adjusted to take into account the relevant early termination payments due to Ferrovial Construction (UK) Ltd under the building contract dated 12 July 2021? (I am mindful that when the Saddlebow waste incinerator project was scrapped, the Council faced termination costs of over £33m.)
	Response from the Cabinet Member for Highways, Infrastructure and Transport
	Cabinet and Full Council agreed to award the contract for the Norwich Western Link project in June 2021. In that report it was highlighted that: "It should be noted that by entering into the contract, NCC is not obliged to continue to the next stages of the contract, and during Stage One would only be paying the project development fees incurred by the contractor." This has not changed, and there are no penalties for not progressing to stage 2 (construction) of the contract with Ferrovial Construction Ltd.
	Supplementary question from John Martin
	Eight months ago, the DfT confirmed a grant of £213m on the basis of the OBC and subject to conditions. Since then the Cabinet has stated several times that this figure may be greatly increased, even to the extent of covering the whole of the final cost of the project. (The present estimated cost is £274m.) Does the Cabinet still believe this and, if so, what is the basis for that belief?
	Response from the Cabinet Member for Highways, Infrastructure and Transport
	The Outline Business Case approval letter provided by DfT in October 2023 set out that: "The Prime Minister's announcement of Network North on 4th October included provision for increased funding for most existing Major Road Network and Large Local Major road schemes. These schemes, subject to successful business case approval, could benefit from an uplift in government contribution of their costs based on the Outline Business Case stage. We are currently considering the details of how this will apply to schemes and I will write to you again with further information on this, and details of any increase in the Department's contribution, once the position is clear."

	Public Question Time
	This provides a clear indication that funding from Department for Transport (DfT) could be increased to reflect the full Outline Business Case value, which at that stage was £251m. This has not changed, however the guidance from DfT regarding Network North funding is still awaited. This was set out in the report to Cabinet in December 2023: “DfT have agreed to grant funding of £24.815 million in the current financial year (2023/24) following the OBC decision. In addition, it has also indicated that funding of up to 100% of the NWL (based on the OBC submission of £251.1m) is possible. This is subject to further guidance and agreement with DfT, which is yet to be provided.”
6.2	**Question from Alex Catt**
	With the increasing threat of the climate crisis, many people are looking for those ways in which they can make a personal difference, but we know that the best way to reduce emissions is system-wide change. Many people find it difficult to make the switch an electric vehicle because there is no cheap and easy option for EV charging for those without off-road parking. Plans to install public charging stations is a small step in the right direction but this is still inconvenient and costly, making this switch prohibitive. Will the cabinet explore accessible solutions for at-home EV charging, looking at schemes such as Kurbo Charge or Gul-e?
	Response from the Cabinet Member for Environment and Waste
	Norfolk County Council adopted an Electric Vehicle strategy in 2021 which recognises that electric vehicles will play an important part in achieving our ambitious target for carbon neutrality. In this strategy we recognised that a key barrier to the uptake of electric vehicles is a lack of suitable charging infrastructure. To address this, we are working with the private sector who wish to deliver publicly available charging infrastructure in residential areas which focuses on providing the right solution in the right location. We have considered emerging technical solutions for home charging cables such as those you mention as part of this. However, once installed ongoing maintenance and inspection by the County Council would be required and should the homeowner sell or move then liability for removal and reinstatement of the footway would fall to the Highway Authority. Therefore, these are not options which we are currently considering.
	Supplementary question from Alex Catt
	The current policy on licences for at-home EV charging is still preventing many from making the switch to an electric vehicle as public charging points can be expensive and inconvenient, especially for specific groups in society, with some residents having licence applications rejected despite efforts to find solutions for at-home parking which does not involve any safety risks to those using the highway. Will the cabinet look again at this policy?

	Public Question Time
	Response from the Cabinet Member for Environment and Waste
	The County Council has developed a fair but robust Electric Vehicle Charging Cable licencing process. This includes comprehensive assessment criteria as we were clear from the start that a proliferation of charging cables and differing standards of protection would not be welcome by residents and other highway users including those who use mobility aids to travel. We have struck a balanced approach that addresses the needs of residents alongside the roll out of public residential charge points. Where public charge points are installed or are going to be installed, we feel it right to limit the licencing of charging cables in that area but will always consider each case on its merits. We have worked with the providers of public charge points to ensure that they are accessible to all user groups. Where cable licences are granted, we require cable protection to be provided when they are in use and removed when not. This is a cost-effective solution for residents that does not require a permanent installation and has minimal impact on other highway users.

Cabinet
3 June 2024
Public & Local Member Questions

	Local Member Question Time
7.1	**Question from Cllr Brian Watkins**
	The latest announcement from the Conservative Government to reintroduce National Service would see £1.5bn diverted away from the UK Shared Prosperity Fund from 2028. This announcement is concerning, comes without consultation and will surely be a detriment to the country's, and Norfolk's, long-term levelling-up ambitions. Can the leader reassure residents that this policy will not be to the detriment of the levelling-up of Norfolk, and what repercussions could the ending of this fund have for our long-term plans?
	Response from the Leader and Cabinet Member for Strategy and Governance
	The levelling up of Norfolk is being pursued under a devolution deal, which is a bespoke arrangement with Government and will bring in £600m for the County to target Norfolk's own priorities, including investing in the skills we need and attracting and retaining key businesses. We remain positive that the next Government will want to honour this additional commitment to Norfolk, its residents and businesses.
	Second question from Cllr Brian Watkins
	It is welcome to see this council looking at ways to maximise its income to offset potential cuts to services, the move by some of our district councils to introduce a windfall tax on second homes obviously has financial benefits for our own coffers. However, there are obstacles to this, can the Cabinet Member identify why some districts are against introducing this windfall tax?
	Response from the Cabinet Member for Finance
	I do not believe that it is appropriate for me to respond on behalf of the District Councils on this matter.
7.2	**Question from Cllr Dan Roper**
	The Cabinet Members for Environment & Waste and Highways Infrastructure & Transport recently received an email from St Faiths Parish Council highlighting concerns about peak time queues, traffic management and inconvenience for residents at the North Norwich recycling centre. Indeed, on occasions it is reported that the traffic queue has impacted on traffic using the A140 roundabout for the Broadland Northway. Could the Cabinet Members please outline what action will be taken to address these concerns.
	Response from the Cabinet Member for Highways, Infrastructure and Transport
	An email has been received from Horsham & Newton St. Faiths Parish Council which has highlighted concerns relating to traffic congestion in the vicinity of the North Norwich recycling centre. I can confirm that this matter is being reviewed by both highways and waste officers to establish whether there are reasonable measures that can be put in place to mitigate the concerns raised, in the interim, until a booking

	Local Member Question Time
	system is introduced later this year. In addition, our site operators have already provided extra staff and signage to improve traffic flow and reduce queuing times.
7.3	**Question from Cllr Rob Colwell**
	Since this council changed the policy of weed spraying of verges in 2023 to once a year, as part of a cost cutting exercise, many residents have expressed concern about the scruffy nature of their street or estate. Residents once again are feeling that they are paying more council tax for less services, will the council consider individual requests for a second spray if any initial spray does not suffice?
	Response from the Cabinet Member for Environment and Waste
	The weed spraying policy was changed last year with cross party support. The change in policy reduced the amount of weedkiller used on highway by the Council by around 50%, which benefits the environment. The application of weed killer is most effective when there are weeds to spray. As such, the planned annual countywide application will start in June. If, after this treatment has been applied and given time to become effective, weeds are still present, these can be reported to the Council in the usual way. An assessment can then be made to determine whether further remedial action is required.
	Second question from Cllr Rob Colwell
	The Queen Elizabeth Hospital has stopped free parking for staff. Local residents have expressed concerns about increased parking in residential areas nearby. Please can the requests of local residents for a consultation on expanding the parking permit area of Springwood be undertaken as soon as possible?
	Response from the Cabinet Member for Highways, Infrastructure and Transport
	As a Member of the County Council this is a matter which should be raised with your Highways Engineer in the first instance.
7.4	**Question from Cllr David Sayers**
	Given the ruling of the European Court of Human Rights, which establishes that a failure to address climate change adequately violates Article 2 of the European Convention on Human Rights, how does this Cabinet intend to incorporate this legal precedent into NCC's climate action plans and policies and what specific steps will be taken to ensure NCC fulfils its climate obligations while upholding human rights standards?
	Response from the Cabinet Member for Environment and Waste
	The court found that the Swiss Government had failed to implement a carbon budget towards limiting its greenhouse gas emissions. As you will know the UK has implemented such a budget as part of its legal commitment to reach net zero by 2050, and the council's policy is to use its powers, influence and partnerships towards supporting the county's low carbon development in line with the UK-wide target and trajectory.
	Second question from Cllr David Sayers

	Local Member Question Time
	I have received numerous concerns from residents concerning rat running along Lynnsport Way, Winter Nellis Way and Marsh Lane. This practice disrupts the community and endangers residents and cyclists. Notably, a young girl was previously knocked over and seriously injured by a vehicle. Given these serious concerns, could you advise on measures the council can take to address this issue and ensure safety? Specifically, what immediate actions can be taken to mitigate these dangers?
	Response from the Cabinet Member for Highways, Infrastructure and Transport
	As a Member of the County Council this is a matter which should be raised with your Highways Engineer in the first instance to see if any appropriate measures can be funded through your Local Member Fund.
7.5	**Question from Cllr John Crofts**
	Residents of Pott Row along with my fellow Councillor, Rob Colwell, have been monitoring E. coli levels in water pouring out of manholes in the area since January last year. Locals have recently reported that themselves, family members, and their pets are falling ill, citing E. coli poisoning. Just what does this council intend to do in order to protect the health and wellbeing of Norfolk's residents from serious waterborne illnesses both from an infrastructure and health perspective?
	Response from the Cabinet Member for Environment and Waste
	Thank you for highlighting this issue and sorry to hear of the local issues. This is a matter for Environmental Health in the first instance so I would suggest you request that Cllr Colwell raise this issue with your District Council.
7.6	**Question from Cllr Mike Sands**
	The Cabinet Member for Highways, Infrastructure and Transport has now taken to himself all of the decision making powers over roads, since when the number of delays, amounts of disruption and complaints from residents have increased considerably with responses from him that are regarded as complacent and tin eared. Does the Cabinet Member intend to continue to defend everything he does or will he accept his views of his performance are significantly different from many others in the county and take action to improve?
	Response from the Cabinet Member for Highways, Infrastructure and Transport
	The Constitution of Norfolk County Council is quite clear that Cabinet Member has always had the authority to make these decisions. There is always the opportunity for Members to be involved in the consultation process, bearing in mind that the Cabinet Member must still make decisions in a timely manner to ensure scheme delivery. In terms of Norwich specifically, Norwich City Council is represented on the Transport for Norwich steering group, along with other relevant groups, which ensures its voice and views are heard.
	Supplementary question from Cllr Mike Sands
	The Transport for Norwich schemes paid for by the Transforming Cities fund that helped create the recent deluge of disruption roadworks in Norwich has brought

	Local Member Question Time
	some improvements. Transforming Cities funding was intended to be Transformational. How has the Cabinet Member transformed transport in Norwich rather than just made a few expensive changes?
	Response from the Cabinet Member for Highways, Infrastructure and Transport
	The Transforming Cities fund has been transformational by making significant improvements across Norwich. Highlights include the recently completed Heartsease Roundabout scheme that has transformed that area of the city for people who walk and cycle by making it safer and much easier to navigate, something that has been needed for many, many years. The introduction of the very successful and popular Beryl Bike scheme and the trial of e-scooters has given people more choice of sustainable transport options. The transformation of St Stephens Street with the introduction of sawtooth bus stops has enabled passengers to experience a better waiting environment and has reduced delays to buses. Tombland has been reinvigorated with outdoor seating areas and a reduction of the dominance of vehicular traffic. The bus journey time savings from Transforming Cities schemes has levered in additional investment from both bus operators and the government, which has resulted in the 70 new zero emission electric buses in and around Norwich. These are just some examples with more to come, and when looked at in conjunction with the Bus Service Improvement Plan, the people of Norwich now have more choice of safe and reliable transport options.
7.7	**Question from Cllr Mike Smith-Clare**
	Can the Cabinet Member for Public Health and Wellbeing confirm what data does Norfolk Public Health have on children who present in primary care settings like GP surgeries with symptoms of malnutrition?
	Response from the Cabinet Member for Public Health and Wellbeing
	Thank you for your question. As you will know from the Public Health Strategy, Norfolk County Council is working with the NHS to access data in this and other areas to help support the Health Inequality work, which the whole Integrated Care System want to see happen in Norfolk and Waveney. The most recent local child measurement data (2022-23) which is commissioned by Norfolk Public Health and measures heights and weights of ALL children in state schools at Reception and Year 6 shows that 0.8% of Reception children and 1% of Year 6 children are in the category of ‘underweight’. This is significantly lower than national averages for both year groups. There are very few NHS admissions for Children and Young People in Norfolk (around 10 per year) recorded with malnutrition. Sadly the causes are largely

	Local Member Question Time
	associated with long term conditions, which include childhood cancers, congenital heart disease, cystic fibrosis and cerebral palsy.
7.8	**Question from Cllr Julie Brociek-Coulton**
	Has a condition survey been carried out on the Music House and site of the Jurnet's Bar and what work at what cost will need to be completed before the administration's policy of terminating the repairing lease on those properties can be achieved?
	Response from the Cabinet Member for Corporate Services and Innovation
	Norfolk County Council has terminated the lease and returned the property to the freeholder (Norwich City Council). Discussions are ongoing regarding any dilapidations payable.
7.9	**Question from Cllr Chrissie Rumbsy**
	Norwich remains an economic powerhouse for the East. Will the Cabinet Member for Economic Growth ensure its potential and status are recognised and retained in the emerging new economic strategy?
	Response from the Cabinet Member for Economic Growth
	Thank you for your question. Our new economic strategy is an exciting plan for growth to ensure that all parts of Norfolk – urban and rural – can reach their potential. We have been working with hundreds of stakeholders to develop the strategy which will help businesses from sole traders to multinational businesses. This has included two workshops in every district including Norwich, with businesses, education, the voluntary sector and other stakeholders. The strategy will outline steps to boost skills and bring investment into the county as well as measures to help our existing businesses grow. Norwich as our only city and the capital of Norfolk is of course important to the strategy and myself and the Economic team at the county council will continue to promote and support all the areas of the Norwich economy from the shops and market traders to the new economy areas such as gaming and finance support, but so are Kings Lynn, Great Yarmouth and Thetford, as well as our market towns, our villages and rural areas. Norwich and Norfolk deserve recognition for the financial contribution they make to UK PLC and I hope you will join me in promoting this fact and Norfolk business.
7.10	**Question from Cllr Colleen Walker**
	Despite the Leader's stated intention to get improvements and one off sweeteners to the County Deal for Norfolk, the calling of the General Election and departure of Michael Gove mean there have been no improvements or changes achieved by the Leader. Can she explain why she has been so unsuccessful?
	Response from the Leader and Cabinet Member for Strategy and Governance

	Local Member Question Time
	Improvements to the Devolution Deal already achieved include: a revised election date so we can align with the county council elections in May 2025, extra upfront funding for projects such as the QE Hospital in Kings Lynn, Norwich Western Link funding and the O&M Campus in Great Yarmouth. We have been negotiating several other projects across Norfolk, but no further announcements can be made with the General Election in progress. We remain positive that the next Government will want to honour this additional commitment to Norfolk, its residents and businesses.
7.11	**Question from Cllr Steve Morphew**
	It is now clear COVID-19 recovery funds put into business risk reserves are actually being spent on day to day services which was not ci why government gave the council the money. Can the Cabinet Member for Finance confirm what other earmarked reserves intended for spe fic projects have been diverted to fill day to day spending gaps?
	Response from the Cabinet Member for Finance
	Thank you for your question. I do not agree with the assertion that COVID-19 recovery funds have been used for purposes other than they were intended. The Council has applied COVID-19 funding in line with requirements, and the use of this funding has been reported in previous financial years both in the financial monitoring to Cabinet, and in returns to Government. More broadly, the County Council holds earmarked reserves for a range of purposes as detailed within the budget reports to Full Council (see page 225). As part of the annual budget planning process, and ongoing financial monitoring during the year, a detailed review of each of the years within the Medium Term Financial Strategy (MTFS), and planned use of reserves is considered. As I have frequently been on record as stating, despite agreeing a robust and balanced budget for the forthcoming year, reserves are being utilised to ensure that services are maintained. The planned use of reserves is detailed within the Budget papers and in the MTFS approved by Full Council, which shows a planned reduction in non-school general balances and earmarked reserves of 36.72%, from £175.232m in March 2023 to a forecast £110.880m in March 2028. In respect of the 2024-25 Budget, the earmarked reserves and provisions are considered by the Director of Strategic Finance to be adequate and appropriate to reflect the risks they are intended to cover. As part of prudent financial planning, the Council seeks to make contributions to reserves wherever possible as part of the year-end accounts closure process. As reported in the 2023-24 outturn report to Cabinet (page 68), service reserves and provisions (excluding the Dedicated Schools Grant reserve) are £172.636m, subject to any final year end audit adjustments. The additional use of reserves and provisions during 2023-24 to support a balanced outturn position is detailed within the outturn report (see Table 1 on page 74) and amounts to £8.706m. When considering reserves, there is a balance to be struck between ensuring that the Council's reserves and provisions are adequate, while also ensuring that council taxpayers'

	Local Member Question Time
	contributions are not held unnecessarily. In this context, it is considered that the Council has adequate financial reserves to manage the delivery of services and the proposed savings in the financial years covered by the approved MTFS.
	Supplementary question from Cllr Steve Morphew
	Neither the Cabinet Member or Deputy Cabinet Member for Finance attended Scrutiny to allow detailed examination of the budget position for next year despite the date being known well in advance and on the budget timetable approved by Cabinet. That's really not good enough, is it?
	Response from the Cabinet Member for Finance
	Cllr James attended as a representative of the administration as both myself and Cllr Peck had existing commitments, made before this Scrutiny meeting.
7.12	**Question from Cllr Alexandra Kemp**
	Access to doctors surgeries in Lynn's deprived town communities, is critical. When St James' Surgery announced plans, in 2015, to move out to affluent South Wootton, the case was established for a replacement town GP surgery. The new Nar Ouse Surgery Hub is being built. It will house physio and maternity outpatients. But the NHS says there will be no doctors. South, West and Town Centre patients now have to travel the tortuous journey across Lynn to Wootton, after St James moved in March. Does Cabinet agree doctors in the hub are essential to tackle Lynn's health inequalities?
	Response from the Cabinet Member for Public Health and Wellbeing
	Thank you for your question. As you know Norfolk County Council does not have responsibility for NHS primary care services. The provision of this service is the responsibility of the Norfolk and Waveney NHS who I understand have received approval for the business case from NHS England. Of course I fully support easy access to local health services for all of Norfolk's residents. You will see that Norfolk County Council has provided a new bus service that will cover the Primary Care Hub on Nar Ouse Way and the new St James Medical Practice in South Wootton.

Cabinet

Item No: 8

Report Title: Norfolk & Suffolk Music Hub Grant Award

Date of Meeting: 1 July 2024

Responsible Cabinet Member: Cllr Penny Carpenter (Cabinet Member for Children's Services**)**

Responsible Director: Sara Tough, Executive Director Children's Services

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 13 May 2024

Executive Summary / Introduction from Cabinet Member

The work of Norfolk County Council's music service and the opportunity to be the lead organisation for a Music Hub creates a range of positive opportunities for a diverse range of children and young people, including those with SEND and from our more disadvantaged communities. It is an opportunity that fully supports our shared ambition for all children and young people to Flourish.

Following a Hub Investment Process led by Arts Council England, on behalf of the Department for Education, Norfolk County Council has been successful in our bid to be the Hub Lead Organisation for a new Norfolk & Suffolk Music Hub from September 2024.

In line with the County Council's constitution, given the level of Music Hub grant investment being provided, accepting the award and deciding how it will be spent requires a Key Decision by Cabinet.

Recommendations:

1. **To approve acceptance of the £2,015,172 revenue Arts Council England grant funding award to Norfolk County Council to be the Hub Lead Organisation for a Norfolk & Suffolk Music Hub for the period of 1 September 2024 to 31 August 2025 (1 year).**

2. **To approve acceptance of the £661,967 capital Arts Council England grant funding award to Norfolk County Council for the period of 1 September 2024 to 31 August 2026 (2 years) for the purchase of musical instruments and equipment.**

3. **To approve the delegated authority to the Executive Director of Children's Services to approve spend of the revenue and capital grant over the life of the programme, including any period of extension, in accordance with the terms and conditions.**

4. **To agree that the Executive Director for Children's Services will monitor the use and impact of the use of this funding with regular reporting, as required, to Arts Council England, the Department for Education and Cabinet the duration of the programme.**

1. Background and Purpose

1.1 As previously reported in September 2023, a Music Hub Investment Process, led by Arts Council England, on behalf of the Department for Education, commenced in July 2023 for lead organisations to bid to operate local Music Hubs across the country from September 2024.

1.2 The investment process has now been concluded based upon a refreshed Music Hub geography in line with Arts Council England's intentions to reduce the number of Music Hubs across England from 118 to 43.

1.3 This means that the highly successful Norfolk Music Hub will cease to exist in its current format in September 2024.

1.4 On 2 October 2023, Norfolk County Council decided, via the Cabinet Member for Children's Services, to submit a bid to Arts Council England to be the lead organisation for a Norfolk & Suffolk Music Hub.

1.5 On 8 April 2024 Norfolk County Council received confirmation that our bid was successful and that the Arts Council England wishes for the County Council's music service to be the lead organisation for the new Norfolk & Suffolk Music Hub from September 2024.

2. Proposal

2.1 To accept the Arts Council England grant award to Norfolk County Council to be the Hub Lead Organisation for a Norfolk & Suffolk Music Hub from September 2024.

2.2 To approve delegated authority to the Executive Director of Children's Services in relation to approve spend of the Music Hub grant over the life of this programme, including any period of extension.

2.3 To agree that the Executive Director of Children's Services will monitor the use and impact of the grant, including undertaking the relevant reporting required.

2.4 To agree capital funding will be spent in accordance with the terms and conditions of the grant, which includes submission of a purchasing plan to the Department for Education, and phasing of the capital grant drawdown.

3. Impact of the Proposal

3.1 This is an opportunity for Norfolk County Council's music service to maintain its status as a Hub Lead Organisation but for a new Norfolk & Suffolk Music Hub.

3.2 As a Hub Lead Organisation of one of 43 Music Hubs across England, the County Council's music service will be well placed to work across the arts sector, securing engagement from high profile national organisations to support high quality provision and excellent outcomes for Norfolk's children and young people.

3.3 Accepting the award from Arts Council England will ensure that Norfolk's children and young people are able to receive a continuity of offer alongside opportunities to augment and support an enhanced programme of music activity, supporting our shared ambition that Norfolk is a place where all children and young people can flourish.

3.4 As previously reported, the Music Hub programme aligns with the DfE Priority Education Investment programme alongside Arts Council England's Priority Investment Areas and the Levelling Up Agenda which will bring significant further investment into the area to further address inequality and support resilience across our diverse communities.

4. Evidence and Reasons for Decision

4.1 The County Council has committed to endorse and support a shared ambition that Norfolk is a place where all children and young people can flourish.

4.2 The work of Norfolk County Council's music service and the opportunities that will be sustained and further developed to enable a diverse range of children and young people to flourish, including those with SEND and from our more disadvantaged communities, through becoming the lead organisation for the new Norfolk & Suffolk Music Hub.

4.3 Given the demonstrable impact that engagement in music has for individuals, the work of the new Music Hub will continue to help to address Norfolk's

Health and Wellbeing Partnership's priorities to reduce health inequalities, drive integration, prioritise prevention, and enable resilient communities.

5. Alternative Options

5.1 There were no other accepted bids to be the Hub Lead Organisation for the new Norfolk & Suffolk Music Hub. If the County Council were to reject the award, Arts Council England would be required to seek an alternative lead organisation through a new Hub Investment Process, leaving Norfolk's children and young people without the wide range of opportunities being provided by a Music Hub from September.

6. Financial Implications

6.1 The award from Arts Council England for the County Council, via its music service, to be the Hub Lead Organisation for the Norfolk & Suffolk Music Hub will result in the Department for Education providing an investment for the period 1 September 2024 – 31 August 2025 of £2,015,172 revenue funding (1 year) and £661,967 capital funding for the purchase of musical instruments and equipment for the period 1 September 2024 – 31 August 2026 (2 years).

6.2 As previously reported, our current Music Hub brings in significant additional funding and in-kind support from a host of partner organisations, and this will continue and be extended to support direct delivery of music activity across Norfolk and Suffolk.

6.3 Currently, Department for Education funding for Music Hubs is confirmed only until 31 August 2025. However, in line with the National Plan for Music Education which runs until 2030, future funding and strategy for Music Hubs is being planned by both the Department for Education and Arts Council England on the basis of continuation at least until 2030, subject to any spending review.

7. Resource Implications

7.1 Staff:
Acceptance of the Music Hub grant will support the County Council's music service to retain the necessary complement of staff. The County Council will not acquire any employment responsibility for staff employed within commissioned delivery partners including Suffolk County Council.

7.2 Property:
The capital grant cannot be spent on building works. However, the musical instruments and equipment will need to be recorded assets.

7.3 IT: none

8. Other Implications

8.1 Legal Implications:
Norfolk County Council will be accountable to Arts Council England and the Department for Education for the appropriate use of the Music Hub grant, in line with the terms and conditions for the funding. This will include the requirement to manage and oversee any 3rd party organisations commissioned to deliver provision on behalf of the Norfolk & Suffolk Music Hub.

8.2 Human Rights Implications: none

8.3 Equality Impact Assessment (EqIA) (this must be included):
The existing Norfolk Music Hub has completed a detailed equality impact assessment as part of enabling the Music Hub Executive Board's effective oversight over the Music Hub. This approach will be maintained and extended for the Norfolk & Suffolk Music Hub.

8.4 Data Protection Impact Assessments (DPIA): none

8.5 Health and Safety implications (where appropriate): none

8.6 Sustainability implications (where appropriate): none

8.7 Any Other Implications: none

9. Risk Implications / Assessment

9.1 Feedback from Arts Council England on the County Council's bid through the Investment Process to be the Hub Lead Organisation for the new Norfolk & Suffolk Music Hub has indicated that it was assessed to be an extremely strong bid. Their assessment was that the bid demonstrated clear vision and strategy for delivery, and key strengths in relation to our proposals for delivery of the Local Plan for Music Education, our locality-based needs analysis, school engagement opportunities and our progression strategy.

9.2 There is full confidence by Arts Council England in the County Council's music service's capability to be a fully effective lead organisation for the new Norfolk & Suffolk Music Hub. As part of their assessment of our bid, we were considered to pose minor risk to future investment which is the lowest risk rating we could receive.

9.3 The success of the new Music Hub will be dependent on effective local, regional and national relationships and partnerships, including with Suffolk County Council's own music service. Based on our existing positive engagement with a wide range of partners, including colleagues within Suffolk County Council, we assess this risk to be minimal.

10. Select Committee Comments

10.1 Children's Services will bring an update report on the work of the County Council's music service and our progress in establishing and leading the new Norfolk & Suffolk Music Hub to the People and Communities Select Committee late 2024/early 2025.

11. Recommendations

1. **To approve acceptance of the £2,015,172 revenue Arts Council England grant funding award to Norfolk County Council to be the Hub Lead Organisation for a Norfolk & Suffolk Music Hub for the period of 1 September 2024 to 31 August 2025 (1 year).**

2. **To approve acceptance of the £661,967 capital Arts Council England grant funding award to Norfolk County Council for the period of 1 September 2024 to 31 August 2026 (2 years) for the purchase of musical instruments and equipment.**

3. **To approve the delegated authority to the Executive Director of Children's Services to approve spend of the revenue and capital grant over the life of the programme, including any period of extension, in accordance with the terms and conditions.**

4. **To agree that the Executive Director for Children's Services will monitor the use and impact of the use of this funding with regular reporting, as required, to Arts Council England, the Department for Education and Cabinet the duration of the programme.**

12. Background Papers

12.1 None

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

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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: Extension to Norse Highways Service Level Agreement

Date of Meeting: 01 July 2024

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

Responsible Director: Grahame Bygrave, Lead Director Infrastructure & Director for Highways Transport and Waste

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 20 May 2024

Executive Summary / Introduction from Cabinet Member

This report sets out details of the Highways contracts and service delivery, which is based around a high performing model that utilises a 'mixed economy' approach. A key part of this is the Norse Highways Service Level Agreement (SLA), a contract between Norfolk County Council (NCC) and Norse Highways, an NCC owned company, to deliver various highway maintenance works, winter services, fleet services, and other related services.

This SLA has been an important part of NCC's mixed economy arrangements for highway service delivery and has been shown to be high performing in national surveys and external benchmarking.

The SLA has an initial term of five years, ending on 30 September 2024, and an option for a further five-year extension unless terminated by either side. The extension of the SLA is proposed to provide continuity of the high performing service while also allowing a renegotiation for areas where there can be further improved value for money, greater innovation and collaboration, and alignment with the council's climate strategy.

The intention is for the extension to also include new/updated Key Performance Indicators (KPIs) to monitor and evaluate the quality, cost, customer satisfaction, and sustainability of the service delivery.

Recommendations:

1. **Agree to the five year extension of the Norse Highway Service Level Agreement.**

2. **Agree to the new areas of Key Performance Indicators to be implemented within the Service Level Agreement extension.**

3. **Agree to delegate to the Lead Director of Infrastructure and Director of Highways, Transport and Waste, in consultation with the Cabinet Member for Highways, Infrastructure and Transport, the authority to enter into agreements with Norse Highways on the detail of the Service Level Agreement extension.**

1. Background and Purpose

1.1. NCC as Local Highways Authority has responsibility for highways maintenance.

1.2. NCC currently operates a 'mixed economy' model with both internal and externally contracted provision of these services. This includes contracts for the provision of Highway Term Maintenance, Professional Services, and Traffic Signals provision and maintenance, which are currently operated by Tarmac, WSP and Swarco respectively. The built-in extension options for these contracts have already been utilised due to good performance, and with these extensions they will operate until 31 March 2026 and a procurement exercise has already commenced for the replacement of these contracts.

1.3. Alongside these contracts, supporting the delivery of the Highways Service, an existing Service Level Agreement (SLA) with Norse Highways has a break point at the end of year 5 (which is at 30 September 2024) and this is also being reviewed and renegotiated.

1.4. The mixed economy arrangements for highway maintenance have demonstrated a strong performing arrangement where Norfolk achieved a ranking of 1st for overall customer satisfaction within our peer group in the 2023 National Highway & Transportation survey. The successful performance of the NCC Highways contracts was reported to the Infrastructure and Development Committee in July 2023 and March 2024.

1.5. Our current delivery model has also been assessed through the Future Highways Research Group (FHRG). The FHRG is a benchmarking group of local authorities working in partnership with Proving Services (an independent research forum working with Cranfield University) to assess innovations and transformation of the highway service sector, to help local authorities provide a better service and promote best practice. The FHRG assessed NCC's highway service by means of a value for money assessment which compared it with approximately 40 other highway authorities from across the country. The results from the FHRG showed that NCC Highways and Transport service delivers very good value for money and is one of the top three performers across the FHRG local highway authorities in terms of efficiency and effectiveness.

1.6. The FHRG also considered our current contractual model against other possible models and have concluded that our existing mixed economy model delivers value for money when compared with other authorities and contractual models in the sector. The top three performing authorities in the FHRG all used a mixed economy model of delivery for their highway service. The FHRG also noted that there is a trend across the highway sector towards a mixed economy delivery. Most local highways authorities are now coming to market looking for a model that mixes internal and external provision, as NCC currently does.

1.7. An important part of this mixed economy is a service level agreement (SLA) with Norse Highways, an NCC owned company through a Teckal arrangement.

1.8. The contract with Norse Highways began in October 2019 with an initial term of five years and an option for a further five-year extension, unless terminated by 30 September 2024. An agreement is therefore needed to extend for a further five years from 01 October 2024 to maintain the high performing mixed economy model of delivering the highway service.

1.9. The option to extend for a further five years allows NCC to review the current arrangements and set out further key objectives for negotiating service improvements, such as development of new KPIs in additional areas of the service to drive improved value for money, greater innovation and collaboration within and across the service with NCC.

1.10. The negotiation of the extension will also bring the SLA in line with the reprocurement of NCC's other highway contracts which are due to commence in April 2026. Further details of this can be found below via the background papers (see section 12 below) which provides a link to a report that was delivered to the Infrastructure and Development Committee in March 2024.

1.11. The performance of the quality of repairs are monitored and reviewed throughout the contractual arrangements through an internal audit/review process. The performance of the Norse SLA and our other contract arrangements for pothole repairs are all reviewed and reported to members as part of the ‘Performance of Key Highways Contracts’ report presented to the Infrastructure and Development Committee (the last report being in July 2023 – see link below in section 12).

1.12. The Council’s internal Highway Works team was transferred to a new business unit within Norse Eastern Limited, called Norse Highways, from 1 October 2019. Key service areas delivered by Norse Highways, both directly and through its network of sub-contractors, include:

- Highway routine maintenance works (e.g. pothole repairs, drainage works, sign repairs)
- Winter services
- The Norfolk partnership Highways Laboratory (which also delivers pavement design services)
- Fleet Services (including the Norfolk Fire & Rescue Service fleet)
- Fast Lane Training Services
- Grass cutting and weed spraying in Norwich City
- Patching (carriageway and footway) in West and South areas

1.6 The existing contract has an average annual turnover of around £22m. The renegotiation of the contract is expected to maintain a similar level of turnover (subject to future budget allocations) and there is no additional budget request associated with the SLA extension.

1.7 As the initial five-year term is coming to a close on 30 September 2024 a decision is needed to either terminate the existing agreement, or to extend the contract for the further five years from 01 October 2024 to 30 September 2029.

2. Proposal

2.1 The proposal is to extend the Norse SLA for a further five years, with a deed of variation to agree areas of improved productivity and value for money within the service.

2.2 The implementation of the SLA extension should provide greater costing and financial management with a visibility of the schedule of rates model for prediction of ongoing costs to the service.

2.3 The extension will include the development of carbon reduction targets with a reduction in materials used, new lower carbon materials used where appropriate, less excavation, waste and mileage travelled.

2.4 It will also include details to scope out and develop, with Norse Highways, plans for improvements to the Highways Service depots (notably at Ketteringham, Aylsham and King’s Lynn) and the Norfolk Partnership Laboratory.

2.5 It is intended to develop a winter services roadmap to introduce further operational efficiencies and consistency as a result of the decision making process.

2.6 The renegotiation of the next 5 years of the SLA will include developing and agreeing on innovation and collaboration targets. Providing evidence of developing new methods of working which will provide NCC with greater value for money and whole life costing of highway maintenance.

2.7 The new SLA will include current social value initiatives which Norse Highways are already undertaking as well as developing further social value initiatives.

2.8 It will also include the agreement of further Key Performance Indicators (KPIs) to compliment the current KPIs and bring in line with the current and future Term Maintenance Contract. This will include the following areas:

a. Reviewing quality of work.
b. Including well-being in health and safety along with reportable incidents.
c. Programming and delivery of works on time.
d. Viewing cost control.
e. Planning and reviewing customer satisfaction.
f. Demonstration of how business as usual is done collaboratively.
g. Demonstrating the use of sustainable transport, including use of alternative fuels.

3. Impact of the Proposal

3.1 Approval of the extension will allow continued service from Norse Highways for NCC for a further five years as part of the mixed economy arrangements which have delivered a high-quality service for the County Council, as set out in section 1 above.

3.2 The new SLA will include the development of new KPIs in additional areas of the service to drive improved value for money, greater innovation and collaboration within and across the service with NCC.

3.3 The new KPIs are to be developed in areas which the current SLA does not reference, this will lead to measurable improvements for NCC. The KPIs will also be developed to align with the new term service contracts that are being developed (to commence in April 2026) to ensure there is parity in terms of performance targets and their measurability.

3.4 The extension of the SLA will also allow NCC to retain a dynamic, flexible approach to highway delivery, continuing to deliver a high performing service.

4. Evidence and Reasons for Decision

4.1 The performance of NCC's current service delivery arrangements were reported to members in July 2023 and further details were provided in March 2024 (see links to these reports in section 12 below). These reports demonstrate the high performance of highway service delivery, including the Norse SLA.

4.2 As part of this, NCC highways service delivery has been assessed through the National Highway & Transportation Survey (NHT), which takes place annually and collects the public's views on different aspects of Highways and Transport in local authority areas. The NHT Survey is referenced in the Department for Transport's Incentive Fund self-assessment process and allows us to compare ourselves to our peers, monitor our performance and help NCC make efficiencies.

4.3 The overall scores of the 2023 NHT survey show that NCC is a strongly performing highway authority, improving slightly on last year and achieving 1st in the overall standings for County Councils.

4.4 As part of the current highway delivery, Norse Highways has been shown to be consistently high performing. The SLA has been shown to be meeting KPI targets. In the most recent data, Norse have achieved an overall delivery of 97.4% on target for all types of defects. This has provided NCC with a good service with resilience and flexibility of delivery, including our winter maintenance service.

5. Alternative Options

5.1 The current SLA is for 10 years and includes a break point at five years. We are currently approaching the break point (at 30 September 2024) and the default within the existing SLA is to continue the contract with the same current arrangements.

5.2 This report outlines areas of renegotiation to the current SLA allowing NCC to maximise and build upon efficiencies and value for money within the Norse SLA existing arrangement.

5.3 To allow for a continued high performing delivery of service from NCC's mixed economy model, the three main options available are a renegotiation as outlined in this report, a continuation of the SLA under the existing arrangements for a further five years, or the termination of the existing SLA.

5.4 The termination of the existing arrangement is not recommended as this will undermine the Highways Service delivery. It is also prudent to continue with the SLA during the period of transition from existing term contracts to new contracts in April 2026. The overlap will also enable time for those new contracts to embed, and consideration to be given to future delivery models.

5.5 The continuation of the existing SLA without updating essential elements, such as the KPIs is also not recommended as this would miss an opportunity for NCC to seek to improve upon the already high-performing service delivery. It would also not allow for the alignment of KPIs with the new term service contracts that are planned to commence from April 2026.

5.6 The five year extension will allow us to continue delivery and review how the service may be delivered in the future to provide alternative options when this SLA comes to an end. Providing the best value for money and service which other models may not provide. This is the recommended option.

6. Financial Implications

6.1 At this time there is suitable budget allocation for the highway service delivered through this SLA. This is an essential front line delivery service and to continue with the current Norse Highway SLA does not require any additional budget or funding.

6.2 Part of the additional KPIs are to review the cost control and allow NCC to better predict costs and improve budget certainty.

6.3 The review of carbon reductions including reduced milage, excavation and waste could also have an impact on spend and could reduce cost for these operations.

6.4 Consideration of whole life costing of new solutions and materials are part of the SLA extension negotiations to allow NCC to consider a wider range of options to deliver the highway service to time, cost and quality as budgets allow.

7. Resource Implications

7.1 Staff:

No implications to note currently.

7.2 Property:

No implications to note currently. However, the new SLA extension is negotiating arrangements with Norse Highways around possible improvements to the highways area depots and Norfolk Partnership Laboratory.

7.3 IT:

No implications to note currently. However, Norse Highways may offer software solutions as part of the improved cost control elements of the SLA.

8. Other Implications

8.1 Legal Implications:

No implications to note.

8.2 Human Rights Implications:

No implications to note.

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

NCC has a duty to pay due regard to equality when exercising its public functions. Throughout the Highways and Infrastructure Services reprocurement exercise including the Norse Highway SLA extension, the details of which are held elsewhere in this report, we will consider the potential impact on local people, particularly disabled and older people and parents and carers of children, and others who may have particular needs when using highway infrastructure within the county. This will take the form of an Equality Impact Assessment which will be made available to decision makers and reviewed/updated at key points throughout the process.

8.4 Data Protection Impact Assessments (DPIA):

No major implications. Appropriate safeguards are already built into the existing SLA.

8.5 Health and Safety implications (where appropriate):

Health and Safety monitoring and performance is a key component of the Council's ongoing evaluation and consideration for the extension of the SLA covered in this report.

8.6 Sustainability implications (where appropriate):

Reduction of energy consumption and CO_2 is a key part of the SLA extension and development of the new KPIs to adhere to the council's climate strategy. Innovations and sustainability efficiencies will be a strong factor in the new KPIs with Norse Highways.

8.7 Any Other Implications:

None to note currently.

9. Risk Implications / Assessment

9.1 If the extension to the Norse SLA is not agreed to there is a risk of not delivering the highway service, including highways related 24/7 emergency response. This would impact the public perception of NCC and open the council to claims for not maintaining the highway to our Transport Asset Management Plan (TAMP).

10. Select Committee Comments

10.1 As part of the Highways and Infrastructure Services Reprocurement report which was presented to the Infrastructure and Development Committee in March 2024, it demonstrated that Norfolk's current mixed economy model was high performing and considered nationally as an exemplar arrangement. To allow the continuation of this high performing service it was commented that it would be preferable to renegotiate the further 5 years of the Norse SLA and bring elements of the service in line with the reprocurement of the other highway contracts.

11. Recommendations

1 **Agree to the five year extension of the Norse Highway Service Level Agreement.**

2 **Agree to the new areas of Key Performance Indicators to be implemented within the Service Level Agreement extension.**

3 **Agree to delegate to the Lead Director of Infrastructure and Director of Highways, Transport and Waste, in consultation with the Cabinet Member for Highways, Infrastructure and Transport, the authority to enter into agreements with Norse Highways on the detail of the Service Level Agreement extension.**

12. Background Papers

12.1 Performance of Key Highways Contracts – 12 July 2023
12.2 Highways and Infrastructure Services Reprocurement – 13 March 2024

Officer Contact

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IN TRAN communication for all

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Cabinet

Item No: 11

Report Title: Health, Safety and Well-being End of Year Report 2023-24

Date of Meeting: 1st July 2024

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

Responsible Director: Paul Cracknell, Executive Director of Transformation and Strategy

Is this a Key Decision? No

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

Executive Summary / Introduction from Cabinet Member

As an employer Norfolk County Council (NCC) is required to have in place a management system to ensure the health and safety of our employees and others affected by our business undertaking; including anyone we provide services to (either directly or through a 3rd party) such as school pupils, commissioned services clients, contractors, and members.

This report provides data and analysis on the Health, Safety and Well-being (HSW) end of year performance of NCC as an employer so that members have the information necessary to satisfy themselves of the effectiveness of the NCC health and safety management system, or where necessary to identify actions for Executive Directors and others to improve the performance against the 3 key outcome goals:

- NCC has a positive health, safety, and well-being (HSW) culture.
- The standard of HSW management ensures employees are at work, well and productive.
- HSW has a successful strategic approach to trading and cost recovery.

(Further detail and explanation of the measures is provided in Appendix 1 of the report)

The data provided in this report needs to be reviewed in the light of the continued development of the new HR and finance system and in particular, the ability to report and send notifications relating to mandatory learning This remains as a priority development, and progress has been made in this period. This is essential to enable NCC to effectively manage compliance with identified training requirements for our managers and employees.

There has been an overall increase in incidents being reported this year (from 1646 to 2196). The Health, Safety and Wellbeing service (HSW) has improved awareness of the need to report incidents through training and information provision which has undoubtably contributed to this increase.

Additionally, the incident data also reflects the increase in incidents classed as involuntary harm, this is influenced by the increasing number of complex and challenging needs of the children we support, a notable change in behaviours of children's behaviours post pandemic, the uplift in overall reporting and HSW ensuring the correct incident recording categories are used.

Whilst mental health absence continues to be the largest cause of ill health absence for NCC (35.6% of sickness absence) it has only marginally increased in terms of lost time due to sickness absence (from 1.02% to 1.3%), when compared to the same period last year. Directorates continue to prioritise wellbeing support for employees and HSW regularly review the wellbeing offer to help reduce absence in this area. Furthermore, our three-year Wellbeing Strategy will continue to develop our wellbeing culture and leadership in NCC.

It is worth noting that only a small proportion of all sickness absences are identified as work related – 0.12% (433 days), although all absences have an impact on productivity.

Executive Directors have reviewed the data and insights provided in the report and have confirmed their commitment to the actions identified in the 2023-2024 end of year report. These are: -

- Supporting and encouraging managers to develop their conversational skills, understanding of available NCC support and prioritising supporting team and individual wellbeing.
- Promoting the use of the new My Wellbeing plan and ensuring support for the role of Wellbeing Champions.
- Supporting the roll out and engagement with the HSE Stress Indicator Tool (SIT) in their respective directorates
- Continue to focus on the core fundamentals, supporting managers' understanding and delivery of their responsibilities, including risk assessments, incident investigations, driving for work, Display Screen Equipment (DSE) assessments, Fire and Asbestos Management.
- Ensuring that mandatory training particularly that aimed at managers including Mental Health First Aid Champion, Health and Safety Leadership, Risk Assessment, Premise management (including

Asbestos and Fire), is identified and prioritised, and the training provision is fully utilised.

- Ensuring the timely and appropriate use of the Wellbeing service, Norfolk Support Line (NSL) and Musculoskeletal Rehabilitation Scheme (MIRS) service within their teams.
- Utilising the data available from employee survey(s), incidents, workforce dashboards, this report, and other sources to better understand the areas for focus.

The key highlights from the End of Year 23-24 HSW Report data includes:

Mental health and wellbeing

- Following the reintroduction of Mental Health First Aid Champion (MHFAC) training the number of mental health first aid champions has risen to 512 with the number of managers having completed the training increasing from 24.5% to 35.9%. Whilst this is showing sustained and good progress, the target is that all managers complete this vital training.
- NSL use has been consistent with 4.4% of employees accessing formal support. Work as a primary presenting issue has decreased from 14% in previous period to 10.9% this period (remaining below the target of ≤25%) and is the third highest presenting condition (Stress and anxiety are the top two at 32% and 25.9% respectively).
- Critical incident support has been provided on 14 occasions during this period compared to 10 sessions in the previous period reflecting improved awareness of this service.
- HSW has continued to review the Wellbeing offer, in line with the overall Wellbeing Strategy. During this period we have updated our myNet (NCC) pages and Infospace (Schools) pages to clearly explain our services; we have continued to work with our providers to improve the data we receive on the services they provide, developed the new My Wellbeing plan (and associated guidance and training), and are developing the NCC use of the HSE Stress Indicator Tool (due to be launched in a phased approach from September 24).

Musculoskeletal health

- Musculoskeletal absence in this period, accounts for 0.4% of lost time compared to 0.3% for the same period last year.
- 479 employees in NCC Services were referred to the MIRS this year (excluding schools), versus 317 in the previous period. Overall, the percentage of referrals to this service whilst individuals are still at work has increased to 88.7% (versus 85.9% last year), with most directorates exceeding the target of 90%. This indicates an increased awareness of the provision, and resultant use.

- The service is estimated to have prevented 4333 days of absence so far this year which equates to £589,288 based on an average day's salary demonstrating this service continues to provide good value for money to NCC.

Management of health and safety

- The number of reportable incidents has increased when compared to the same point last year (0.87 per 1000 f.t.e vs 0.53).
- The number of non-reportable incidents has risen overall compared to the same point last year (from 145.64 per 1000 f.t.e. to 191.29) the majority of these are of the lowest impact in terms of absence, The increase in reported incidents is likely to be influenced by improvements and awareness of the need to report, resulting from the increased training take up.
- The end of year NCC (23-24) position of 0.87 reportable incidents per 1000 f.t.e continues to remain below the national benchmark figure of 2.15 per 1000 f.t.e for 2022/23 –provided by HSE every November.
- The timeliness of reviewing and signing off incidents has dropped to 71% of incidents reviewed by managers within 90 days against a target of 90% (compared to 82% last year). There are several incidents that predate 2023 that have not been reviewed, the majority of which relate to schools. HSW has reinstated the reminder and support process for schools, and this has helped to reduce these numbers.
- Violence (including Involuntary Harm) remains the single biggest cause of incidents, accounting for 45% of all incidents. Increasing from last year (32.8%) the majority of these incidents occur in complex needs and primary schools or associated children's services, the majority of which are recorded as involuntary harm, which reflects the complex and challenging health needs of the pupils we support. More incidents are now being reported linked to increased awareness of the need to report. The preventative actions available in these cases are limited. Working with Children's Services and educational settings to review these incidents continues to be a priority for the HSW team.
- Other top causes of incidents remain the same as the previous year's position, slip, trip and falls being the second highest category. Many of these occur in primary schools, where the incidents are varied and do not suggest any gap in controls.
- Reporting on mandatory training and automatic reminders for learners are not yet fully in place. This still has an impact on compliance. The development of this reporting and reminders is part of the core work of the Workforce Development team and is improving – the expected date for implementation is currently June 24.
- During this period, the HSE has undertaken proactive visits to some of our schools in relation to the management of Asbestos. As a result of these visits, HSE concluded that several areas required improvements relating to the way in which Asbestos management is implemented e.g. documentation and training requirements. It is important to note, these findings did not arise from

an identified risk of exposure to asbestos. HSW worked with Children's Services and the respective schools to support the required improvements and liaised with HSE to ensure that a consistent approach was adopted. HSE has since confirmed that all the issues identified have been dealt with to their satisfaction

- The HSW team have provided 144 tutor led training sessions relating to the core HSW mandatory training for managers, reflected in the report. This is an increase from 78 sessions last year, and HSW has also increased the number of spaces on each session. This reflects the previously agreed action on HSW to refocus our resources from monitoring to providing more training to the organisation.
- During this period additional e-learning modules have been developed (Infection Control, Personal Emergency Evacuation Plans (PEEPS)) and existing courses updated (Evacuation with Dignity and Driving Safely for work). All these courses have been designed to ensure they enable managers and employees to feel confident and competent at health, safety and well-being management.
- £427,519 of traded income has been raised this period. When compared on a like for like basis the income has increased from £338,552 at the same point last year. The trading market is becoming increasingly difficult because of the challenging financial position for our traded customers, and the reinvigorated academisation policy from central government. HSW are monitoring the position closely and have increased the available services, which are being actively promoted.

Recommendations:

Cabinet are asked to:

1. **Consider and comment on the performance report.**
2. **Champion employee and Member health, safety and wellbeing through demonstrable leadership and advocacy of the guidance and services available**
3. **Endorse and support the ongoing focus to improve health, safety and wellbeing management through Executive Director and management leadership and delivery of health, safety, and wellbeing services.**

1. Background and Purpose

1.1 As an employer Norfolk County Council (NCC) is required to have in place an effective management system to ensure the health and safety of our employees and others affected by our business undertaking. This report provides an end of year review of the core measures associated with Health, Safety and Wellbeing; this being used to inform the recommendations.

2. Proposal

2.1 The proposal is that Members consider the report and recommendations and that the recommendations are supported by cabinet.

2.2 The report and recommendations have been reviewed and accepted by the Leader and Cabinet Member for Strategy & Governance Kay Masson Billig, and by the NCC Executive Leadership Team.

3. Impact of the Proposal

3.1 Continued support on the ongoing focus to improve health, safety and well-being management and ensure to effective corporate governance.

4. Evidence and Reasons for Decision

4.1 NCC's legal obligations under the Health and Safety at Work etc Act 1974.

5. Alternative Options

5.1 There are no identified alternative options, this governance is part of our HSW management system.

6. Financial Implications

6.1 There are no specific financial implications to bring to the attention of Cabinet, although reference should be made to legal implications below.

7. Resource Implications

7.1 Staff:
There are no additional staffing implications in the proposed actions and recommendations.

7.2 Property:
There are no additional property implications in the proposed actions and recommendations.

7.3 IT:
There are no additional IT implications in the proposed actions and recommendations.

8. Other Implications

8.1 Legal Implications:

Health and safety law is criminal law. If the Authority does not have a robust and proactive health and safety management system in place there is a risk that the Authority will be exposed to enforcement action and ultimately prosecution. Enforcement bodies can act where systems are not in place even in the absence of an incident. Where they do act sentencing guidelines dictate it is the likely severity of injury (rather than actual injury caused) that influences the sentence as well as the size of the organisation and the simplicity of the control measures. Therefore, if a solution is relatively easy to implement and it is likely to prevent a serious injury there will be significant sentencing consequences of not doing so. Public sector fines have been in the region of £100,000 - £1,000,000.

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

It should be noted that as the legal employer in NCC schools these risks also apply to schools, unless their status means we are not the employer e.g., academies.

Reference is made in this report to recent inspections and resulting action from the HSE.

8.2 Human Rights Implications:

There are no human rights implications from the recommendations and actions in this report.

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

EQIA screening and assessments (full assessments where identified) are undertaken for all new health, safety, and well-being policies – where possible our documents are made accessible, in the case of the HSW report it has been subject to review by our accessibility team to ensure that the document is as accessible as possible in its current format. There are difficulties in displaying multiple data source graphs, and whilst these have been updated with a more suitable colour contrast, some users may find it difficult. The Alt text has been added and the main text of the slides describes the key data in relation to the graphs.

8.4 Data Protection Impact Assessments (DPIA):

A DPIA is not required to be undertaken for this report.

8.5 Health and Safety implications (where appropriate):

This is identified throughout the HSW report.

8.6 Sustainability implications (where appropriate):

There are no specific related sustainability implications, however effective HSW management supports our social values.

8.7 Any Other Implications:

None other than those listed.

9. Risk Implications / Assessment

9.1 Our activities contain elements of risk, this report identifies the key measures and trends to further inform and ensure that we manage Health, Safety and Well-Being effectively. Failure to do so can result in potential reputation damage, criminal and civil liabilities.

10. Select Committee Comments

This report has not been reported to a select committee, and there are no related comments.

11. Recommendations – Cabinet are asked to:

1. **Consider and comment on the performance report.**
2. **Champion employee and Member health, safety and wellbeing through demonstrable leadership and advocacy of the guidance and services available**
3. **Endorse and support the ongoing focus to improve health, safety and wellbeing management through Executive Director and management leadership and delivery of health, safety, and wellbeing services.**

12. Background Papers

No additional papers

Officer Contact

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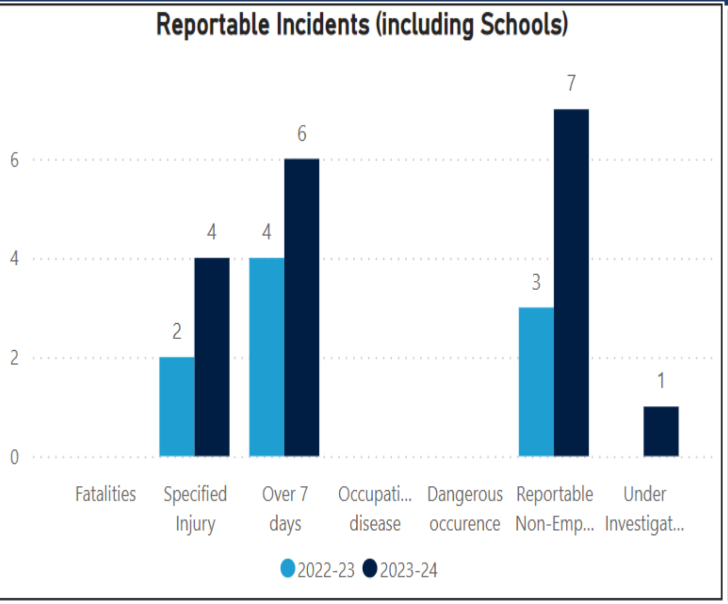
Appendix A

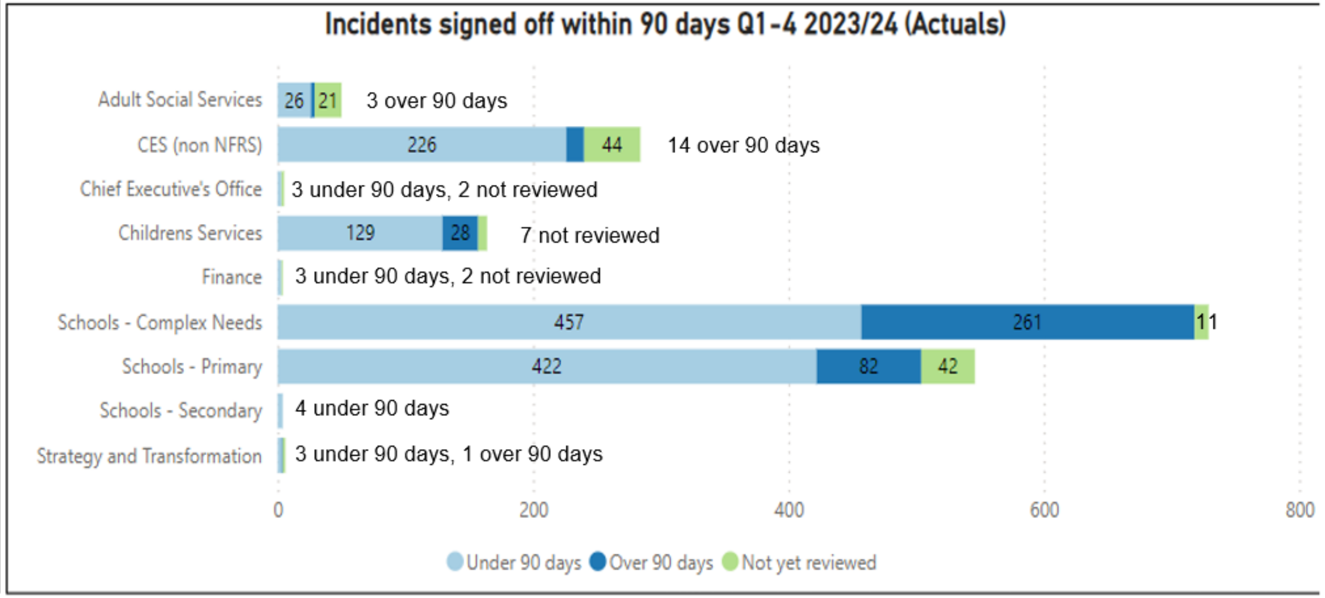
Norfolk County Council

Health, Safety and Wellbeing

NCC Annual Report 2023/24

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



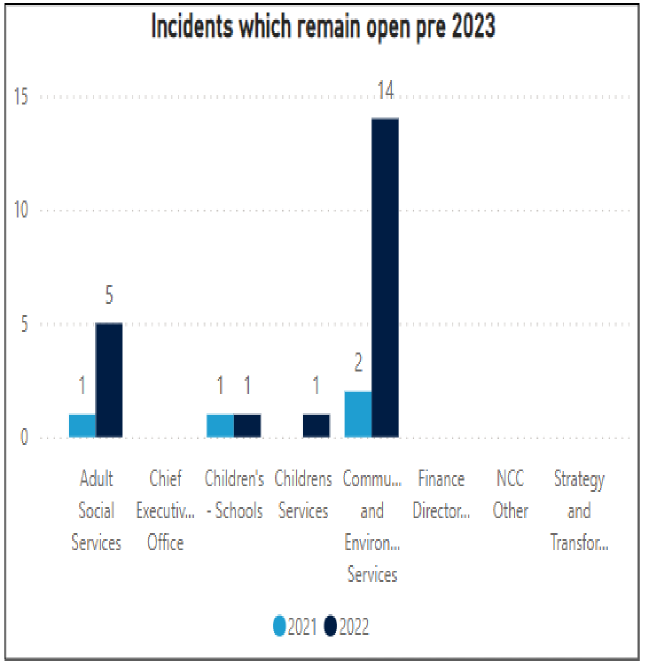


Incidents per 1000 FTE (Employees only including Schools)

Financial Year	Non-reportable	Reportable
2022-23	145.64	0.53
2023-24	191.29	0.87

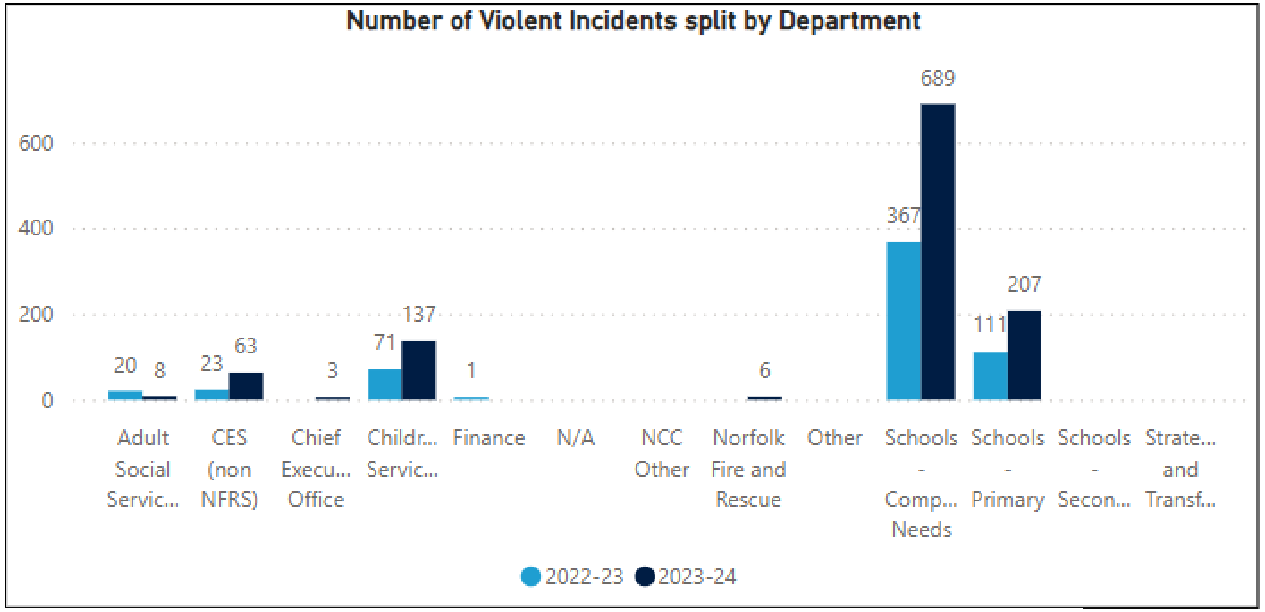
Non-reportable Incidents by Employee Absence Duration (per 1000 FTE) - including Schools

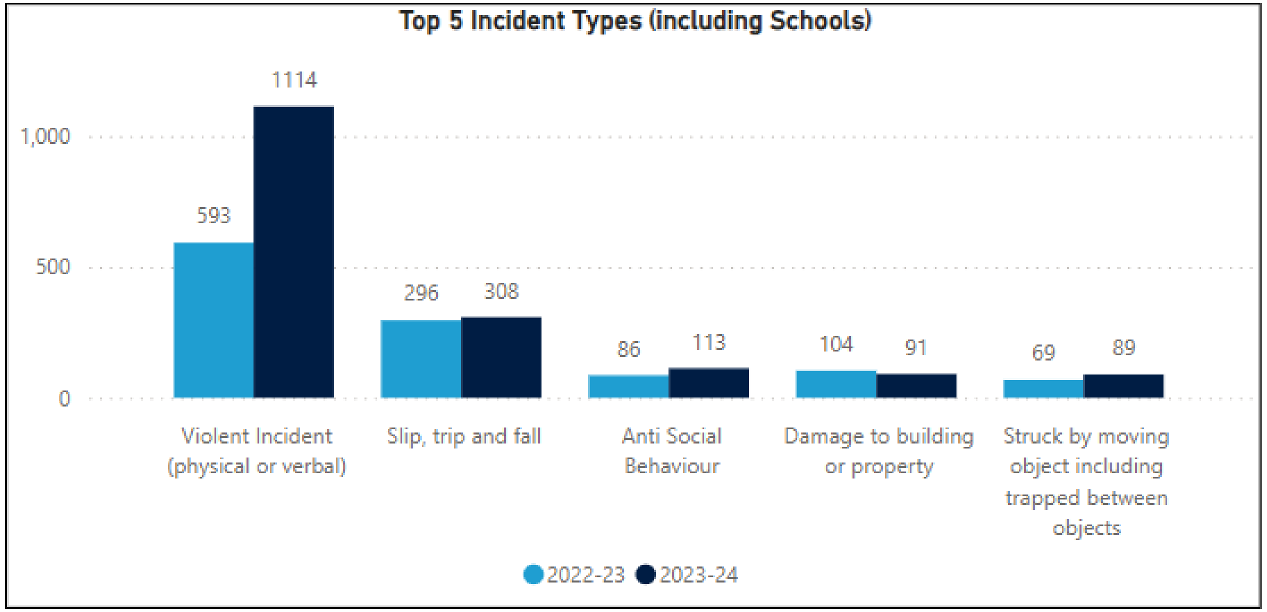
Category	2022-23	2023-24
0-3 days	142.00	185.80
4-7 days	2.31	2.70
Over 7 days	1.69	2.96
Absence not closed	0.71	0.17

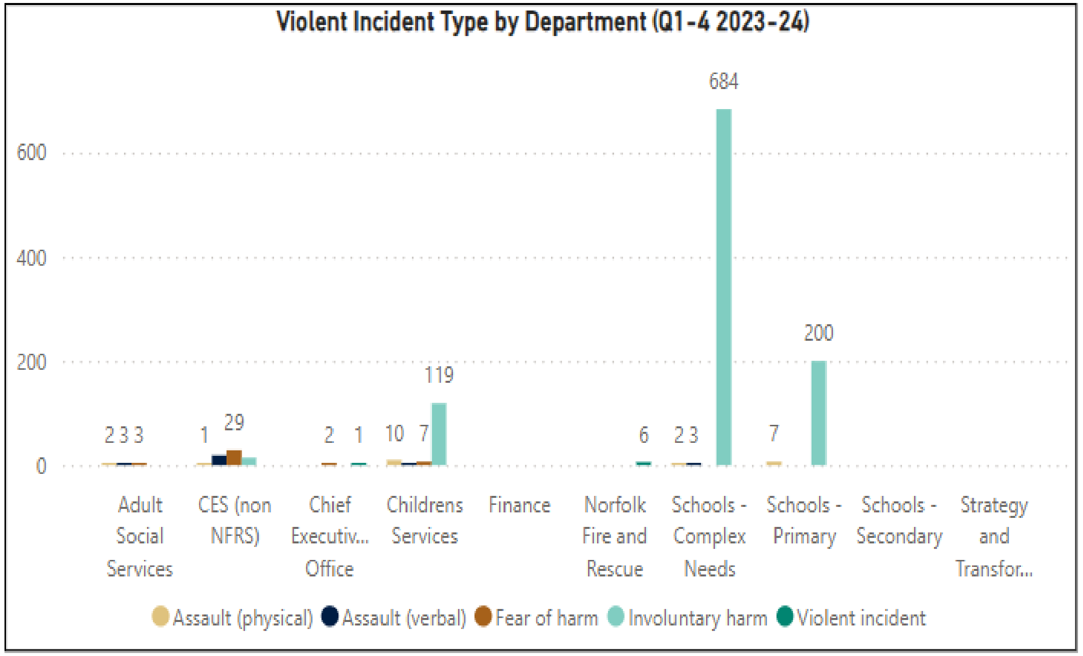


- **Reportable incidents** to employees has increased compared to last year, from 0.53 to 0.87 per 1000 FTE, with a rise in those involving both non-employees (7 vs 3) and employees (10 vs 6). We now include on the graph incidents that are still under investigation from this period, but likely to be RIDDOR (see glossary) reportable. The incidents relating to non-employees are all related to Primary schools – typically as the result of outdoor activities. Of our employee reportable incidents, the key areas relate to injuries during manual handling activities and incidents connected with injuries sustained when dealing with more challenging behaviours.
- **Non reportable** incidents have increased compared to last year 191.29 vs 145.64 per 1000 FTE. The majority of these continue to be incidents that cause the lowest impact in terms of days lost (0-3 days 185.80 vs 142.00). The increase in reported incidents is likely to be influenced by improvements and awareness of the need to report, resulting from the increased training take up.
- **Absences not closed** has significantly improved when compared to the prior period (0.17 vs 0.71). This data reflects absence data held on our incident reporting system which informs our legal reporting criteria. It is important that managers update this information after the initial report of an incident. HSW has been supporting this improvement.
- **The target for reviewing and signing off incidents** has not been met in most services with 71% being completed within target overall; a drop since the same period last year - from 82% across NCC (not including Fire Service) - still below the target of 90%. This review also informs our Industrial Injury payment process. However, it is an improvement from the mid-year point of 64%. Directorates should seek to ensure appropriate management using the HSW provided report tools on OSHENS (NCC incident reporting system). To support improvement in this area, HSW has reinstated the previous process of reminding schools of open cases and escalating where necessary.
- The Fire Service (NFRS) has 22 non-reviewed safety events for this period. This data is not reflected in the chart above. The transition to OSHENS and alignment of NCC HSW reporting requirements will help to improve the management of non-reviewed cases. OSHENS trials for NFRS are due to start shortly.
- **There are 25 incidents from pre 2023** that have not been reviewed (a drop from mid-year of 198). Directorates should seek to review these incidents as a priority to ensure that any identified issues are acted upon. The reinstatement of the HSW reminder process for schools has helped to reduce these numbers significantly.

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

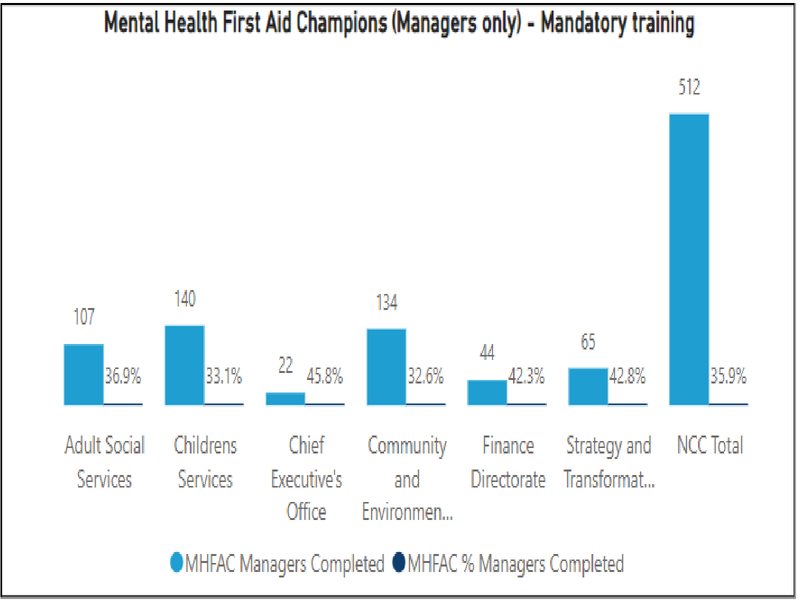


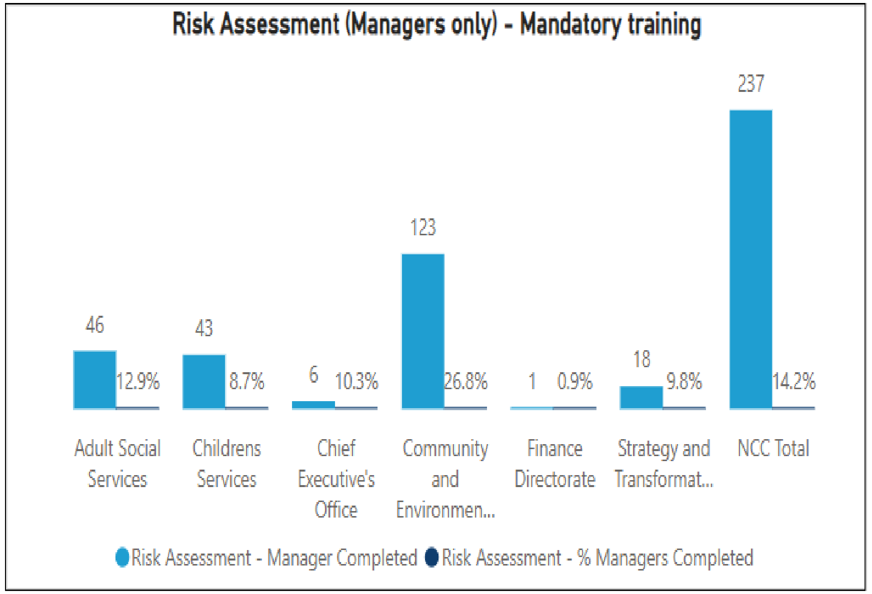


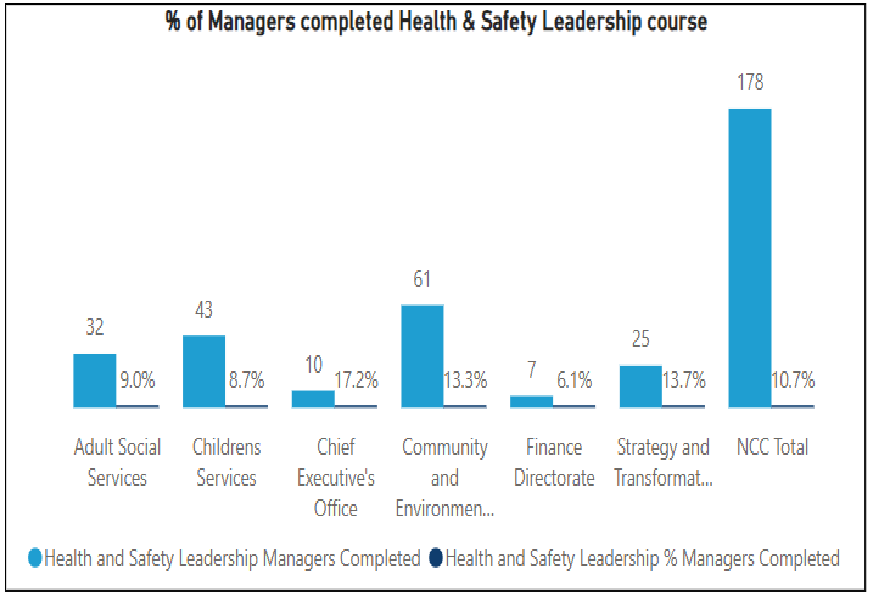


- **Violence (including Involuntary Harm)** remains the single biggest cause of incidents, accounting for 45% of all incidents. Increasing from last year (32.8%) which is mostly because of incidents in complex needs and primary schools / associated children's services, (1114 vs 593), the majority of which are recorded as involuntary harm, which reflects the complex and challenging health needs of the pupils we support. More incidents are now being reported linked to increased awareness of the need to report. The preventative actions available in these cases are limited. Working with Children's Services and educational settings to review these incidents continues to be a priority for the HSW team.
- HSW has continued the delivery of our core training, including personal safety training (e-learning and tutor led) to help ensure our teams have the correct tools available to them and we are also working with Children's Services to support difficult cases and seek improvements, where possible.
- **Slips trip and falls** is the second highest category, the majority of which occur in primary schools. Within schools, the predominant causes relate to pupils playing / outdoor activities. HSW will continue to develop our communications improve shared learning from such incidents
- **Anti-social behaviour incidents have increased** – the majority of these were experienced in Libraries, with a significant proportion related to behaviours of members of the public in our locations. HSW is actively supporting the Library service on this.
- **Struck by** and /or trapped between moving objects has increased — many of these incidents relate to our schools and is typically children running into persons/objects.
- Directorates should consider these incident types and related controls via their risk assessments and ensure that they are used to inform directorate Risk Registers.

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

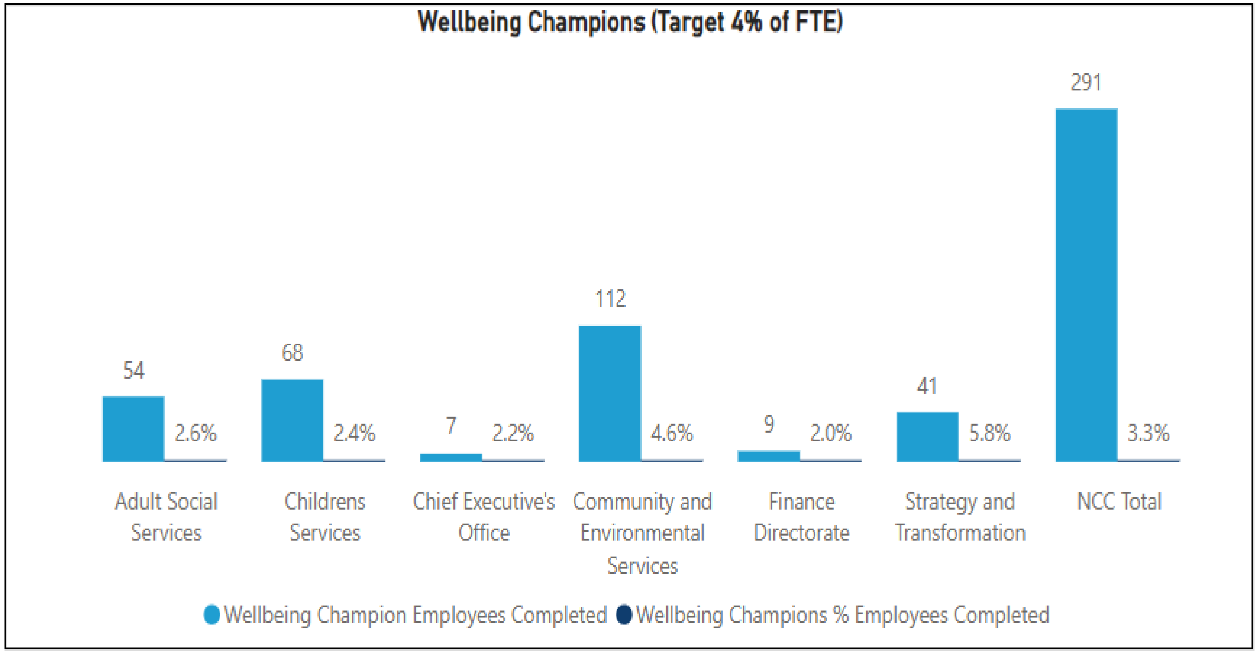


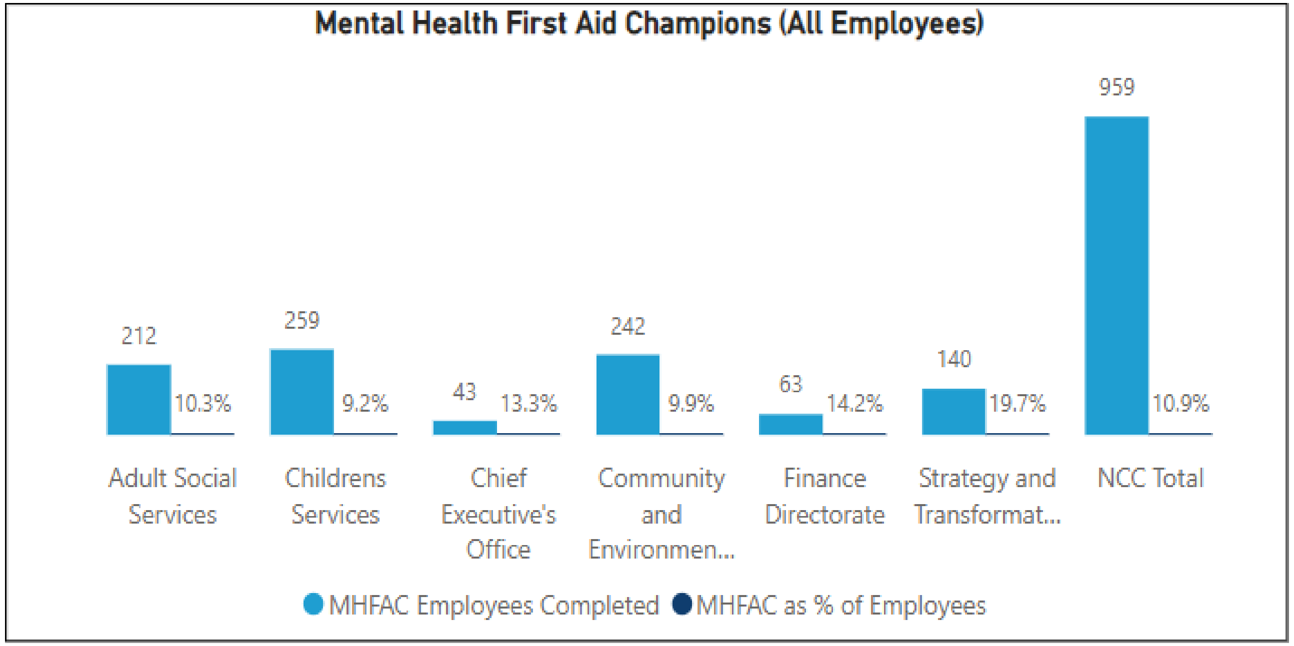




- **Managers Mental Health First Aid champion (MHFAc)** training completion has increased from last year - from 24.5% to 35.9%. This increase is across all directorates. Although there is some way to go to achieve the target of all managers completing the training. The HSW team has also developed a virtual delivery option via Teams, of the same MHFAc course, which is normally a 1-day tutor led course in person but has been split into 2 half day virtual sessions via Teams. This is enabling more people to access the training provision.
- **Risk Assessment training** completion (mandatory for managers) has increased from 1.7% (24 people) last year to 14.2% (237 persons) this year. H&S Leadership data was not available in the same period last year, so the comparison for Leadership training has been made with the mid-year reported data, showing an increase from 5.7% (92 persons) to 10.7% (178 persons).– this focus needs to be sustained.
- Additional requests for training from CES (inc NFRS), Adults and Childrens Services have been supported by HSW. This is a mix of additional sessions specifically for services and bespoke sessions where appropriate.
- **Norfolk Audit Service (Internal Audit)** audited DSE and driving for work risk management practice during 2022-23. This identified several actions required of both HSW and service departments. HSW has revised the guidance in both areas in response to the audit findings. HSW is also working with IMT and the myOracle team to seek to provide an electronic DSE assessment and recording process, to improve employee experience and support compliance. Directorates are reminded to ensure that they have adequate systems in place for these assessments and that checks and records are being maintained locally.
- With computer use a significant feature of many employees' working lives, it is important that all relevant employees undertake the DSE e-learning and DSE assessment and that managers are aware of their responsibilities regarding this process and ensure that the training, assessment and recording of these processes is maintained locally until the NCC project team has developed an 'in system' myOracle solution.

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





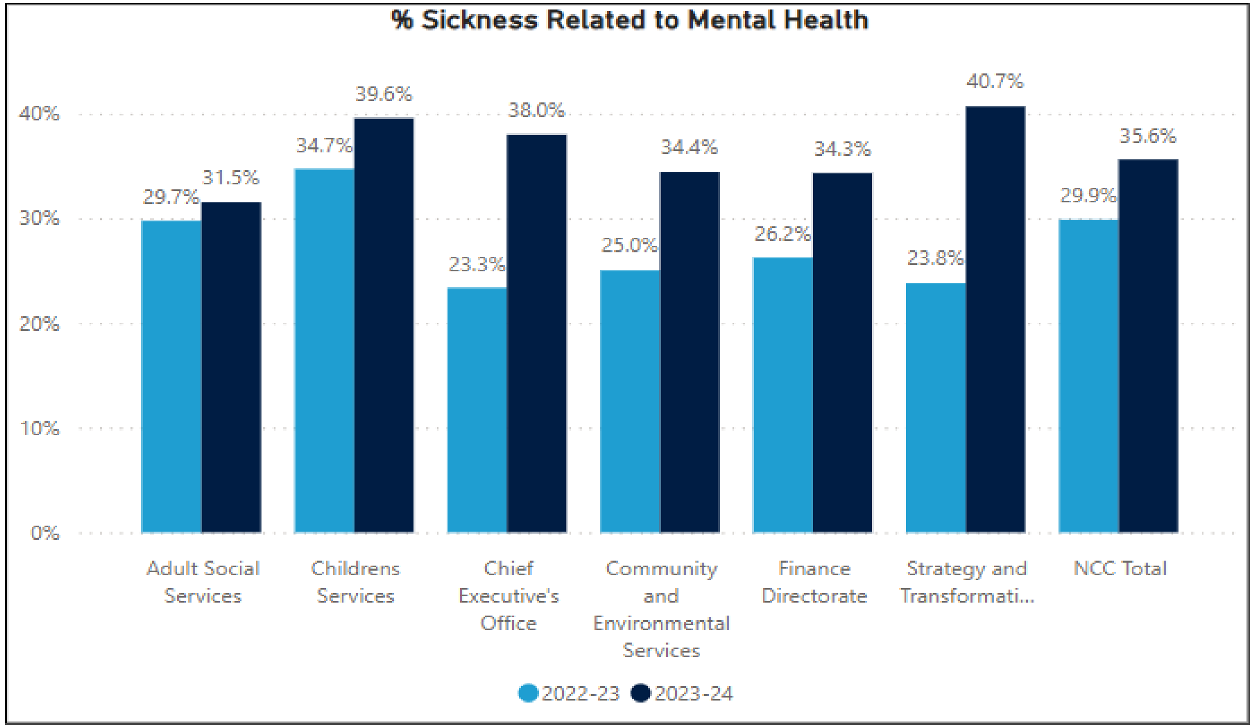
Wellbeing champions are employees who have voluntarily agreed to champion and support our wellbeing programme. They act as a focal point for wellbeing communications and signpost support to their respective teams. The more wellbeing champions there are in the organisation, the more effective communication and implementation of our wellbeing provision is.

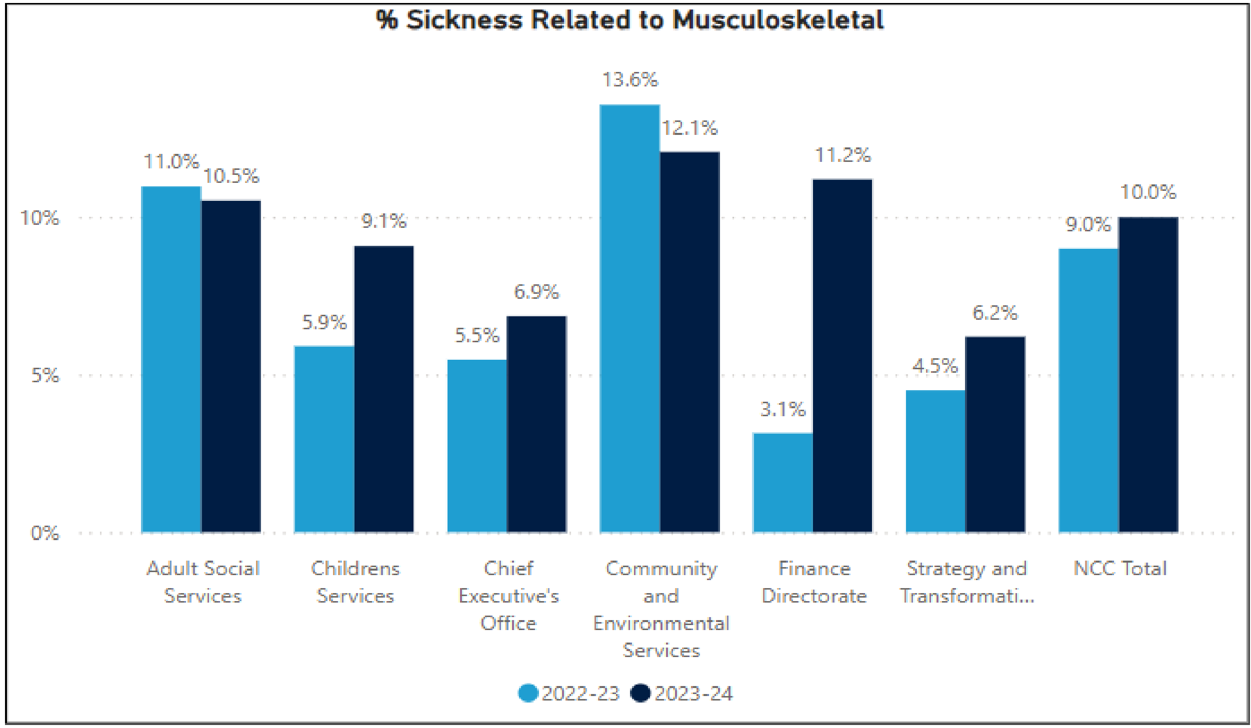
- The number percentage of wellbeing champions across NCC has increased to 3.3% (vs 2.9% last year), which remains below the target of 4%. The number of wellbeing champions in NFRS has more than doubled (to 9% of FTE), due to an increased focus on wellbeing provision within NFRS.
- To continue to support champions their role description has been refreshed and the HSW team is now delivering quarterly Wellbeing induction/update sessions for all our champions (whether they are new or need clarity on the role, sources of support, etc).
- There has been an increase in overall numbers receiving MHFAc training in comparison to last year (959 vs 584). While positive overall, it indicates that employees other than identified managers are also attending this training. Some of this increase will include our Wellbeing champions taking up the HSW offer of enhanced training (the MHFAc 2-day course) to support their roles
- During this period, we also undertook a survey of our Wellbeing Champions (50% response rate to survey) and the key additional support cited to enable them to carry out their role more effectively (40% of responses) was more management support and / or more time to engage in the role.

Wellbeing champions have also been involved in the development of the new my Wellbeing plan, launched in Mental Health awareness week (May 24), and they play a vital role supporting those completing these plans.

Increasing the number of wellbeing champions should be a focus point for the services that are below the target of 4%. To put employees forward to act as wellbeing champions, please email: healthandsafety@norfolk.gov.uk

Outcome 2: The standard of HSW management ensures employees are at work, well and productive
Risk Management (1)



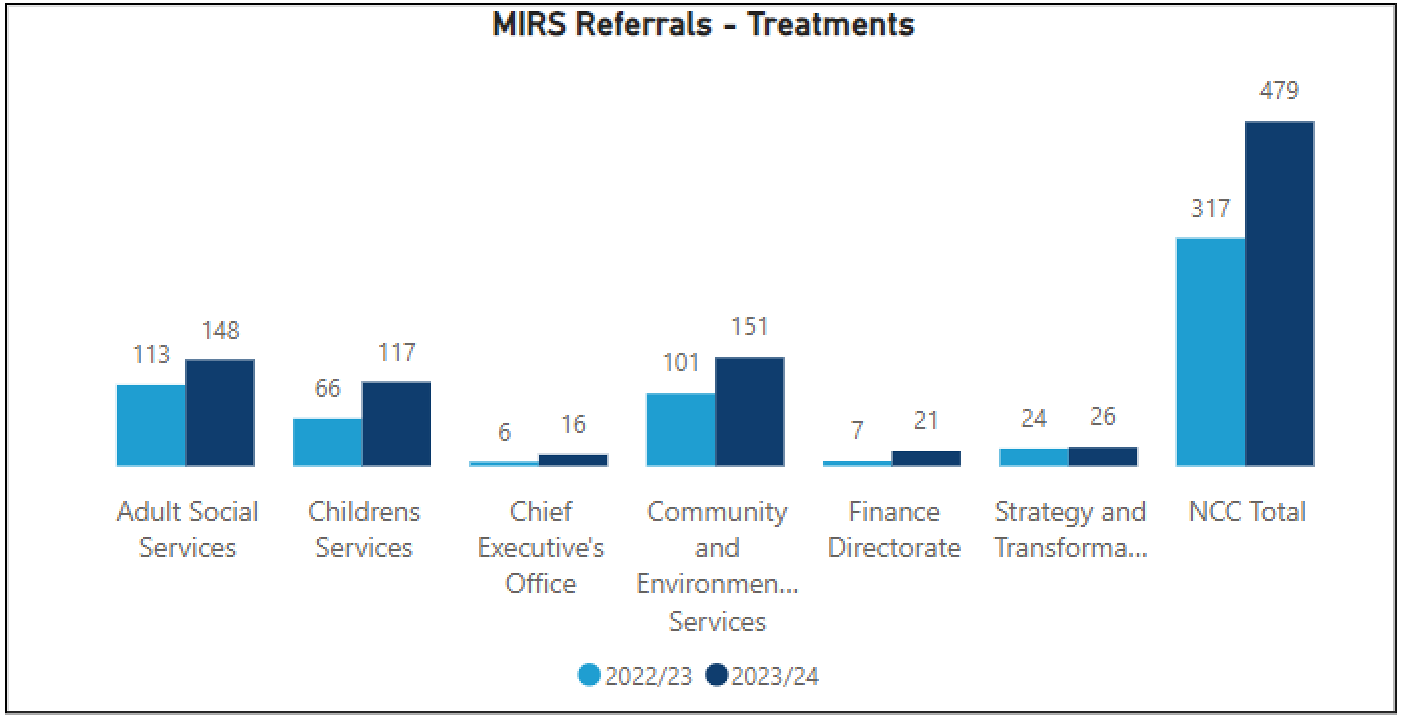


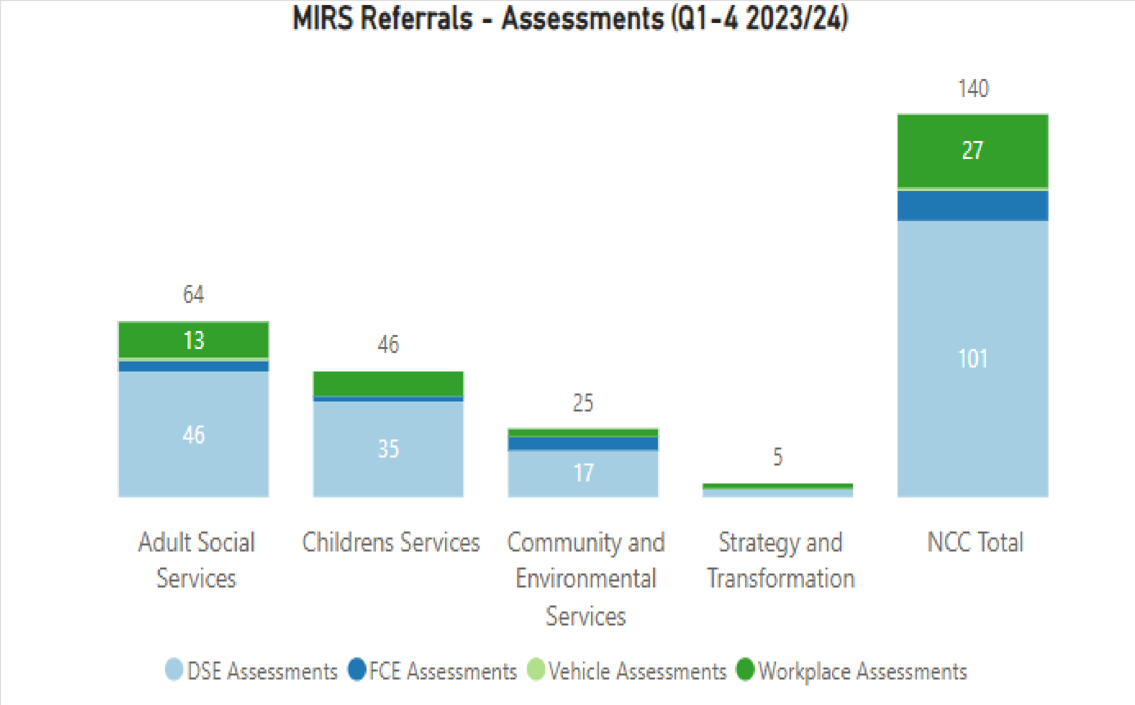
HR Vital signs are reported on a 12 monthly rolling basis (seeking to indicate the impact of absence across the organisation), whereas the HSW report compares period data from this year, to the same period last year. The figures cited below relate to data at the end of Q1-4 22-23 and Q1-4 23-24.

- The overall percentage of time lost in this period to all absences has increased marginally from 3.4% to 3.6%, when compared to the same as last year,
- The percentage of time lost in this period due to mental health absence has increased marginally from the 2022 year-end position (1.03%) to 1.3% 2023 end-year position
- Mental health absence has increased in this period compared to the previous period, accounting for 35.6% of absences vs 29.9%, aligning with Vital signs data.
- Musculoskeletal absence as a % of all absence has increased marginally compared to last period (10% this period vs 9% last period).

It is worth noting that only a small proportion of all sickness absences are identified as work related – 0.12% (433 days), although all absences have an impact on productivity. HSW will review data to better understand potential causes and these results.

Outcome 2: The standard of HSW management ensures employees are at work, well and productive
Risk Management (2)



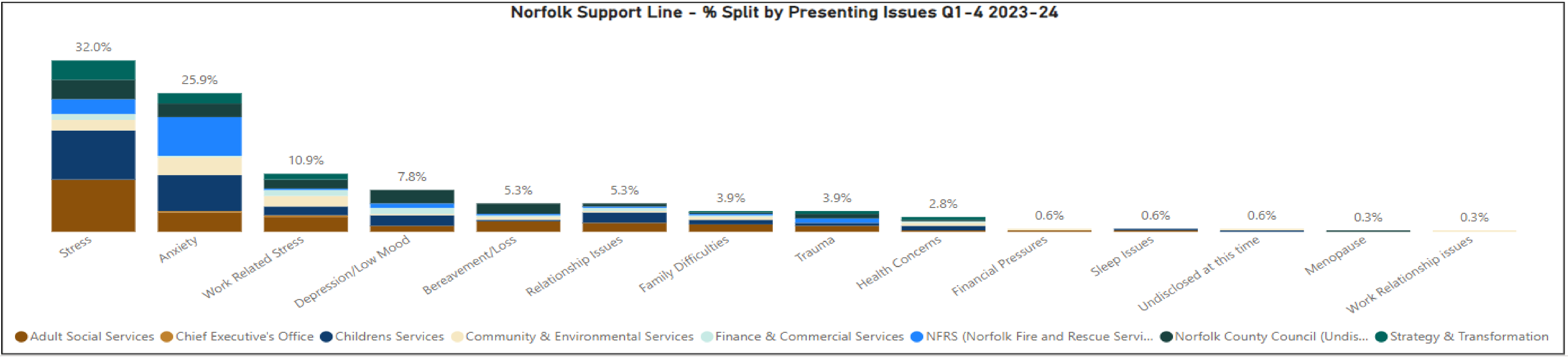


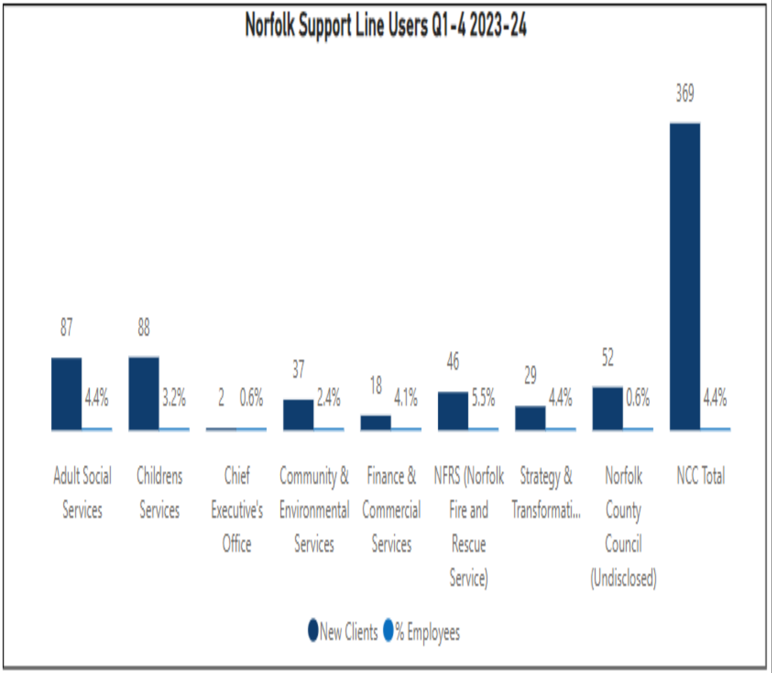
Directorate	% MIRS at Work Referrals
Adult Social Services	89.9%
Childrens Services	96.6%
Chief Executive's Office	93.8%
Community and Environmental Services	78.8%
Finance Directorate	95.2%
Strategy and Transformation	96.2%
NCC Total	88.7%

- The Musculoskeletal Injury Rehabilitation Scheme (MIRS) continues to make a positive impact on colleagues being at work and well, with treatment making a difference and reducing the number of days absence. In this period 479 individuals have received treatment, estimated to have prevented 4333 days of absence, equating to an estimate of £589,288 based on an average day's salary. However, the days saved has decreased in relation to 2022/23 when 4966 days absence were prevented.
- Overall, the % of MIRS referrals while at work is 88.7% (increase vs last year 85.9%), versus target of 90%. CES is showing a decrease in early referral (the percentage of MIRS referrals while at work) compared to the previous period. As they have a proportionally higher percentage of musculoskeletal absence than other services consideration should be given to how the scheme can be better promoted across the service.
- Where employees and managers require expert intervention/assessment due to complex health needs, underlying or early indication of musculoskeletal issues, a referral should be made to the MIRS service for an additional supporting assessment. In total 140 (vs 138 last year) specialist assessments were undertaken via our MIRS provider.

It remains important that employees are encouraged by their managers and peers to use the scheme early, to help keep them well and at work, maximising the impact of the service.

Outcome 2: The standard of HSW management ensures employees are at work, well and productive
Risk Management (3)

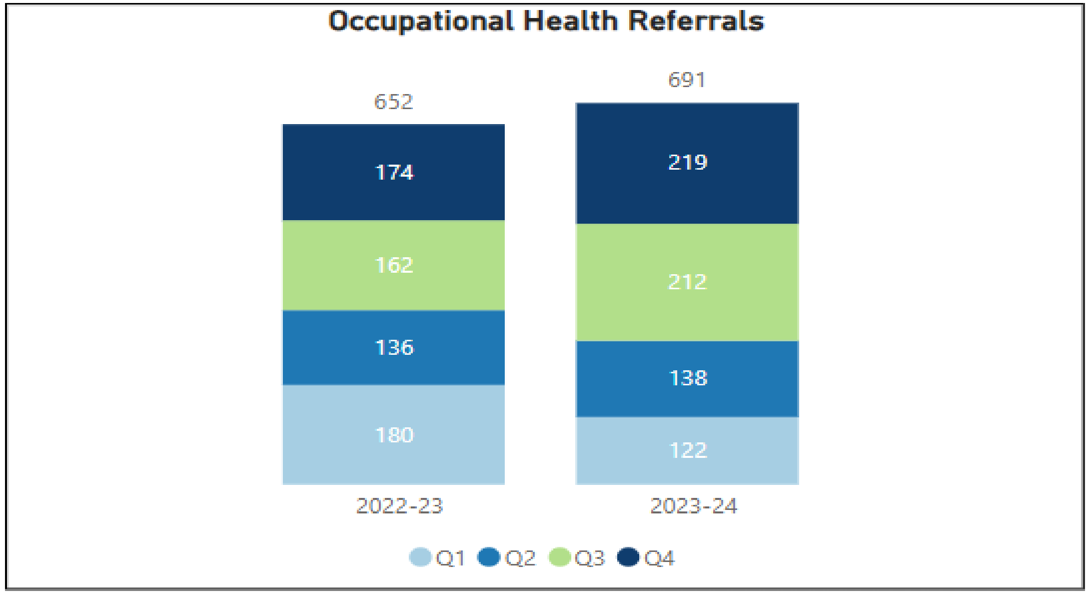


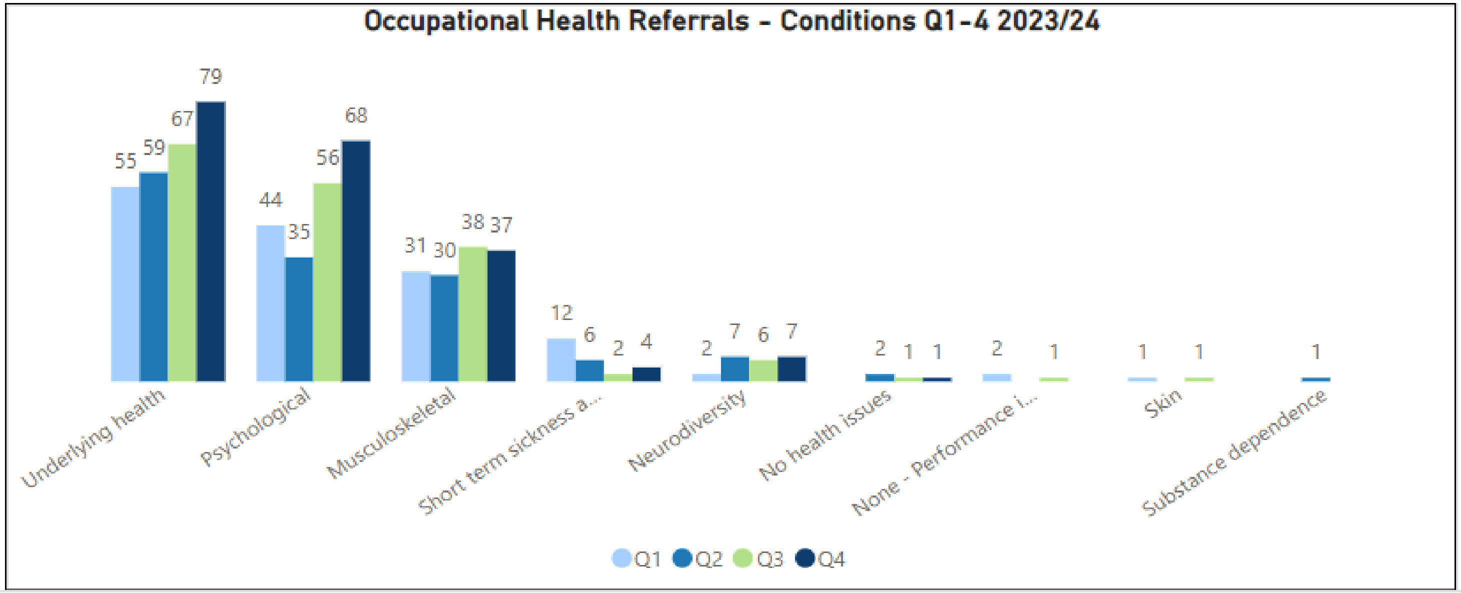


NSL use (access to counselling, advice and therapy) continues to remain consistent with end of year figures last year at 4.4% vs 4.5%. (369 new clients in period) across NCC overall.

- Stress and anxiety are the highest presenting issues at 32.0% and 25.9% respectively, with work related stress cited third at 10.9%. This has remained below the target of ≤25% (work related) and decreased since the same period last year (14.0%).
- NFRS specific data is markedly different in top 3 presenting issues (reflecting the nature of the service) – 56.5% cite Anxiety, 21.7% cite Stress and at 6.52% trauma and depression are sharing third.
- It is important to note that the group identified as Norfolk County Council are those individuals who have chosen not to identify what team they work for, and as such these could be a significant part of any one of the directorates.
- Data from those receiving structured support from NSL indicates that 85.11% have an improved outcome measure from the intervention provided by the service. (The outcome measure is a clinical scoring mechanism used to assess the impact of an intervention.)
- NSL also provides critical incident support: support for a team when they are affected by a significant incident or an accumulation of incidents and can be team and/or individual support. (Managers can request this service by contacting NSL directly - 0800 169 7676). The reasons for using the service can range from serious health diagnoses or death of a colleague to work related issues in high pressure or difficult roles. Use of this service has increased in this period - 14 critical incident support sessions were provided vs 10 in the previous period.

Outcome 2: The standard of HSW management ensures employees are at work, well and productive
Risk Management (4) *NEW





Our **Occupational Health** service provides advice to managers, employees and new recruits on their health and fitness and suitability for their respective working roles. The advice service is essential for aspects relating to absence management, illness and recovery, ill health and retirement, reasonable adjustments etc. The occupational health team comprises of specialist nurses and doctors and provides impartial professional advice, but also acts as a gateway to our other professional services.

- There has been an increase in occupational health referrals compared to last year - 691 vs 652 – this can be attributed to an increased awareness of the service, particularly in NFRS.
- The highest referral type relates to the category of Underlying health condition. Psychological and musculoskeletal issues make up much of our absence and this is matched by the data in referrals to occupational health

It is important that managers are aware of the occupational health provision and how it supports them and their employee(s). Referrals should be made in a timely manner to support employees remaining at work and, in the case of sickness, to ensure employees can return to work as soon as possible.

Outcome 2: The standard of HSW management ensures employees are at work, well and productive
Risk Management – Some key HSW interventions/support

- During this period, the HSE has undertaken visits to our schools in relation to the management of Asbestos. As a result of these visits, HSE concluded that several areas required improvements. These findings **did not arise from an identified risk of exposure to asbestos** but related to inconsistent implementation (at site level) of expectations regarding documenting controls and ensuring those with delegated duties had undertaken the required training. HSW worked with Children's Services and the respective schools to support the required improvements and liaised with HSE to ensure that a consistent approach was adopted. As a result of HSE's intervention NCC received 2 Notices of Contravention (this is a Fee for intervention letter, not a formal enforcement notice), relating to 4 separate school visits. HSW worked with the key stakeholders to support improvements in their practice, successfully ensuring that no formal enforcement notices were issued. Controls have been updated, along with improvements from our 3rd party Asbestos surveying contractors. These updates are relevant across all the NCC estate, where we have duties regarding Asbestos management, and it is important that premise managers have read and implemented the updated requirements. HSE has confirmed (May 24) that all the issues identified have been dealt with to their satisfaction – this is on the proviso that the revised processes are fully implemented across our estate.

- The HSW team has also been supporting the Bridges team regarding the operation of Haven Bridge and ongoing discussions with Peel Ports (Operator).

- H&S team has undertaken more than 45 site monitoring activities, including on-site support and response to incidents, both for NCC and our traded customers during this period. This has continued to inform our premise risk profile (which informs frequency of visits and overall H&S management) and identify areas for improvement. It has also identified areas of focus for HSW and resulted in improvements to our compliance codes and training offer and areas for focussed intervention – particularly in this period, we have reviewed and updated our Fire compliance code and associated guidance – all those with premise manager responsibilities need to ensure that they have implemented the revised processes.

- HSW has continued to support Children's Residential Services, Children's Services (Schools), Adults, Libraries (inc. lone working controls / devices) and NFRS.

- HSW has continued to review and update our training to reflect feedback and updated guidance.

- HSW has continued to review the Wellbeing offer, in line with the overall Wellbeing Strategy (slide 21). During this period, we have updated our myNet (NCC) pages and Infospace (Schools) pages to clearly explain our services; we have continued to work with our providers to improve the data we receive from our support services, developed the new My Wellbeing plan (and associated guidance and training), and are developing the NCC use of the HSE Stress Indicator Tool (due to be launched in a phased approach from September 24).

- HSW has been supporting NFRS extensively, in the continued transition and related planning to full NCC HSW support, policy review, training development and review, and related wellbeing provision / services. The latter has provided valuable insight and additional specific improvements related to our wellbeing provision, to further improve NCC's overall offer. It has involved extensive liaison with NFRS and Public Health, along with our existing service providers. In addition, we have continued to develop our online incident reporting tool (OSHENS) to enable NFRS to utilise this provision (a Live system trial will take place in Q1-Q2), moving from the current Excel based Safety Event reporting system (currently supported by HSW) and ensuring a more consistent approach to incident management and reporting.

- To support service savings targets HSW continue to manage vacancies. Whilst it is recognised that this is necessary, this, combined with the increase in incident reporting and demand for HSW services create service pressures impacting on response times and capacity, which has legal and reputational risk implications. It may also impact on the service's ability to trade its services which would impact further on our financial stability. There has been enforcing authority interest in NCC this year which requires significant resource commitment from the HSW team to manage, impacting on other areas of work

Outcome 2: The standard of HSW management ensures employees are at work, well and productive
Risk Management – Impact of services (1)

Feedback – H&S Training

The revised H&S training provision and supporting updated compliance codes has been received positively by those attending the sessions – sample of feedback:

“This was more up-to-date training, and I loved the videos. Very powerful. It was very good and when I completed it the first time around, three years previously it was not as interesting. ”

“I think it was great – I will definitely work more on the pause and active listening…”

“Importance of risk assessment and being inquisitive, asking senior managers to be informed and see important docs”

“'The videos which showed real life situations - Videos you made were very good and engaging thank you - Whitlingham example”

…… is the most professional and adaptive teacher that I have witnessed in the ….service. I would advise …..utilise HSW trainers for certain subjects as and when necessary…

“The whole course was very good and worth doing, highly recommend it to my colleagues”

“'The extent of detail required in risk assessments was particularly impacting. Will be booking onto that course.

“the course helped me understand positive culture around H&S and seeing well-being as part of core health and safety..”

“I thought the training was expertly delivered. Great knowledge and presented well. Excellent examples & relevant case studies”

“Very knowledgeable tutor who covered everything I needed to know….. The use cases of failed H&S scenarios, although harrowing, serve as a valuable reminder as to why all the protocols are necessary”

Outcome 2: The standard of HSW management ensures employees are at work, well and productive
Risk Management – Impact of services (2)

- **Feedback from Mental Health First Aid champion training**

"The trainers were really good and sensitive to dealing with some difficult topics and things which were shared in the group. I found it very helpful to think about ways to identify and approach people who may be having difficulties, and I would feel more confident being able to signpost them and get help."

"I feel that this is one of the most engaging and beneficial courses I have attended in my time working for Norfolk County Council…. I see this as an essential course in the workplace; understanding triggers and helping understand how you can improve your response to them are key pieces of knowledge, which can really impact upon peoples' lives"

"This was an excellent course, and I gained a really good understanding of how to support colleagues. As head of service, this has given me a really good overview of what I need to ensure we have in place in the service and the training that managers need so that they support their teams effectively"

"It was a really good experience to not only understand how I can support staff I manage and colleagues but also taking a step back and looking at my own mental wellbeing in the workplace and how I can better support myself."

"Thank you for delivering this course, I think it is essential for anyone with line management responsibilities. There are many positives that I will take away from this training. I will recommend this course to those in my team who have management responsibilities. This training has significantly advanced my approach to line management and mental health support"

"The training will benefit my role greatly when sharing advice and information. I now have the skills to recognise symptoms of mental health and knowledge of the strategies I could adopt or suggest to support my colleagues, and apply to myself when managing my own and supporting others mental wellbeing"

Outcome 2: The standard of HSW management ensures employees are at work, well and productive
Risk Management – Impact of services (3)

- **Feedback from Musculoskeletal Service users**

“Very efficient service and very effective outcome. The referral progress was fast and focus based..”

"I arrived on crutches in so much pain and after treatment can sleep in my bed, walk and do everyday activities “

“Referral was quick and easy, I was kept updated and the treatment I received was professional and has given me exercises to strengthen muscles around my problem area and hopefully prevent a flare up again. ..”

“It may sound a small thing, but I was nearly in tears as I feel these changes to my work environment with the equipment suggested will make an absolute massive difference to my life!!! “

“The physiotherapist was very knowledgeable, gave me the exact point of where to exercise the muscle, to help alleviate the pain and build strength. Fantastic customer service, polite and respectful.”

“A quick referral which meant symptoms were dealt with quicker resulting in return to normality faster. Excellent and diligent physio – very lucky referral. Availability of provider you use, to see me on weekends was a bonus!”

Outcome 2: The standard of HSW management ensures employees are at work, well and productive
Risk Management – Impact of services (4)

- **Feedback from Norfolk Support Line (NSL) users**

"The counsellor I had, she was amazing, she explained everything in a way that was so easy to understand, she was kind, considerate, and most of all amazing"

"The counsellor helped me to be able to see the wood from the trees so I could start to focus on helping myself to manage all the difficulties I have been facing"

"having someone there then not only listen to me but actually heard what I was saying and understood me and I felt validated. I felt at ease and comfortable to speak about issues that are distressing to me that I tend not to speak about. It made me feel more valued and in a better position to go forward"

"My counsellor helped me to realise my self worth and how to recognise the times that I was most vulnerable"

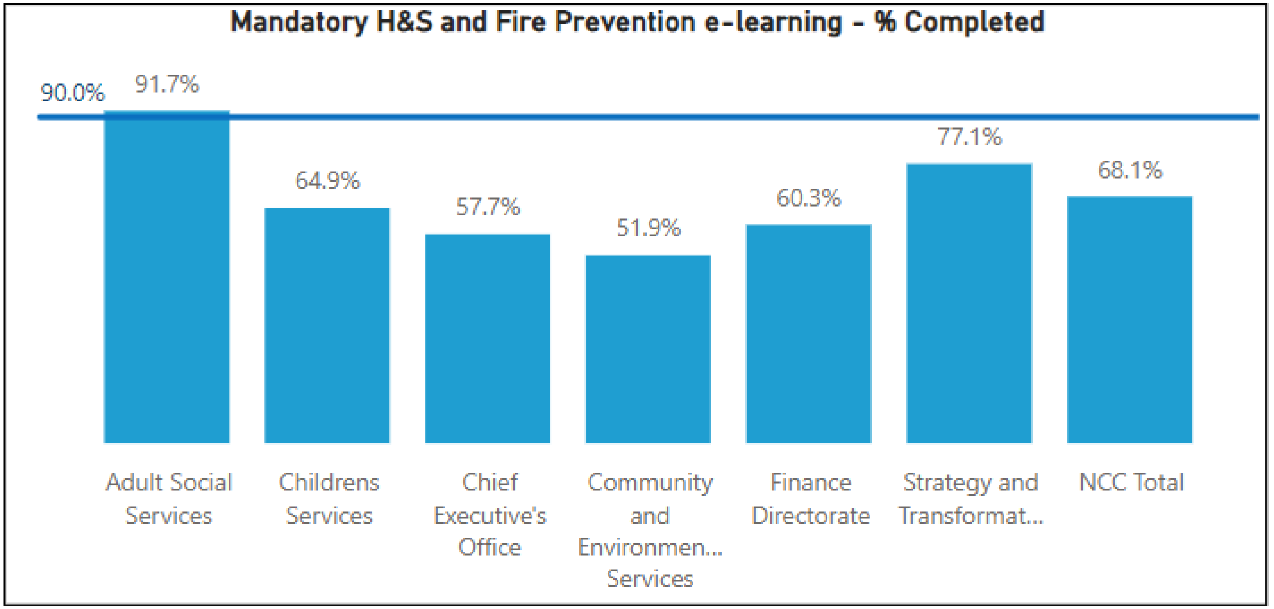
"The techniques and advice given by the counsellor for managing stress and anxiety were very helpful. The counsellor explained and went through them all well and the times that were best to use them"

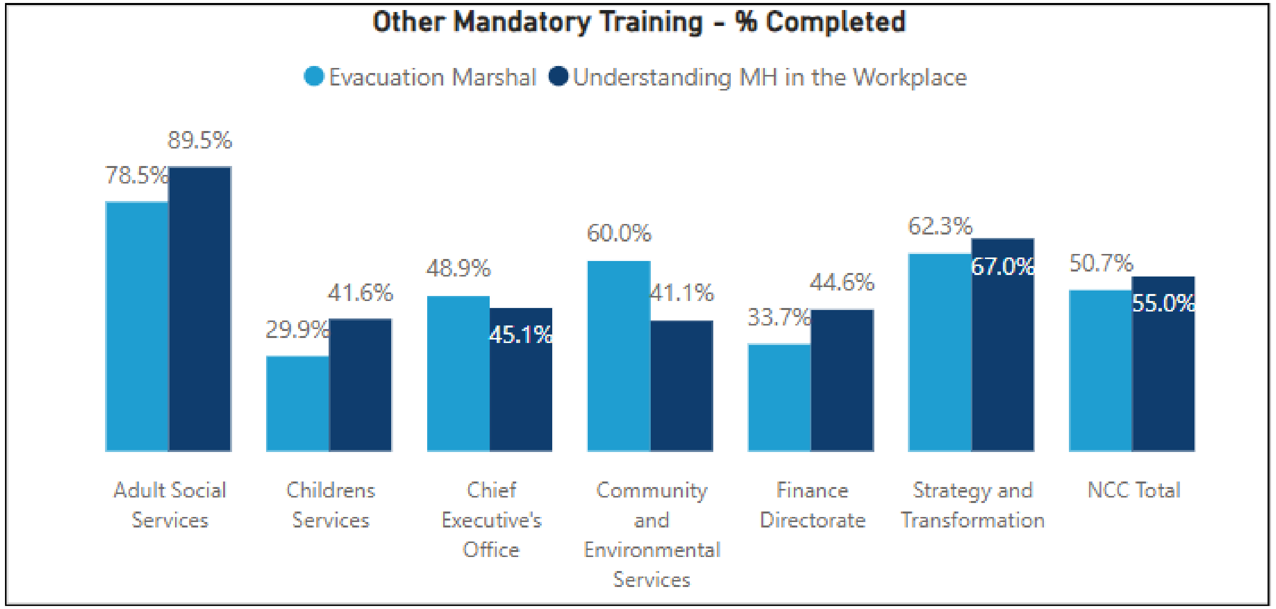
"I couldn't cope with the pressure at work and was thinking about quitting but the support from this service helped me rebuild my resiliency and stay in work, thank you…"

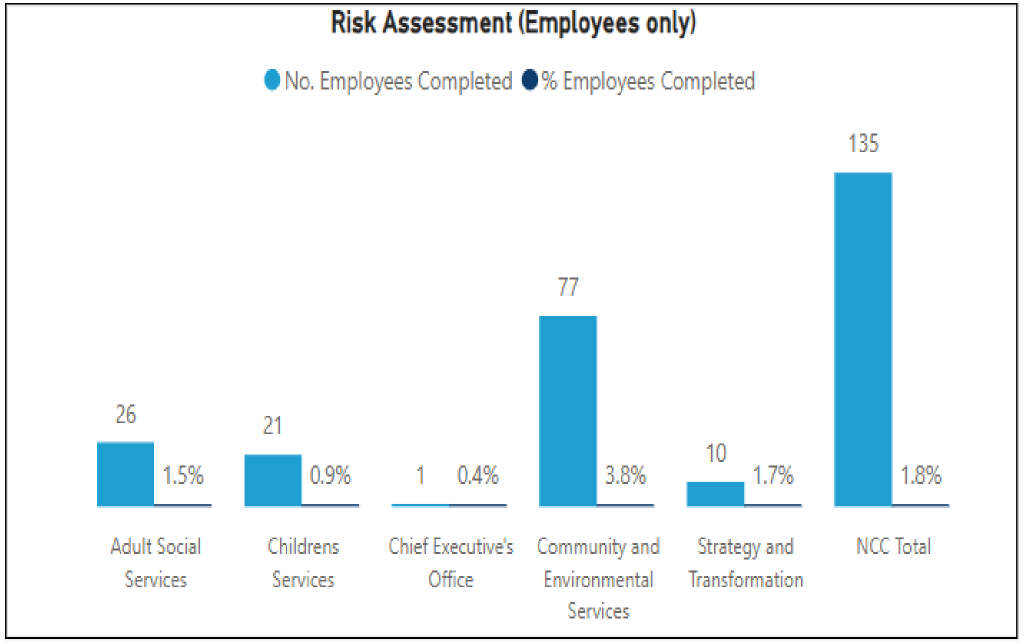
"I have been speaking to Jacqueline for 12 sessions through what has really been the most testing period of my life. Jacqueline has really helped me to reframe and understand the situation I found myself in. "

"I felt safe to talk about anything, my hopes, fears, grief, anxiety, and the things I feel I can't talk about with family or friends because of fear of judgement; or to always want to maintain a strong front, but this felt like a safe space to voice my struggles to be vulnerable and receive support"

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







- Reporting on mandatory training and automatic reminders for learners are not yet fully in place. This still has an impact on compliance. The development of this reporting and reminders is part of the core work of the Workforce Development team and is improving – the expected date for implementation is currently June 24. This needs to be considered in relation to the commentary below.
- Health, Safety and Fire prevention e-learning relates to all employees and has been a longstanding mandatory course. Only one directorate is above the target of 90% - Adults (improved from 68.8% last year), and the remainder are below the target. Adults have been focusing on compliance and were supported to do this by HR through providing out of system notifications. This clearly demonstrates the success of these prompts.
- Notably, S&T have increased from 54.3% to 77.1%, whereas Children's are showing a small decrease from 65.9% to 64.9%. Overall, for NCC there has been an increase from 61.3% to 68.1.%.
- Evacuation Marshal is mandated training that applies to all those that work from our hub sites – reporting indicates overall compliance across in scope employees at 50.7% (vs 39.7% last year). This training is critical to ensure adequate arrangements are in place at our hub sites.
- Understanding Mental Health in the Workplace is mandatory - currently NCC overall is achieving 55% (vs 17.3% last year).
- Please note - e-learning modules each take circa 20 minutes to complete.
- The mandatory training policy (P505) identifies core mandatory training for all employees. Not all of these will be required by everyone, as it depends on their role, therefore targets are not set or monitored against all other courses.
- Note – these figures only include permanent NCC employees and do not include temporary workers. Additional core mandatory courses will be added to the reports as developments are made in the requisite systems. This data also includes historical data from Learning Hub.

Outcome 2: The standard of HSW management ensures employees are at work, well and productive
Employee Competency - continued

Health, Safety and Well-Being Training:

To date this period 144 sessions (2765 available spaces) of our HSW tutor-led training have been delivered to 1749 attendees covering:-

Safe Management of Premises Fire, Safe Management of Premises General, Safe Management of Premises Asbestos, Risk Assessment - essential risk management, Health and Safety Leadership, Personal Safety, Mental Health First Aid champion, SLCC Introduction to Health and Safety.

Of the 2765 available spaces, 2198 were booked.

There were 449 non attendees during this period, meaning these spaces could not be re-allocated.

- HSW training provision meets the anticipated demand for NCC and, in line with the change of focus in 2023/24 to support more training, HSW has provided 144 tutor led sessions with the opportunity for 2765 attendees during this period – an increase on the same period last year of almost 50%. 79.5% (2198 spaces) of this availability has been booked – this was an increase from the mid-year period of 75%.
- HSW is now collating data regarding those who have booked a space but cancelled. Of those booked on our training courses in this period, 20% - the same as last year (449) - did not attend, meaning these spaces could not be re-allocated to others. This percentage remains unchanged from the mid-year point.
- We would ask EDs to ensure that this provision is utilised fully by managers, that managers prioritise attendance and, if necessary, cancel in a timely way to enable places to be reallocated.
- During this period HSW has reviewed, updated and delivered additional training sessions for NFRS (MHFAc, Risk Assessment and Health and Safety Leadership), including out of hours in person – to support the transition to NCC HSW systems. Additional sessions were also delivered for Children’s Services. HSW has also provided development and support to Adults to enable their nominated trainers to deliver the NCC Personal Safety course, thereby increasing availability of training spaces.
- The HSW team regularly reviews the content of our training courses, based on findings during our interactions, customer feedback and changes to processes, to ensure they remain relevant and fit for purpose.
- We have updated and issued eLearning training, including; Infection control, Personal Emergency Evacuation Plans, Evacuation with Dignity, and Driving Safely for Work and have extensively updated our Asbestos training.

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

Traded income (Actuals):
£427,519
(End of Year 23-24)
vs
£338,522
(End of Year 22-23)

Education sector:

- 14 Trusts (equivalent to 150 individual academies)
- 28 Additional Academies
- 16 federations
- 145 schools

Purchase at least 1 or more HSW service

Traded services include:

- **Norfolk Support Line**
- **Musculoskeletal Injury Rehabilitation Service**
- **Occupational Health Services**
- **Health and Safety Advice Service**
- **High School Specialist Curriculum Advice Service**
- **Health and Safety Compliance Inspections**
- **Radiological Protection Monitoring Service**
- **Pool Inspections**
- **Ad-Hoc support – e.g. Investigations / Advice**
- **HSW Training**

- There was an overall increase in HSW traded income in this period compared to the previous period.
- Several Trusts, & traded customers are indicating a possible move to their own provision some due to merging, most citing budget constraints and a small number (of larger trusts / customers) indicating additional internal resourcing and therefore a reduction of support required. (e.g., no longer requiring monitoring inspections and reductions to policy and advice service.)
- The continued budgetary constraints within our traded customers and the continuing academisation policy from central government may impact on future income. This is being monitored and HSW will continue to develop our traded services, provide a professional service, and maintain contact with our customers.
- This income offsets the costs of service delivery to external clients and supports a resilient service to NCC. We continue to review our offer to ensure it is competitive and relevant.
- Budgetary constraints within NCC may also affect HSW's ability to provide the varied traded services.

Appendix 1 – NCC Wellbeing Strategy Summary

The NCC wellbeing strategy sets out our vision and aims for employee wellbeing, our key areas of focus, and our approach.

Our definition of wellbeing is:
“A self-perceived quality of life that enables an individual to thrive**”**

Our vision is:
To foster an inclusive culture that promotes positive wellbeing for all; one in which any issues that do arise are addressed early so colleagues are healthy, happy and able to deliver services to Norfolk’s residents to the best of their ability.

Our Focus:
Our focus is on prevention, where most effort is put into establishing and bolstering a wellbeing culture that is recognised by and supports all employees, from senior managers to frontline workers to those in back-office roles.
This does not negate the need for higher level targeted interventions for both teams and individuals but seeks to shift the emphasis to either stopping problems arising in the first place or addressing them appropriately at the earliest possible time.

Our Priorities:
- Embedding wellbeing as a key priority with all NCC leaders and managers, ensuring that all are aware of our obligations and know the impact modelling positive behaviours can have.
- Creating a working environment in which a positive, proactive and preventative wellbeing culture can thrive.
- Helping our managers and leaders to understand what good practice looks like and recognising the role it can play in improved productivity and outcomes for our communities.
- Embedding wellbeing into all relevant NCC policies in ways that meaningfully contribute to creating positive relationships between employer and employee.
- Developing and communicating a wellbeing offer that encourages and enables all employees to take responsibility for their own wellbeing, while providing evidence-based higher-level interventions where these become necessary.

Our Approach:
Our approach aims to implement a positive wellbeing culture for the whole organisation. This starts at the top, with positive communications and behaviour modelling from senior leaders and moves down through managers to their teams. But it also starts from the ground up, with individuals enabled and encouraged to take responsibility for their own wellbeing as a matter of course, with additional higher-level interventions being made available to those who need them.

Appendix 2 – The performance measures explained

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

The measures are designed to inform NCC whether accountability for health, safety and wellbeing is being taken at the right levels throughout the organisation and if there is good engagement with the organisation's employees and their representatives in health, safety and well-being matters.

The role of leaders and managers in health, safety and wellbeing matters is pivotal to ensuring systems and processes are in place, employees understand and feel that their health, safety and well-being is important and in employee compliance with those systems and processes.

Involving employees in health, safety and wellbeing matters is important to ensure they take ownership of their own and others health, safety and well-being. Workplaces that have a healthy, proactive relationship with unions are shown to have a lower incident rate, employees are more confident to raise concerns and risks are better controlled.

Whilst a lagging indicator, the measurement of the number, type and severity of incidents occurring can give an indication of how well risks are being managed and if learning is taking place, which is indicative of a positive culture.

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

Appendix 2 – The performance measures explained - continued

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

The measures provided are designed to give an indication of how well NCC is managing its HSW risks. The measures focus on 3 key areas: risk management, well-being services utilisation and employee competency.

The management of risks can be measured in a number of ways including by outcomes such as work-related ill health absence and proactive monitoring undertaken by the professional HSW team

Wellbeing services are designed to be preventative therefore their timely utilisation can support the management of wellbeing risks

When employees are competent in their role they will be better equipped to identify and manage risks.

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

The aim of the HSW traded service is to offer complimentary services to those provided to internal customers on a traded basis. The service is targeted at areas that support NCCs wider responsibilities such as non-local authority maintained schools. Through growing its traded services, the HSW service has retained resilience in service provision to all its customers, internal and external. The measures developed to gauge our success relate to these aims.

Glossary

Reportable incidents (RIDDORs)
Employers are required to report certain serious workplace accidents, occupational diseases and dangerous occurrences to the Health and Safety Executive. These are defined in law and it is an offence not to report them within the specified time period. These include:

- **Fatalities**
  Accidents that result in the death of an employee or non-employee that arise from a work-related accident
- **Specified injuries to employees**
  Examples of specified injuries that are reportable include: injuries requiring hospital admission for more than 24 hours, fractures, amputations, serious burns, loss of sight, significant head injuries
- **Over 7-day injuries to employees**
  Work related accidents that result in an employee being unable to undertake their normal duties for more than 7 consecutive days (including weekends)
- **Occupational Diseases to employees**
  Examples of occupational diseases that are reportable where diagnosed by a medical practitioner are: carpal tunnel syndrome, occupational dermatitis, severe cramp of the hand or forearm, occupational cancer, tendonitis of the hand or forearm
- **Dangerous Occurrences**
  These are serious incidents that may not have caused any injury but had the potential to do so. Examples include: the accidental release of a substance that could cause harm to health such as asbestos, fire caused by electrical short circuit that results in the stoppage of the plant involved for more than 24 hours, equipment coming into contact with overhead power lines
- **Injuries to non-workers**
  Where a non-employee e.g. a member of the public, a pupil or a service user, has an accident on our premises and is taken to hospital from the scene for treatment

Non- Reportable (RIDDOR) Incidents
Incidents that result in injury that are not classed as reportable. These do not include any incident that did not result in an injury, e.g. near miss incidents, damage to property or dangerous occurrences.

Glossary - continued

Musculoskeletal Injury Rehabilitation Scheme (MIRS)

MIRS is a fast-track physiotherapy treatment service that helps staff with a musculoskeletal injury (back pain, muscle strain, overuse injuries, frozen shoulder, whiplash, ligament damage, tendonitis, sciatica, etc.) in managing or reducing the impact of their injury on work. People who are referred to the service consistently report the treatment either helped them return to work earlier or prevented them taking sickness absence.

The service includes:

- An initial telephone assessment with a physiotherapist within 24 hours of being referred to establish the best course of treatment, and where required an initial treatment session is usually offered within 3 working days.
- An assessment report for the line manager outlining the problem and recommended treatment.
- A discharge report for the manager reiterating the information in the assessment report and providing an assessment of the outcome of any treatment given.
- Functional Capacity Evaluations for staff who report that their health conditions are limiting their capacity to undertake their duties.
- Workstation, workplace and vehicle assessments for staff who report that these are having an impact on their health condition.

Norfolk Support Line (NSL)

A well-established, independent, confidential and professional advice and counselling service for employees; available 24 hours per day, 7 days a week, 365 days a year, on matters such as: money management, substance misuse, legal queries, phobias, consumer advice information, caring responsibilities, trauma, stress, bereavement, domestic matters, emotional problems, anxiety/depression. They also provide support to managers on difficult conversations and team trauma support

Cabinet

Item No: 12

Report Title: Corporately Significant Vital Signs

Date of Meeting: 01/07/2024

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 4 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, but despite this our performance position across the year has continued to have a positive trajectory, and we continue to actively responding to changes in the national landscape around performance. We have made good progress on developing our Productivity Plan and have embarked on a journey with the Bennett Institute to understand what Productivity means for us as a Council. We continue to move forward with our Continuous Improvement Plan in relation to the Commercial Continuous Improvement Assessment Framework, and we have been reviewing our assurance against the Best Value Standards to aid our approach to continuous improvement.

Performance has improved across our departments and across the year, and in Adults Social Services, managing safeguarding work has increased by 5%, however we still continue to face challenge in the activity in relation to the Quality of our Care Market measure.

In Children's Services, we have seen improvement across three measures, and have seen an improvement in our performance against % of Education, Health and Care Plans completed within Timescale, which has moved back into amber.

Performance remains stable across our CES measures and largely static across our Strategy & Transformation measures, with the exception of the annual measure in relation to the number of enterprises assisted, which has decreased, and the % of businesses brought to compliance, which has decreased by 3%, but just above target, remaining at green.

The risk reported to savings was realised at the year end and work to realign budgets, re-profile savings and capital spend have been agreed for 24/25. Monitoring of risk continues to be a priority and a shall remain a firm part of performance management conversations across the year.

As with the last quarter's report, performance across this quarter has seen an uplift from measures now reporting as green, with an increase of two across green, two across amber and a reduction in measures reporting Red, by two. We are reporting just two red measures for Quarter 4.

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. 44 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 (March).

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 four. Performance in the last month of Quarter four is compared to that in the last month of Quarter three of 23/24.

43 Corporately Significant Vital Signs- please note that this Quarter includes 7 measures that are not RAG rated, therefore the total below will not equal 43.	
Green	29 Vital signs met or exceeded the target (28 last month in last quarter)
Amber	5 Are within the accepted tolerance of the set target (3 last month in last quarter)
Red	2 Vital Signs are below or behind the target set (5 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 4 performance data and associated narrative.**
2. **Agree the 27 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 where relevant, 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				**Highlight**
Adult Social Services	5	1	2	2	Managing our safeguarding work effectively (%) has improved by 5%
Children’s Services	8	1	1	6	% of Education, Health and Care Plans completed within Timescale has improved by 3% and is now Amber
Community & Environmental Services	14	0	0	12	All measures are reporting at Green for this Quarter
Finance Directorate	6	0	1	4	Capital receipts for land sold, that will be counted as part of overall capital receipts has increased to £6,043,539
Strategy & Transformation	10	0	1	5	Adults Social Worker Vacancies - % establishment filled (Grade I – L) has increased for a further Quarter to 88%, and is now Amber

3. Impact of the Proposal - Vital Signs overview by portfolio outcome

3.1 Adult Services

Measures	**Performance Q3**	**Performance Q4**	**Target**	**Trajectory**
Reduce and delay the need for formal social care (%)	83%*	83%*	80%	Improving
Maximised independence for those who draw on services %	60%*	60%*	80%	Static
Timeliness of risk management within the holding lists %	86%*	83%*	80%	Deteriorating
Managing our safeguarding work effectively	56%*	61%*	80%	Improving

Quality of the Care Market %	38%	47%	80%	Data used is giving an inconsistent assessment of performance and is under review for Q1 24/25 reporting

*Please note, as these are composite measures, the percentages shown represent the combined performance over each month of a number of feeder performance indicators, assigned scores at each month are collated to form these percentages.

3.2 Of the 5 performance measures 3 are below target, 2 at Amber, 1 at Red. These are as follows and have 10 associated actions highlighted.

3.3 Vital Sign 112: Maximised independence for those who draw on services %Target 80%. Current performance 60%. Static Expected to reach target date: March 25

This composite vital sign includes a range of measures which include new residential placements and the number of people supported by short term services who then did not need ongoing support.

Sustained focus on embedding Connecting Communities ways of working will continue to support a further reduction in long term residential use for those aged 65+. Challenges to this KPI are primarily driven by short term bed use (community & hospital discharge sourced) due to likelihood of conversion into long term residential use.

Compared with other similar authorities, we do not have as many people taking up direct payments which can give more choice and control, allowing people to manage and arrange their own bespoke care. There are currently 1556 people using direct payments, and we would like to increase this to 2660.

To deliver this change, we are continuing with practice-based measures that have begun delivering increased Direct Payment use in 2023/24. We are looking to deliver a ‘Hybrid Direct Payment’ pilot - where potential Direct Payment holders will be identified and will be supported by a specialist team of Direct Payment practitioners to further improve the ease with which Direct Payments are made available (if the pilot proves successful, we will develop options for county-wide roll-out). Finally, we are looking to develop a wider proactive intervention and prevention approach within the department that includes a stronger focus on self-directed support, including micro providers, which will in turn increase Direct Payment use.

Key to helping people stay independent for longer is ensuring alternatives to residential care. Our Independent Living programme to date has two schemes open, offering 124 apartments, although issues relating to nutrient neutrality have slowed progress and will require us to re-profile schemes going forward. Our supported living programme has delivered over 30 homes for people with learning disability or autism, with another 50 homes in planning.

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 will be increasing housing and independent living options for younger adults.

We are Increasing the visibility of adults with physical disability within OPPD teams and will be adopting the shared learning from the Connecting Communities programme, applying it across the younger age group during the coming 12-24 months.

Actions:

1. **Reducing admissions to short term beds from community hospitals by reintroducing ward attached Adult Social Care staff.**
2. **Reducing admissions to short term beds from acute hospitals in line with improved ICS commissioning of intermediate care**
3. **Improving timeliness of assessments for those people in a short-term bed**
4. **Continue to roll out the accommodation plan, bringing independent and supported living options online. (Carried forward from previous report).**
5. **Applying learning gained through the connecting communities programme to working aged adults with physical disabilities to promote opportunities for better outcomes.**

3.4 Vital Sign 114: Managing our Safeguarding work effectively. Target 80% Current performance 61% Static. Expected to reach target date: September 24

This composite vital sign looks at a series of measures around how we manage safeguarding.

Outcomes for people who have been through a safeguarding enquiry are good, with 95% of people having had the risk reduced or removed through the interventions.

Significant work has been undertaken in safeguarding which has highlighted improvements needed in correctly classifying and recording safeguarding cases.

Our focus is on ensuring that all people who need to be safeguarded are. People at moderate to high risk of harm are seen quickly, with steps taken to safeguard them from the point of the referral.

Further changes to our recording and forms which have had a negative effect on recording as they come into operation, will start to address the figures, and ensure only actual safeguarding cases are included. Safeguarding training and advice and information from the safeguarding team are other parts of the improvement in safeguarding required to ensure a consistent approach to recording and actions taken.

Action:

6. **Safeguarding adults process has been reviewed. New forms are being embedded to both streamline process and clarify how we record actions taken to keep people safe.**
7. **Training for all relevant staff to ensure increased compliance with adjusted process.**

3.5 Vital Sign 115: Quality of Market. Target 80% Current performance 47%. Expected to reach target date: March 25

This composite vital sign includes a range of measures to tell us about the quality of the market, such as, the percentage of providers rated as Good or Outstanding by their most recent CQC inspection and the percentage of providers previously rated as inadequate or requires improvement by PAMMS who have improved at most recent PAMMS inspection.

However, with the benefit of reviewing this over the last year, it is clear that the composite measures are subject to some considerable variation, which does not truly reflect the care quality provision within the Norfolk market, or the actions that we are taking to support improvement.

In addition, during the year we have seen considerable changes to assessment by CQC and the approach to inspection. This has led to CQC adopting a more risk-based approach and undertaking fewer inspections and amended ratings. As the new single assessment framework is embedded over the next two years it is expected that there may be more contemporary ratings available, but in the short to medium term there is likely to be less updating of ratings, and more reliance may be needed on the PAMMS ratings and outcomes of our Quality Monitoring Visits.

Given this, it is proposed that the vital sign measures are reviewed to enable a more contemporary and consistent view of quality within the care market.

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, 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, 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.

National workforce shortages over the last two years are placing more pressure on care provision and will impact on quality. However, the workforce position over the last year is improving. Availability of high-quality registered managers is challenging in Norfolk.

The Integrated Quality Services complements the CQC programme of work and proactively supports quality improvement. An increase in staffing and economic concerns has increased the amount of care provision with significant issues. These can lead to provider failure and quality concerns, which has required deployment of resources to focus on immediate improvement support and in some cases, actions involving performance notices and support of service closures.

Onsite quality assurance audits are undertaken by the IQS team which can be a mix of full PAMMS audit or quality monitoring visits. 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 to improve services and to help providers sustain improvements before reinspection by CQC.

CQC unfortunately only undertakes a small number of assessments – about four to five per month. These are often risk based so focus on establishments at risk of becoming inadequate or requires improvement.

Despite a sustained small improvement since December 2022 there has been a decline in care quality compliance in Norfolk. However, our own PAMMS system and work with the market tells us that we have 35 residential and nursing providers, currently rated as Requires Improvement or Inadequate who we are confident would be judged good or outstanding if CQC inspected them now. We continue to see improvement in a number of providers as a result of our engagement with them. The percentage of care homes who have improved as a result of this engagement has improved from 40% in March 2023 to 48% in March 2024.

The ICS Social Care Quality Improvement Programme is a collaborative programme of work overseeing actions to deliver care quality improvement for Norfolk. This was created following the strategic framework approach agreed by Cabinet in June 2022. The Programme is now well established and has received significant support from partner organisations including Norfolk Care Association (NorCA); Healthwatch Norfolk and the Norfolk and Waveney ICB (Integrated Care Board) with the aim of ensuring a coordinated approach but also ownership and accountability from all parties that can help influence and action improvement to care quality in Norfolk.

Action:

8. **To continue scheduled audits and undertake focussed work with providers where quality concerns have been identified, (Carried forward from previous report).**
9. **Continue to support improvement focused on workforce initiatives; recruitment and retention, training and development, and international recruitment, (Carried forward from previous report).**
10. **Full engagement with the programme of work under ICS social care Quality Improvement Programme to promote and support high quality care (Carried forward from previous report).**

3.5 ASSD- Composite measurement breakdown:

Vital Sign 1 - New Contacts where the need for social care is reduced or delayed
Requests for new clients where sequel was universal services/signposting
Requests where the sequel to request for support was low level support or short term other
Requests where the sequel is short term services to maximise independence

Vital Sign 2 - Maximised independence for those that draw on services
Proportion of adults aged 18-64 whose long-term support needs are met by admission to residential and nursing care homes (per 100,000 population)
Proportion of adults aged 65 and over whose long-term support needs are met by admission to residential and nursing care homes (per 100,000 population)
Proportion of new clients who received shrt-term services during the year, where no further request was made for ongoing suport (18-64)
Proportion of new clients who received shrt-term services during the year, where no further request was made for ongoing suport (65+)
Average Hours of Home Care avoided through reablement intervention

Vital Sign 3 - Timeliness of risk management within the holding lists
% of people not risk stratified on Holding List
% of people rated RED on the Holding List
% of people with a contact with SCCE more than 7 days with no open assessment or care plan
% of people waiting assessments on Holding List for longer than 3 weeks
Vital Sign 4 - Managing our safeguarding work effectively

Vital Sign 4 - Managing our safeguarding work effectively
% of people who have had initial efforts made to safeguard them within 3 days of referral
Red safeguarding cases on holding list for more than 1 working day
% of sS42 safeguarding enquiries where a risk was identified and the reported outcome that this was reduced or removed

Vital Sign 5 - Quality of the Market
% of providers rated as Good or Outstanding by most recent CQC
% of providers rated as Good or Excellent by most recent PAMMS
% of beds in Residential and Nursing proviers rated as Good or Outstanding in latest CQC/PAMMS report
% of providers previously rated as inadequate or requires improvement by PAMMS who have improved at most recent PAMMS inspection
% of spend on commissioned care which is with providers rated as good or outstanding in latest CQC/PAMMS report

3.7 Children's Services

Measures	Performance Q3	Performance Q4	Target	Trajectory
% of schools judged good or outstanding by OFSTED	86%	86%	86%	Static
% of Care Leavers who are EET (19 - 21)	63.4%	62.2%	52%	Static
% of family support referrals who have had a referral in the previous 12 months	11%	13.3%	15%	Deteriorating
Decreasing the rate of Looked-After Children per 10,000 of the overall 0-17 population	69.9%	67.1%	62.3%	Improving
% of Referrals into social care who have had a referral to social care in the previous 12 months	17.4%	17.9%	20%	Static

% of children starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)	7.61%	6.55%	11%	Improving	⇧
Avg. time (in days) between LA receiving court authority to place a child and deciding on a match to an adoptive family	122	151	221	Deteriorating	⇩
% of Education, Health and Care Plans completed within Timescale	55.7%	58.5%	60.4%	Improving	⇧

3.8 Of the 8 performance measures, 1 is red and 1 amber. There are 2 actions highlighted.

3.9 Vital Sign 309: Decreasing the rate of Looked-After Children per 10,000 of the overall 0-17 population. Target 62.3. Current performance 67.1 Improving. Expected date to reach target: March 24.

We continue to see a large cohort of Unaccompanied Asylum-Seeking Children within Norfolk; they have separate provision which is centrally funded.

When considering the cohort of 'local' children in our care, we are well within our target of 62.3%, and have seen a further reduction in the number of local children who are looked after which has been the trend for some months now. At the end of March 24, we had 997 local looked after children representing 57.9 for per 10000, continuing the declining trend as practice embeds ensuring children are only brought into care when there is absolutely no other option.

Actions:

11. **To continue a focus on the family network as an alternative to care. Embedding practice principles established to enable safety to be achieved at home in an increasing proportion of cases.**
12. **To continue a focus on reducing timescales for Care Proceedings, working with the Courts, NPLaw and Cafcass.**

3.10 Vital Sign 322: % of Education, Health and Care Plans completed within Timescale Target 60.4%. Current performance 58.5%. Improving Expected date to reach target: 31/03/2025.

We are as a system processing a high and increasing number of EHCPs in each period. There have been significant improvements in the efficiency and effectiveness of the EHCP operational services. In March 2024, 115 EHCPs were issued in timescale, the highest number ever issued in timescale in Norfolk. Improved performance continues to be dampened by demand.

The ability to consistently meet the targets required are going to be achieved by continued improvements in the EHCP operational service, but even more so by differing aspects of the LFI programme enabling schools and settings to meet need at SEN Support more consistently and delivering reduced volumes of request for EHCPs.

Actions:

13. **To continue to implement and embed the refreshed Local First Inclusion strategy, monitoring the EHCP operational service.**

3.11 Community and Environmental Service

Measures	Performance Q3	Performance Q4	Target	Trajectory
% of planning applications determined within statutory or agreed timescales	99%	100%*February Data	90%	Static
% of businesses brought to compliance	98%	95.15%	95%	Deteriorating
Kilograms of residual household waste per person per year	240.39	*No Data	260	N/A
% 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)	86.99%	86.7%	80%	Static
Number of Home Fire Safety Interventions	409 Interventions / 375 required Interventions	655 Interventions / 375 required Interventions	375	Improving
Percentage of targeted Business Fire Safety inspections completed	81.9%	97.4%	48.5%	Improving
Number of museum visits	13,533	25,647	8,000	Improving
% of defects dealt with within timescales	95.8%	97.2%	92.5%	Static
Customer satisfaction (with council services)	92%	92%	90%	Static
Increased use of public transport	6977537	6631138	6000000	Decreasing
% of waste diverted from disposal at Recycling Centres	73.02%	73.02%	72%	Static
Property disposals by floor area	6124	3079	N/A	N/A
Repton Property Developments Ltd- Private sector units sold (Annual)	64	60	N/A	N/A
Participation of Early Years Foundation Stage activity in libraries	18807	22643	16250	Improving

3.12 Of the 14 performance measures, all are performing at Green. The improvement in the number of Home Fire Safety Interventions demonstrates not only the concerted efforts of the Fire and Rescue Service, but also strong collaboration with colleagues in Adult Social Care to target our work at the most vulnerable/ highest risk cohorts

3.13 Finance

Measures	Performance Q3	Performance Q4	Target	Trajectory
Capital receipts for land sold, that will be counted as part of overall capital receipts	£1,237,757	£6,043,539	£5,000,000	Improving
Savings targets delivered	£57,858,000	£57,858,000	£59,703,000	Static
FES - Debt recovery	95%	92%	85%	Deteriorating
Payment performance - % of invoices paid within 30 days of receipt	98%	99.2%	98%	Static
Level of borrowing / debt	£822,143,000	£818,794,000	£935,045,000	Improving
Capital monitoring- Profiled projected annual spend vs actual to date	64%	85.3%	10%	N/A

3.14 Of the 6 performance measures 1 is below target at Amber, 1 not RAG rated, as outlined below, with 1 action –

3.15 Vital Sign 404: Savings Targets Delivered. Target £59,703,000. Performance £57,858,000. Static **Expected date to reach target: March 2024**

The outturn savings for 2023-24 is £57.858m (97%) against a budgeted savings target of £59.703m. A shortfall of £1.500m 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 as they impact the delivery of a balanced budget in 2024-25 and will need to be mitigated in the 2025-26 budgets.

£1.5m savings associated with the Physical Disability service was not 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.

The 2023-24 budgeted savings within Children's Services were delivered in 2023-24 as an overall programme, 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 was not delivered.

One of the CES 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 was a shortfall against the saving in 2023-24 of £0.190m due to rent not being charged for the full year.

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).

Actions:

14. **To continue to monitor the risk associated with identified savings programmes, highlighting any material issues within the monthly finance report.**

3.16 Strategy and Transformation

Measures	Performance Q3	Performance Q4	Target	Trajectory
New employee retention (24+ months)	70%	69%	65%	Static
Sickness absences - % lost time	2.90%	2.90%	3.50%	Static
Adults Social Worker Vacancies - % establishment filled (Grade I – L)	87%	88%	90%	Static
Voluntary turnover rate	10%	9%	10%	N/A
Absence due to mental health as a % of lost time due to sickness absence	1%	1%	1.2%	Static
Children's Social Worker Vacancies Level 1-3 - % operational establishment filled (Grade I - L)	90%	91%	90%	Static
Employee Engagement - I believe I can make a difference by giving you my views (performing in the upper quartile of public sector employers)	61	57	Performing in the upper quartile	Performing in the upper quartile
Employee Engagement - Satisfaction (performing in the upper quartile of public sector employers)	66	61	Performing in the upper quartile	Performing in the upper quartile
Employee Engagement – Employer Contribution (performing in the upper quartile of public sector employers)	66	63	Performing in the upper quartile	Performing in the upper quartile
Number of enterprises assisted	1667	836	681	Deteriorating

Whilst the workforce measures are reporting as static or showing a slight downturn, they represent a positive performance picture for the organisation against the backdrop of a highly competitive recruitment and retention market as well as the sustained pressures the organisation is operating in.

The large-scale organisational review undertaken last year, and the ongoing transformation agenda is reflected in the employee engagement scores from our latest employee survey. Nevertheless, we remain in the upper quartile of comparator organisations who utilise the same survey. Service directorates are reviewing their results from this survey and developing action plans to secure improvements.

The service is currently unable to report on measure 501: Percentage of employees with written and agreed goals. This measure will be reintroduced following this year's performance development cycle following work to improve business line reporting for this measure.

3.17 Of the 10 performance measures 1 is below target and Amber, as outlined below, with a summary of actions taken to date and that are continuing. These actions are supporting an improving performance in this area. –

3.18 Vital Sign 503: Adults Social Worker Vacancies - % establishment filled (Grade I – L). Target 90%. Current Performance 88%. Static. Expected date to reach target: March 2025.

Social Work continues to be a national skills shortage occupation and is highly competitive in both the permanent and temporary labour market, increasing the challenge to reach the targeted establishment level. However, actions taken to date are making an impact, with an improved picture over the last year.

Actions taken and ongoing:
We have taken a number of steps to support performance improvement including:

15. **In August 2022 we introduced a Golden Hello of £2k for all social worker roles**
16. **In September 2022 we launched a joint “We Care” marketing campaign with Childrens Services targeting 400 applications (40 roles.) This will run for 6 months.**
17. **In October 2022 we created a centralised recruitment admin function to minimise administrative burden on teams**
18. **In January 2023 we have introduced a Golden Hello of £2k for Occupational therapy (OT) roles**
19. **in April 2023 we introduced a retention payment for staff working in the SCCE department**
20. **we have increased the number of team manager roles within the Community Care teams to support transformation of services alongside our connecting communities workstream.**

We have also:

21. **introduced protected training time for Social Workers and OTs**
22. **introduced a green car leasing salary sacrifice scheme.**
23. **Centralised the tracking of vacancies and the performance of recruitment process.**
24. **Introduced a weekly departmental review of the recruitment position to drive targeted intervention.**
25. **we have developed a focused resource to manage shortlisting and coordinate interviews for all social worker roles.**
26. **We have increased the number of social work apprentices that we are able to support through 2024-2027 from 13 to 20.**
27. **We have developed a new international recruitment approach and have invested into our support offer for international employees to help them**

settle well in Norfolk. We are targeting Sri Lanka as a key market and are exploring initial approaches to develop this market.

These actions will support our continued performance improvement against a backdrop of a national skills shortage and very competitive market.

4. Impact of the Proposal

4.1 Information Report

5. Evidence and Reasons for Decision

5.1 Provided in the narrative under each departmental section.

6. Alternative Options

6.1 Information Report

7. Financial Implications

7.1 None Identified

8. Resource Implications

8.1 Staff: None Identified

8.2 Property: None Identified

8.3 IT: None Identified

9. Other Implications

9.1 Legal Implications: None Identified

9.2 Human Rights Implications: None Identified

9.3 Equality Impact Assessment (EqIA) (this must be included): None Identified

9.4 Data Protection Impact Assessments (DPIA): None Identified

9.5 Health and Safety implications (where appropriate): None Identified

9.6 Sustainability implications (where appropriate): None Identified

9.7 Any Other Implications: None Identified

10. Risk Implications / Assessment

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

11. Select Committee Comments

11.1 This report has not been heard at Select Committee.

12. Recommendations

1. Review and comment on the end of Quarter 4 performance data.
2. Agree the 27 highlighted actions as set out.

13. Background Papers

14.1 None

Officer Contact
If you have any questions about matters contained within this paper, please contact:

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Cabinet

Item No: 13

Report Title: Quarterly Risk Management Report

Date of Meeting: 1st July 2024

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 the Organisational Risk Management Lead as part of the risk management framework.

This risk management report contains the reviewed and updated corporate risks, as at July 2024.

Recommendations:

For Cabinet to consider and agree:

1. **The key proposed changes to corporate risks since the last report to April 2024 Cabinet (shown in paragraph and 2.2 and Appendix A)**
2. **The corporate risks as at July 2024 (Appendices B and C)**

3. **That all risk information covered within the report is satisfactory.**

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. **Appendix B** shows a heat map summary of the corporate risks set out on a 5x5 risk matrix**,** with accompanying table breaking down the risks by their Red, Amber, Green (RAG) status. Full details of the corporate risks are set out in **Appendix C**.

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

2. Proposal

2.1 The key general corporate risk messages are as follows:

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

2.2 The key specific corporate risk messages are as follows:

<u>Proposed Risk Score Changes</u>

RM030 – Non-realisation of Children's Services Transformation change and expected benefits
There is a proposal to increase the risk score from 9 to 15, raising the impact from 3 to 5.

RM035 - Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets

There is a proposal to reduce the current risk score from 20 to 15, lowering the current likelihood score from 4 to 3.

Proposed risk title change

RM038 - Increasing demand has impact on statutory services

There is a proposal to amend the risk title of RM038 from **Demand to manage statutory responsibilities** to **Increasing demand has impact on statutory services**.

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 for the proposed changes.

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 C**. The budget for this financial year 2024-25 was set and agreed by Full Council in February 2024, following consultation and we are now at the early stages of working towards setting the budget for 2025-26. Mitigations supporting the controlled treatment of the risk of increasing challenges to financial resilience are set out in **RM042 – Increasing Challenges to Maintaining Financial Resilience**, and the corporate risk covering the impact of increased inflation is covered in risk **RM035 - Adverse**

impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets.

7. Resource Implications

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

7.2 **Property:** We have two departmental level risks that cover both people-related security (RM14379a – People-related security incident at an NCC site) and asset-related security (RM14379b - Physical asset related security incident at an NCC site).

7.3 **IT:** The future network has now been implemented and the Digital Services team has achieved Public Service Network (PSN) certification for another year up to 11th April 2025.

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):**

There are none applicable.

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

There are 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 strategy, 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 C**.

9.2 Risk management training was delivered to the Scrutiny Committee in April 2024 with further training planned for the Audit & Governance Committee in October 2024. The Organisational Risk Management Lead directs these training sessions to give Committee Members a further understanding of risk management and its application within Norfolk County Council.

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 April 2024 Cabinet (shown in paragraph and 2.2 and Appendix A)**
2. **The corporate risks as at July 2024 (Appendices B and C)**
3. **That all risk information covered within the report is satisfactory.**

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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Appendix A

Key Proposed Changes to Corporate Risks

Proposed Risk Score Changes

RM030 – Non-realisation of Children's Services Transformation change and expected benefits
There is a proposal to increase the risk score from 9 to 15, raising the impact from 3 to 5. 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 at 5.

RM035 - Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets

There is a proposal to reduce the current risk score from 20 to 15, lowering the current likelihood score from 4 to 3. There are reports of inflation expected to drop close to 2% from the April 2024 figures available, and the announcement of the employer side Local Government pay offer which would be within budget.

Proposed risk title change

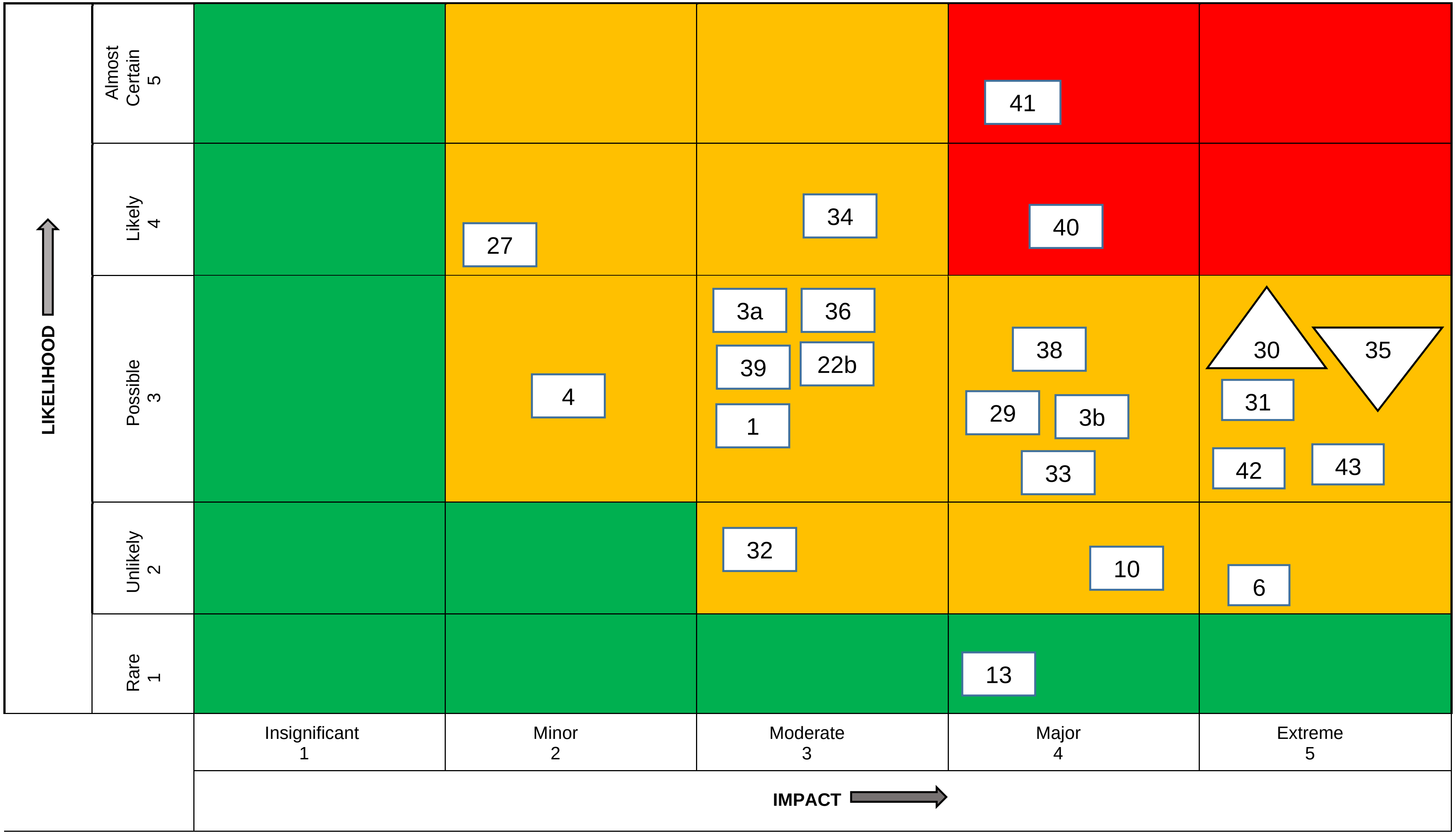
RM038 - Increasing demand has impact on statutory services

There is a proposal to amend the risk title of RM038 from **Demand to manage statutory responsibilities** to **Increasing demand has impact on statutory services**.

This risk title better reflects the risk that increasing demand will have a greater impact on delivering statutory services.

Appendix B

Corporate Risks - Heat Map



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
RM041	Adult Social Services Supplier or Market Failure	20
RM040	ASSD assurance implementation	16

Amber Rated Risks

Risk Number	Risk Title	Score
RM035	Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets	15
RM031	NCC Funded Children's Services Overspend	15
RM043	High Needs Block Deficit cannot be resolved	15
RM042	Increasing Challenges to Financial Resilience	15
RM030	Non-realisation of Children's Services Transformation change and expected benefits	15
RM038	Increasing demand has impact on statutory services	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
RM027	myOracle	8
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

Appendix C

Risk Number	RM001	Date of update	17 May 2024
Risk Name	Infrastructure funding requirements		
Portfolio lead	Cllr. Graham Plant	**Risk Owner**	Paul Cracknell
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-25	**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, A120 and A14 Copdock Junction Met DfT officials 4 July to discuss current and potential future programmes NWL (See RM033): Approval for Outline Business Case received October 2023. Planning application submitted April 2024 Long Stratton Bypass: FBC submitted November 2023. Awaiting final approval. Planning applications consented by S Norfolk planning committee 15 March 2023. West Winch Housing Access Road: OBC submitted September 2023. Awaiting approval. Planning application submitted end 2023. 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 King's Lynn successful, drawing in circa £24m for measures at Southgates and the Gyratory system (January 23). Facilitated bids for unspent DLUHC money for transport infrastructure with District Councils October 1.3) Legal challenge claims, and appeal, dismissed in judgement on Development Consent Orders for A47 Blofield to Burlingham, N. Tuddenham to Easton and Thickthorn 7 July. Application made for the case to be heard by the Supreme Court. Awaiting to hear outcome. A47 Alliance meeting held 15 March. Advocacy being rolled out post local elections. Meeting with Roads Minister securd 21 May. Continuing to work with partners on Norwich to London rail, Ely Task Force and East West Main Rail 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) Harfreys Roundabout completed and Herring Bridge open for use. Continuing to work with National Highways on bringing forward Vauxhall Junction improvement. 1.4) The standards for 2023 were agreed by Cabinet in June and have been applied to NCC responses to planning applications from 5th June 2023. The 2024 Planning Obligations Standards have been presented to I&D Select Committee and are scheduled for Cabinet 5 June. Key updates for this year are a new home to school transport contribution, increased library contribution and enhanced monitoring fee. 1.5) Continuing to work with Transport East: Transport strategy now endorsed by Ministers. 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 2023 Infrastructure Funding Statement in December 2023. 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.

Risk Number	RM003a	**Date of update**	21 May 2024
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-24	**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 a current completion rate of 95% in April 2024 and monthly reminders are now automated via myOracle solution. 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, occurring bi-monthly to deliver a strong focus and accountability on information related matters. The Group also provides oversight on a number of key information related projects.

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. Subject Access Requests (SARs) has seen significant improvements since a single team was created in August 2022 and has seen a 40% reduction in open cases and a significant improvement in response times within statutory timescales. There is a plan in place to ensure all SARs responded to in timescale and the backlog is eliminated during 2024, although this is dependant on resource and incoming volumes, which have

Progress update

seen an increase in the first part of 2024. 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. A trial of redaction software is being readied that should also enable efficiencies of scale to be delivered and further improving response times for SARs.

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 a significant number of migrations complete. A schedule of migration and resource is in place to move departments over to the new storage, with retention labels being a key addition.

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

Risk Number	RM003b	**Date of update**	21 May 2024
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-25	**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.

Progress update

- We have successfully achieved Public Services Network (PSN) accreditation
- PSN accreditation will continue while new Government standards are developed.
- Regular extensive communications to NCC staff on remaining vigilant against cyber-attacks
- Ongoing monitoring of compliance levels of mandatory training for all colleagues
- Regular involvement with the National Cyber Security Centre and our local WARP

- Regular simulated phishing exercise delivered for the whole organisation to understand where weaknesses remain and staff directed to training required

- New future network deployed removing complexity and improving security through the Zero Trust design for laptops

- Regular security patches applied monthly

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 C

Risk Number		RM004						**Date of update**		22 May 2024
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-25	**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) Complete actions identified as part of the CCIAF improvement plan to ensure contract management is consistently good across the authority

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 implemented 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) Corporate minimum standards headlines agreed. Next step is to embed across the organisation - this will be a big piece of work crossing all departments. This now forms part of the CCIAF work 5) Contract Management Pioneer Programme available for 10 free places in early 2023. NCC has been accepted onto the programme and delegates are most of the way through the programme with some due to finish in the next couple of months. 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. Implementation work to start early December 2023. The first stage will be to transfer our contract and grant register onto the new system, together with formal contractual documentation. 7) This is being driven through CPLG and work is underway on a number of actions

<table>
<tr><td colspan="2">Risk Number</td><td colspan="3">RM006</td><td colspan="4">Date of update</td><td colspan="2">21 May 2024</td></tr>
<tr><td colspan="2">Risk Name</td><td colspan="9">Service Delivery</td></tr>
<tr><td colspan="2">Portfolio lead</td><td colspan="4">Cllr. Kay Mason Billig</td><td colspan="2">Risk Owner</td><td colspan="3">Tom McCabe</td></tr>
<tr><td colspan="5">Risk Description</td><td colspan="4">Date entered on risk register</td><td colspan="2">01 October 2022</td></tr>
<tr><td colspan="11">There is a potential risk of failure to deliver our services within the resources available for the period 2024/25 to the end of 2025/26. 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</td></tr>
<tr><td colspan="3">Original</td><td colspan="3">Current</td><td colspan="5">Tolerance Target</td></tr>
<tr><td>Likelihood</td><td>Impact</td><td>Risk score</td><td>Likelihood</td><td>Impact</td><td>Risk score</td><td>Likelihood</td><td>Impact</td><td>Risk score</td><td>Target Date</td><td>Prospects of meeting Target Risk Score by Target Date</td></tr>
<tr><td>2</td><td>5</td><td>10</td><td>2</td><td>5</td><td>10</td><td>1</td><td>5</td><td>5</td><td>Mar-25</td><td>Green</td></tr>
<tr><td colspan="11">Tasks to mitigate the risk</td></tr>
<tr><td colspan="11">'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.</td></tr>
<tr><td colspan="11">Progress update</td></tr>
</table>

Progress update
Regular budget and performance monitoring reports to Cabinet demonstrate how the Council delivers against the budgets and priorities set for each of our services, to support 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 regular financial monitoring of in-year cost pressures reported to Cabinet on a monthly basis. At the end of the year, the outturn position for 2023-24 being reported to Cabinet (in June) demonstrates a small overall underspend, which will be transferred to the general fund. This overall position has been delivered whilst mitigating significant in-year cost pressures within (primarily) Adults and Children's social care budgets. The impact of these within the 2023-24 monitoring position has been taken into account in the preparation of the 2024-25 Budget, which was agreed by Full Council in February 2024. Reporting to Cabinet of the monitoring position against the 2024-25 Budget will begin in July 2024. There will be updates to the MTFS position reported to Cabinet during the course of the year, and Cabinet has already considered the initial position in relation to the 2025-26 Budget, with the budget-setting process commencing in May 2024.

Appendix C

Risk Number	RM010	**Date of update**	21 May 2024
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	4	**8**	1	3	**3**	Mar-25	**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.

Monitor and further understand cyber risks associated with Artificial Intelligence (AI).

Progress update

Progress update
Ransomware was previously and remains the highest cyber security threat. While every effort is made to avoid such a security risk by following best practice, it is also important to ensure we are able to recover as quickly as possible if we do become infected. Cyber / Ransomware We purchased and implemented a Microsoft Office 365 backup solution which has been implemented to ensure we can recover data in the event that our Microsoft Tenant is encrypted with ransomware. We have retained our old storage, isolated it and switched it off so we have a point in time offline backup copy of our most critical data that we use onsite. Regular activities to protect us We quartely scan our environment for vulnerabilities and when identified patch them We continue to operate a monthly patch night to apply updates to servers and software as patches are released which has be completed every single month this year. Future Network We completed implementing our new network which has reduced the complexity and improved security. "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 and access cloud services even if County Hall data centres become unavailable. Guidance Procurement guidance (Cloud Principles) for purchasing cloud based servcies has been reviewed including cloud security has been refreshed Monitoring and Improvement We have moved our Domain Service (.gov.uk) to Jisc the UK digital, data and technology agency and moved all other domains to a large web host to help us protect against Denial of Service Attacks. We have reviewed and updated our senior manager protection tool which monitors and intercepts spoof emails from people pretending to be part of our senior team.

Appendix C

Risk Number	RM013	Date of update	30 May 2024
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. This incorporates the risk of failure of entities controlled by the Council to follow the new Local Authority Company Review Guidance 2023. This sets out the standards that we as a Local Authority need to adhere to. 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

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-25	**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.
6) Understanding and implementing the Local Authority Company Review Guidance 2023 by actively seeking assurance that entities under the control of Norfolk County Council are compliant with this.

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 Norfolk County Council Owned Companies Governance Panel meet quarterly and consider all the Council's corporate entities. This panel has a work programme. 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. 6) We continue to work towards achieving the standards set out in the Local Authority Company Review Guidance 2023 by seeking the required levels of governance assurance from the entities under our overall control.

Appendix C

Risk Number	RM022b				**Date of update**				13 May 2024	
Risk Name	Replacement EU Funding for Economic Growth									
Portfolio lead	Cllr. Fabian Eagle						**Risk Owner**	Paul Cracknell		
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**	2	3	**6**	2	1	**2**	Mar-25	**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										

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. 01/11/2023 With the change in Govt Policy, requiring LEPs to be brought into Local Authorities, we will have the responsibility and funding to deliver business support, growth and inward investment. We are working with Suffolk CC and the LEP Board to transition the work of the LEP into the 2 councils and where joint delivery is preferably, agree MOUs for the service. The County Deal is on the agenda for the Cabinet in December 2023 and as such funding linked to this i.e SPF, Rural grants as well as the potential of a 20m per year investment fund will be decided at this point in time.

Progress update

Growth & Investment are developing a strategy in horizon scanning for funding sources, not just for G&I but wider within NCC. Identified opportunities will be disseminated to the relevant directorate.

08/02/2024 The Council has voted to progress the Devolution deal with a further vote In July 24 that would amend the NCC constitution to have a directly elected leader (DEL). If the July 24 vote approves devolution with a DEL, NCC will be responsible for a £20m per annum investment fund as well as Shared Prosperity Fund and Rural Grants Programme which when combined will give NCC control over a further £10m per annum income. A Norfolk Economic Strategy is being with external support and with direct collaboration with teh Districts. The Norfolk strategy will be the evidence base for the framework of future funding at County and District Levels. The Investment Fund detail is being developed in parallel with the economic strategy to ensure investments are aligned to teh strategy. An Assurance framework for the fund has been developed and will continue to be fine-tuned in alignment to the economic strategy, the investment fund criteria, the NCC constitution following devolution.

Due to Goverment Policy, Local Enterprise Partnerships are being integrated into Local Authorities by 31st March 2024. This mitigates some of the loss of EU funding as income will be generated from other sources. NCC alongside Suffolk CC and the LEP are in discussions with the logistics of the integration of staff, projects, programmes, assets, websites, ICT etc. Nplaw and HR are involved and those LEP staff coming to NCC have had a visit to County Hall and transition arrangement discussions will continue.

13/05/2024 The LEP was successfully integrated into NCC for the programme run in Norfolk. NCC is now responsible for a number of programmes delivering economic growth through Shared Prosperity and Rural Prosperity funds on behalf of the Districts.

Appendix C

Risk Number	RM027	**Date of update**	21 May 2024
Risk Name	myOracle		
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 of the 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, incomplete process for implementation, inadequate training for self service and HR professional functionality. Event: Operational processes not delivering to the processes required. Effect: Not achieving the full value of the myOracle system. Potential reduced employee satisfaction. New employees not being onboarded quickly enough. Not fully delivering the myOracle and HR review savings. 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**	3	2	**6**	2	2	**4**	Jul-25	**Amber**

Tasks to mitigate the risk

1. Oracle/HR Improvement Programme providing strong User (Manager), Professional SME (HR and Finance) and Enabling Service (Digital Services, I&A and SDD) engagement in improving the system configuration and user support wrap.

2. Renewed focus on delivering the required Reporting & Analytics outputs via tight collaboration with sponsors, I&A, Digital Services and supplier to continually assess requirements and explore improvement opportunities, whilst managing demand.

3. A review of risks relating to delegation of aspects of pay and reward decision making and myOracle functionality will be undertaken as a result of improved intelligence and understanding of the system following implementation

Progress update

1. Defined Benefit Paths mapping the journey from the Problem /Opportunity to Enablers to Business Change to Benefit and mutually agreed measures to track the improvement in HR Service Performance. Planned to re-baseline ease of use via manager survey in July with target of "easy". Manager helpline demand trend continues to decline which is a positive indicator of improvements applied and comms to date.

2. I&A recruiting and resource now in place in data science team. Commissioned (free) trial of alternative reporting platform (from Oracle) to assess technical direction and lower complexity required for delivery. Working with business areas to jointly assess fit to inform decision going forward.

3. Risks relating to functionality and self service decisions have been articulated and a plan to mitigate risks identified has been developed.

Appendix C

Risk Number	RM029	**Date of update**	14 May 2024
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-26	**Green**

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 has commenced and is linked to career families
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 24-25.
5.Mandatory training policy is live and has been socialised. Notifications for the first two courses have been rolled out and is having a positive impact. A programme of prioritising the remaining courses is in place and agreed.
6. NCC careers website has been refreshed
7. Workforce strategy being delivered. 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, delivering the wellbeing strategy and development of clear career families
8. Changes to the organisational design and structure have been implemented. A governance approach to ensure this is maintained has been developed and is now up and running
9. Where a need is identified specific recruitment and marketing campaigns are developed and socialised to support attraction to hard to fill roles. This is having an impact e.g. ASS Social Worker vacancy rate improvements from 82% establishment filled to 88%
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, reintroduction of OSCAs and introduction of long service recognition
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
13. Work has begun to develop workforce strategy for 2025

Appendix C

Risk Number	RM030	**Date of update**	15 May 2024
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	3	**3**	Mar-25	**Amber**

Tasks to mitigate the risk

1)Well established demand management and prevention strategy and multi-year transformation programme in place.
2)Significant investment has been provided to deliver transformation including
3)Revised Social Care Placement Sufficiency Strategy and Implementation Programme Approved and moving to implementation
4) Proposal for new 'Family Help and Protection' operating model has been successfully piloted, is being consulted on, ahead of planned roll out across Children's Services
5)A single senior transformation lead, operational business leads and a transformation team are well established and aligned to direct, oversee and manage the change, including dedicated finance leads. This is complemented by additional specialist transformation resource, as part of the Central Support teams following the strategic review.
6)Director led programme and project governance structures in place, including CEO led Portfolio Board, to track and monitor the trajectories of the programme benefits, risks and issues.
7)Services from central departments are partially funded and aligned to provide specialist support to relevant programme and projects.
8)Interdependencies with other enabling transformation programmes, e.g., Smarter Working, will be aligned to help maximise realisation of benefits.
9)Identify areas of best practice from other public and private sector organisations to enhance outcomes for children and families and increase financial sustainability.

Progress update

Progress update
Scoring rationale – This risk is framed within each financial year, so the update relates to 2024/25. 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 is currently “possible”. May 2024 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 cumulative savings of more than £80m, net savings of more than £60m up to 2023/24. this includes over delivery in 23/24 of £16.7m vs a target of £16.1m. Target for 24/25 stands at £12.5m with £2.1m already delivered. -Core indicator of number of Children in Care is now stable and reduced during 23/24 by 5% (excluding separated migrant children). -However, there have been significant cost pressures for 2023/24 that resulted, primarily due inflationary market pressures e.g., relating to increased transport costs per mile and weekly costs for external residential provision. The transformation programme in place has helped to partially mitigate these cost pressures. -Revised 5-year transformation programme in place to contribute to the delivery of the Flourish strategy and contribute c. £29m (iterative compared to 23-24 baseline), equivalent to c. £82m gross cumulative savings. -This includes the implementation of the Placement Sufficiency Business Case finalised January 2024 which will deliver improved outcomes for children and families and £13m financial benefits (iteratively compared to 2023-24 baseline) for Council as part of the MTFS. -Children’s Services is the lead Local Authority for the regional fostering pathfinder bid (part of Stable Homes, Built on Love Strategy), that was successfully secured in late Autumn 2023, with the aim of improving the recruitment and retention of foster carers in the Eastern Region during 2024/25. -The Council has engaged a company called TVI, who have outlined a “Digital Blueprint”, identifying common challenges across the public sector and associated digital solutions. Two ideas relating to Children’s Services in relation to transport and foster carer recruitment are being validated, to identify any additional benefits in addition to current transformation activity in these areas. - In line with Council financial framework, Children's Services is developing it's stage 2 expenditure control plan, should it be required. As we have moved into the new financial year of 2024/25, the potential risk of impact has been increased to reflect a higher level of uncertainty at the beginning of the year, when delivery timescales will be longest, but also taking into account the following factors: •Targets for savings proposals from demand-led budgets are very stretching at a time of substantial pressures. These are still considered feasible but there is some potential that it will take longer than modelled to deliver benefits in full, particularly for factors outside of the Council’s direct control such as availability of suitable properties or workforce where significant growth is required and market conditions are challenging. •Proposals do now include staffing savings in areas which relate directly to the control of demand-led budgets. By reducing staffing capacity in these areas, we create some risk to the delivery of those substantial savings in the MTFS – in particular, the savings relating to reducing numbers of children in care and the Local First Inclusion programme, which seeks to bring the High Need Block back into financial balance. We need to ensure that reducing capacity and delivering restructures does not prevent us retaining the critical focus on preventing demand which is still the primary driver of cost. •Scale of change has increased significantly, inherently leading to increased risk that there is insufficient organisational capacity to deliver required change.

Appendix C

Risk Number	RM031				**Date of update**				16 May 2024	
Risk Name	NCC Funded Children's Services Overspend due to demand pressure									
Portfolio lead	Cllr. Penny Carpenter						**Risk Owner**	Sara Tough		
Risk Description					**Date entered on risk register**				10 January 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**	3	5	**15**	2	5	**10**	Mar-25	**Amber**

Tasks to mitigate the risk

1. Portfolio of change 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. Recognition of historic, underlying financial pressures within the Council's MTFS, and investment in preventative and intervention staff and services to mitigate escalation of need and to enable children and families to remain together wherever it is appropriate to do so.
3. Improved monitoring system implemented to identify, track and respond to financial challenges.
4. Cohorts will be regularly analysed to ensure that all are targeted appropriately and to develop new transformation initiatives to meet needs cost effectively.
5. Executive Director led governance groups in place to monitor financial position of the department and initiate appropriate management action.
6. 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 – The risk is framed within each financial year, so the update relates to 2024/25. Risk impact relates to financial impact of over £3m, therefore scored 5. Risk likelihood remains at "possible" balancing that demand and inflationary pressures continue to remain a challenge against a succesful setting of a robust budget for 2024/25. May 2024 update: - Improved monitoring systems and financial oversight have become embedded - Multiple transformation projects been successfully delivered over the past 6 years that will contribute to mitigate this risk - In Norfolk the number of children in care has bucked the national trend of reducing then remaining stable since Jan 2019, which resulted in reduced overall placement costs. However, unit costs are 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. - 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 substantial impact following the pandemic continues e.g., delays in the court system and the impact of hidden harm on CYP. Examples of other factors are: (i) lack of supply of placements; (ii) worsening of emotional wellbeing and mental health amongst children, young people and parents; (iii) impact of inflation on families and services such as transport; and (iv) ongoing shortages of staff in key professional specialisms. - At the outturn for 23/24, there remained a significant in-year cost pressure as had been forecast. The budget for 24/25 has been set taking into account the pressures that were being experienced in 23/24 and so included significant investment. The areas of most significant risk of an overspend will be social care placements and support due to a small number of children and young people with very complex needs, and home to school transport given ongoing inflationary pay and prices pressures within that sector. - Action is under way to positively impact transport related costs, both the demand-side and the supply-side factors. On the supply-side, there is a piece of focused work underway in conjunction with the officers from across the Council to look at the transport provision market and any additional levers that could be developed to have a beneficial effect. Much demand-side activity is already delivering benefits and is continuing to be pursued and expanded, including a focus on supporting young people to be travel independent (such as the TITAN Travel Training programme) and the initial impacts of Local First Inclusion in reducing the distances that have to be travelled for those attending new provisions. - 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 e.g. Placement Sufficiency strategic plan. These aim to mitigate risks and pressures that emerge and accompanies management action within the department that continues to be taken to reduce these risks and cost pressures wherever possible. - The department has sought to identify and implement mitigations of cost pressures in-year, though some actions require a lead-in time to deliver. The department continues to seek additional mitigations. - We are now establishing a revised financial governance structure in line with Council financial framework, Children's Services is developing it's stage 2 expenditure control plan, should it be required.

Appendix C

Risk Number	RM032						**Date of update**		07 May 2024	
Risk Name	Capacity to manage a large incident or multiple incidents or disruptions to business									
Portfolio lead	Cllr. Jane James						**Risk Owner**	Sarah Rhoden		
Risk Description							**Date entered on risk register**		29 October 2021	

NCC 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's services. There are a number of ongoing situations and threats which are compounding this risk such as seasonal weather risks (thunderstorms and wildfires) and animal diseases such as Blue Tongue.

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	2	**6**	3	2	**6**	Mar-25	**Met**

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 attendance at weekly Norfolk Risk Intelligence Group (RIG) meetings
9) NRF Plans and procedures in place, including training and exercising.

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 = 84% of NCC plans reviewed and 82% 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. 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 Score reduced to 6 from 9 due to available mitigation measures under our remit being implemented to control the current risks.
On going current weather related risks seasonal weather impacts, closely monitoring the situations with Blue Tongue with Trading Standards and the national spike in measles with UK Health Agency.

Appendix C

Risk Number	RM033	**Date of update**	12 June 2024
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 £274m) to be delivered to the agreed timescales (target opening by late 2029). 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). 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 SoS 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. July 2022 - Report approved by Cabinet (included revised timescales and budget - 85% DfT contribution retained in OBC addendum submitted to DfT. Feb 23 - No further requests for info. 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. January 2024 - OBC was approved by DfT in October 2023 and reported to Cabinet in December 2023. Agreed planning application to be submitted asap in 2024. 2. Programme regularly reviewed by project board to ensure realistic timescales for project delivery are in place. 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. May 23 - Awaiting OBC decision is continuing to delay planning application process Aug 23 - Report taken to Cabinet in July setting out reduced activity on project whilst awaiting DfT funding decision. January 2024 - Detailed programme update as part of Cabinet report in December 2023. Allows for revised timescale for statutory approvals and legal process/checking. Scheme completion in 2029, therefore target date amended. March 24 – Planning Application being finalised for submission. June 24 - Planning application submitted and validated 7 June 24, commencing the statutory planning consultation. 3. Resource review in progress to ensure the team structure is suited to each 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, but agreement to reduce project activity has reduced issues. January 2024 - Resources remain challenging. External procurement process ongoing to establish resources for next stages of project (post-planning application). June 24 - Team structure reviewed with additional resources procured to fill gaps in team structure. 4. Project board meetings in place and risk, programme, cost regularly reported. July 2022 - All details updated in 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. August 2023 - Details presented to Cabinet in July discussed/agreed at Board. January 2024 – Board updated on progress following December 2023 Cabinet reporting. June 24 - Board updated on issues related to risk, including revised response from Natural England regarding draft bat licence and favourable conservation status published by NE in March 24. Work ongoing with NE and Board being advised. 5. Section 151 officer kept updated on expenditure at project board. July 2022 - Details in Cabinet report agreed with s151 officer and budget recommendation and implications accepted by Cabinet and Full Council on 19 July. Delay to OBC funding from DfT covered in item 1 above. May 23 Report taken to 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. January 2024 - OBC approval (in October 2023) included ref to up to 100% funding (based on OBC) from DfT. Awaiting further guidance on this from DfT. Details reported to Board and Cabinet. March 2024 – Still awaiting further guidance from DfT regarding up to 100% funding. June 24 - DfT guidance on funding still awaited and delayed now following announcement of general election. Further dialogue with DfT to follow establishment of new government in July.

Appendix C

Risk Number	RM034	**Date of update**	24 May 2024
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-25	**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

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

Progress update

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

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

Risk Number	RM035	**Date of update**	21 May 2024
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 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**	3	5	**15**	3	5	**15**	Mar-25	**Met**

Tasks to mitigate the risk

1) Close budgetary control 2024-25 - 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 2024-25.

2) Setting 2025-26 Budget - Developing the 2025-26 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 2025.

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 2024-25 and as part of setting the 2025-26 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 2024-25 pay award, and other engagement.

Progress update
1) Budget monitoring and reporting of variances, risks and mitigations to Cabinet will be reported throughout 2024-25, and the financial monitoring position will continue to be reported monthly. 2) A balanced budget for 2024-25 was agreed and set on 20th February 2024 by Full Council. 3) Monitoring of Capital Programme is being undertaken in respect of 2024-25 and will be regularly reported to Cabinet throught the year. The 2024-25+ programme approved by Full Council included very limited additions to be funded from borrowing. A further round of capital programme review and re-profiling is being undertaken at pace for 2024-25 to achieve a deferral of borrowing to later years of the programme. The development of new schemes for the 2025-26 programme will be undertaken in the context of the wider position, and as a result there is likely to be very limited additional scope for activity funded by borrowing. 4) Ongoing engagement including formal consultation responses and ad-hoc opportunities.

Appendix C

Risk Number	RM036	Date of update	21 May 2024
Risk Name	Non-Delivery of the Environmental Policy		
Portfolio lead	Cllr. James Bensly	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; 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) Develop and deliver Climate Action Plan through Norfolk Climate Change Partnership.
2) Delivery of major environmental infrastructure projects for example Wendling Beck.
3) Delivery of all of the major transport infrastructure projects including ZEBRA.
4) Delivery of the 1 Million Trees for Norfolk project.
5) Delivery of the Pollinator Action Plan.
6) Rollout of 15k LED lights by the end of Autumn 2024.
7) Rollout of electric vehicles
8) Delivery against the Council's Climate Policy and its' seven focus areas.

Progress update

1) Development work ongoing with Norfolk Climate Change Partnership.
2) Strong progress to date with all key environmental infrastructure projects on schedule.
3) Sustainable transport projects being delivered and major investment in ZEBRA scheme and cycling and walking programmes secure.
4) 500k trees have been planted to date.
5) Pollinator Action Plan approved by Cabinet and under delivery - no major issues to report.
6) We are now in the final round of replacements, which is expected to be completed by the end of Autumn 2024.
7) We are currently developing metrics for the fleet of NCC electric vehicles.
8) Work is onging to deliver against the seven focus areas of the NCC Climate Policy.

Appendix C

Risk Number	RM038	**Date of update**	16 May 2024
Risk Name	Increasing demand has impact on statutory services		
Portfolio lead	Cllr. Alison Thomas	**Risk Owner**	Rob Mack
Risk Description		**Date entered on risk register**	14 March 2022

Increasing demand has impact on statutory services – if staffing capacity, ways of working, technology and financial capability are not sufficient or aligned to meet demand on Adult Social Care, then this may result in a risk of harm to service users and adverse staff wellbeing, increased number of complaints, reputational challenge and an inability to meet statutory duties.   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	4	**12**	2	4	**8**	Mar-25	**Amber**

Tasks to mitigate the risk

Existing controls/mitigations updated 17/05/2024. Progress updates contained in Progress Update section.

- Whole department approach to supporting prioritisation of work plans/actions in line with CQC Assurance and financial planning

- Dedicated leadership in place

- OP/PD Service Development Plan for 24-25 in place

- Learning (Improvement) Cycles embedded in each Locality

- Refreshed OP/PD performance governance framework reporting to Director Leadership Team (Assurance Board)
- Performance and outcome data available (Power BI Dashboards) and decision making at all levels from Team Manager upwards

- Additional scrutiny of operational performance & impact through Connecting Communities programme governance. Fosters strong connection between Social Care Community Engagement (front door), Norfolk First Response and Care & Assessment teams.

- Engagement with NCC corporate Change Business Leads

- Hospital Discharge Programme instigated to transform key quality and outcomes of people leaving hospital on to long term care & support arrangements

- Capacity & demand modelling in progress - numerous areas

Progress update

Progress update
19/02/2024 Older People / Physical Disability (OP/PD) Service Development Plan for 2024/25 draft. Will be taken through OP/PD governance and ASC Assurance governance process for sign off. This outlines service priorities and focus areas for 2024/25.OT plan presented to DLT in January 2024. Requires further development and includes a range of proposals to increase grip on OT recovery for people waiting on holding listContinued challenges within the Xyla project has led ASC to recruit a small number of agency social workers to face hospital discharge and outstanding review recoveryRefreshed safeguarding dashboard published allowing greater oversight of workflow. Priority focus on improving performance for new referrals ensuring protection plans are in place within 3 days. Increased training compliance achieved through additional safeguarding courses and LAS form changes to be made early March to improve recording of protection plans. Audits undertaken on all SG cases being managed on holding lists to ensure protection action/plans in place – high confidence this is the case. SG case numbers being managed on holding list at lowest level since August 2022.Refreshed OP/PD governance being introduced using improvement cycles and consistent agendas in all 5 localities. Roll out will continue into March and April.Sustainability Leads and E4SC Operations Managers in post with clear work plan to achieve consistency of ways of working introduced through the Connecting Communities programme. Red Flag items for OP/PD reported through to ASC Assurance Board on a regular basis i.e. outstanding reviews, safeguarding and holding list performance & recovery.   06/03/2024 - In addition to progress updates as of 19/02/2024: OP/PD holding list overall remains static at c.1880 since December 2023. Prioritisation of outstanding reviews, lapsed provider contracts and Hospital Discharge Programme, transformation plan for moving to ward attached social work service on community hospital wards agreed. This will change the assessment model and improve contracting arrangements for providers. Plan being developed to reduce further the number of people in short term beds waiting assessment for long term care and support plan. Financial planning linked to budget setting and work plan prioritisation in progress Connecting Communities 'Health Check' to take place w/c 11/3/24 that will provide independent insight into key performance improvement areas Acute Discharge Fund allocation agreed, subject to Integrated Care Board ratification, to ensure allocation of resource and intermediate care services in 24/25.   16/05/2024 Waterfall Group to be stood up w/c 20/5/2024 to review demand and financial implications for POC budget going forward. This will then translate into operational capacity plans OP/PD Service Development Plan and 5 x Place Implementation Plans in place Assurance reporting developed sighting operational teams on key performance areas Learning Cycles and Refreshed BAU Governance framework in place Outputs and action plan from Newton Europe Health Check in progress. Planning for July Health Check in progress. Recruitment for 3.5FTE workers additional capacity to support reduction in Short Term Beds funded from Additional Discharge Fund (ADF) - recruitment in progress.

Risk Number	RM039	**Date of update**	15 May 2024
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 July 2022

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
Update 10/11/2023 SCR reform programme of work reviewed by DLT October 2023. Decision made to dissolve current programme and refocus work activity and priorities following the strategic review and in light of the national political landscape including uncertainty regarding the implementation of the proposed charging reforms and the care cap. Continue to prepare for expected social care reform, using the delay announced in the Government's Autumn Statement to rescope our project programme to improve our efficiency and outcomes for people. Key activities to deliver above are: A Digital work programme through the ASC ASTEC Board to implement digital tools using Imosphere to enable on line self-assessment, client portals and client accounts. Governance and work will be via the ASC ASTEC Board.Create a model of Trusted Assessment and work with the Care Market to implement this.Create a Target Operating Model for A SC identifying future workforce requirements. Update 5/1/2024 Continuation of activities outlined above 10/11/2023. Charging elements of Social Care Reform (Care cap) unlikely to be implemented but this has not yet been confirmed by government. Updated 6/2/2024 Digital programme of work to deliver tools to enable self assessment, trusted assessment, customer portals, smart flow and revised RAS in progress. Refreshed programme being devised to implement over 2024. We are recommending that Risk RM039 is deescalated as a corporate risk: due to a change in Government and DHSC priorities the implementation of social care reform in relation to the creation of Care Accounts and implementing arrangements for the Care Cap has changed. The level of risk is relation to increased demand from self funders wanting the Local Authority to arrange their due to eligibility under the Care Cap arrangement no longer existed.

Appendix C

Risk Number	RM040	Date of update	20 May 2024
Risk Name	Assurance implementation		
Portfolio lead	Cllr. Alison Thomas	Risk Owner	Debbie Bartlett
Risk Description		Date entered on risk register	22 July 2022

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**	Mar-25	**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. Nov '23: Awaiting final guidance from CQC regarding details of their approach assurance, and are carefully monitoring for information from our networks. Engaging in regional challenge event which will give further indication of our performance from a 'critical friend' perspective. March '24: We are now in the third tranche of inspections and we continue to monitor how these are conducted and the implications of these for Norfolk. May 2024: We are continuing the work to gather the information required to support completion of the 38 Information Returns which are a key element of the inspection process. We are reviewing the information to identify where we are not performing well and to agree the actions that need to be taken to address. We have agreed owners for the each of the IR's who will oversee delivery of the actions required to address gaps/poor performance and to ensure that these are maintained and therefore current for the inspection. We have reviewed pilot inspection reports and the reports for the recently inspected local authorities to help benchmark where Norfolk sits against the key themes identified. This will help to shape the Self Assessment and the presentation to CQC at the start of our inspection process. We are currently developing the Communications strategy to support the staff and wider stakeholder awareness of the inspection process especially around our key strengths and strategies. First reports from Client Level Data published which may show some changes from the previous SALT reports.

Appendix C

Risk Number	RM041	**Date of update**	30 May 2024
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**	5	4	**20**	4	3	**12**	Mar-25	**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
2) Process 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.

Appendix C

Risk Number	RM042	**Date of update**	21 May 2024
Risk Name	Increasing Challenges to Maintaining Financial Resilience		
Portfolio lead	Cllr. Andrew Jamieson	**Risk Owner**	Harvey Bullen
Risk Description		**Date entered on risk register**	27.02.24

There is a risk that the Council becomes unable to maintain financial resilience against increasing external cost pressures. Cause: Sustained externally driven cost pressures in areas where we are legally required to deliver, without greater external funding to support additional demand. Event: Demand driven costs outweigh the ability to deliver services within our set budget. Effect: Significant overspend against budget set, impacts on wider service delivery, greater use of reserves required and unsustainable expenditure.

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	5	**15**	2	5	**10**	31.03.25	**Amber**

Tasks to mitigate the risk

1) Continuous monthly budget monitoring and reporting to Cabinet, identifying and raising any early signs of budget pressure with any budget variances reported. Regular and robust monitoring and tracking of in-year budget savings by Executive Directors and Members.
2) Continued lobbying of central government for grant funding, with close monitoring of central government grant terms and conditions to ensure that these are met to receive grants.
3) Value for money analysis work to be completed.
4) A government-required Productivity Plan to be worked through, agreed and signed off by July 2024 for implementation.

Progress update

1) Ongoing monthly budget monitoring and reporting into Cabinet to identify and report any emerging in-year cost pressures. Executive Directors have responsibility for managing their budgets within the amounts approved by County Council. Executive Directors 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. This is actively supported by the Finance Business Partners.

2) Ongoing lobbying throughout the Council for additional grant funding where available from central government, and continued close monitoring of terms and conditions that need to be met to receive this.

3) External Audit have completed their interim value for money work in relation to 2022-23 which includes work on the Council’s plans to address projected budgets gaps. This concluded that there is no significant risk present in relation to these areas. Value for money analysis will be completed in relation to the 2023-24 accounts.

4) The Council is now working at pace through the expectations set by central government of the Productivity Plan and is working to deliver this by July 2024 as required.

Appendix C

Risk Number	RM043	**Date of update**	15 May 2024
Risk Name	High Needs Block Deficit cannot be resolved		
Portfolio lead	Cllr Penny Carpenter and Cllr Andrew Jamieson	**Risk Owner**	Sara Tough
Risk Description		**Date entered on risk register**	18 March 2024

There is a risk that the level of need and demand within the SEN system remains at such a level that the current financial pressure on the High Needs Block cannot be reduced in line with the 'safety Valve' agreement made with the DFE. If the deficit cannot be reduced ultimately the Safety Valve agreement could end and the financial deficit in the HNB could fall onto the NCC balance sheet.

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**	2	5	**10**	Mar-31	**Amber**

Tasks to mitigate the risk

Children's Services has put in place a major programme of Transformation (Local First Inclusion) with the intention of reducing the high needs block deficit over time whilst still meeting the needs of children. This focusses on additional support for children with SEN in mainstream schools and the creation of the right specialist provision in the right locations to reduce the reliance on costly independent sector provision.

Robust programme management is in place across the programme with corporate oversight as well as that from within Children's Services
The programme is supported by a comprehensive financial model and performance management of all workstreams and operational teams

Original SV plan agreed by Secretary of State April 2023, Revised Draft plan submitted 23 April 2024, further work with DfE up to 30 June 2024 to determine if revised plan can be forwarded to SoS for approval.

Progress update

The Local First Inclusion Programme is well underway and impacting on the ground. New School and Community Teams are in place and working proactively with children, families and schools. The capital programme is progressing strongly and the new model of alternative provision is due to begin implementation in 2024. However the level of demand in the previous financial year (2023/24) has continued to be at levels greater than ever previously and as a result the deficit has grown to a greater level than previously modelled. Because of this deviation from trajectory the DFE has instigated its 'Enhanced Monitoring and Support' programme which requires the LA to refresh and resubmit revised trajectories before the Safety Valve agreement can recommence. This remodelling of the programme is in progress.

May 2024 Update:
- a full 'stock-take' of the Local First Inclusion programme has been carried out and alongside this a line by line re-modelling of the overall High Needs Block / DSG funding model and forecast revisions over a ten year period
- the outcome of the stock-take / remodelling (which was carried out from December 2023 to March

Progress update

2024) culminated in a revised draft plan and submitted to DfE on 23 April 2024
- 10th May meeting with DfE, having reviewed the draft submission, have asked for further work to be carried out with a scheduled update to DfE w/c 3 June
- the focus of this next stage work with DfE is to provide additional information on key assumptions and risks to achieve our forecast (revised) in-year balanced budget by FY2030/31
- the over-arching key risk remains the resolution of the cumulative deficit once there is confidence, jointly between DfE and NCC, that the revised plan to deliver in year balanced budget can be achieved and sustained.

Assuming revised plan agreed by DfE we are now moving into a revised programme structure / plan to move on from the original 5 workstreams to 8 projects which are a combination of ongoing activity and new initiatives : these continue our increase in specialist provision, continue our investment in mainstream inclusion and introduce enhanced controls to ensure revised plan remains on track.

Cabinet

Item No: 14

Report Title: Annual Risk Management Report 2023-24

Date of Meeting: 1st July 2024

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

Responsible Director: Harvey Bullen, Director of Strategic Finance

Is this a Key Decision? No

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

Executive Summary / Introduction from Cabinet Member

Norfolk County Council ensures that risks to the delivery of its objectives are appropriately managed in accordance with the council's Risk Management Framework to fulfil the Financial Regulations, as set out in the Council's Constitution (Section 4.2, Part C). The framework which includes the Risk Management Policy and accompanying procedures, and Risk Management Strategy comply with the Accounts and Audit (England) Regulations 2015, revised in 2020 (Part 2, Internal Control 3(c)) and the Public Sector Internal Audit Standards.

Recommendations:

1) **To consider and agree these key messages from the Annual Risk Management 2023/24 Report (Appendix A):**

- **The overall opinion on the effectiveness of Risk Management for 2023/24 is 'Acceptable' and therefore considered 'Sound' (part 3 of the report)**

- **The Risk Management Function complies with the Accounts and Audit (England) Regulations 2015 (revised in 2020) and recognised Public Sector Internal Audit standards.**

- **That the Annual Governance Statement for 2023/24 will refer to this report to support the evidence of effective risk management being in place.**

1. Background and Purpose

1.1 The report at Appendix A provides Members of the Cabinet with further information on risk management for the financial year 2023-24, incorporating the main changes that have occurred within the year. The report is separate to the latest quarterly risk management report.

2. Proposal

2.1 The recommendations are covered in the Executive Summary above.

3. Impact of the Proposal

3.1 The impact of the points noted in the recommendations above is detailed in **Appendix A**.

4. Evidence and Reasons for Decision

4.1 Whilst there is no decision to make, evidence to support the Risk Management Function's work over the last annual year is presented at **Appendix A**.

5. Alternative Options

5.1 As no decision is being made, no alternative proposals are being put forward.

6. Financial Implications

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

7. Resource Implications

7.1 **Staff:** In May 2023, the previously held role of Risk Management Officer was changed to the role of Organisational Risk Management Lead. This role was applied retrospectively from February 2024. As well as holding responsibility for the effective implementation of effective risk management within Norfolk County Council, the Organisational Risk Management Lead is now also a member of the Norfolk Audit Services management team.

7.2 **Property:** Throughout 2023/24, our corporate property portfolio has been further assessed to see how we can reduce our carbon emissions across the council's estate further.

7.3 **IT:** Throughout 2023/24, the Digital Services team within Norfolk County Council has continued to closely monitor increased cyber threat levels resulting from ongoing geo-political tension. This has involved keeping up to date with best practice measures coming from the National Cyber Security Centre, and implementing industry best practice.

8. Other Implications

8.1 **Legal Implications:** There are no legal implications to report.

8.2 **Human Rights Implications:** There are no human rights implications to report.

8.3 **Equality Impact Assessment (EqIA) (this must be included):** There is no EqIA to report.

8.4 **Data Protection Impact Assessments (DPIA):** There is no DPIA to report.

8.5 **Health and Safety implications (where appropriate):** There is an annual Health, Safety and Wellbeing report being reported separately to this report.

8.6 **Sustainability implications (where appropriate):** The climate change strategy was signed off in 2023/24, and sets out the key areas for further sustainability.

8.7 **Any Other Implications:** There are no other implications to report.

9. Risk Implications / Assessment

9.1 The risk implications and assessment for the financial year 2023-24 can be viewed in Appendix A.

10. Select Committee Comments

10.1 There are no Select Committee comments to report.

11. Recommendations

1) To consider and agree these key messages from the Annual Risk Management 2023/24 Report (Appendix A):

- **The overall opinion on the effectiveness of Risk Management for 2023/24 is 'Acceptable' and therefore considered 'Sound' (part 3 of the report)**

- **The Risk Management Function complies with the Accounts and Audit (England) Regulations 2015 (revised in 2020) and recognised Public Sector Internal Audit standards.**

- **That the Annual Governance Statement for 2023/24 will refer to this report to support the evidence of effective risk management being in place.**

12. Background Papers

12.1 There are no background papers to consider.

Officer Contact

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

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Telephone no.: 01603 222780
Email: thomas.osborne@norfolk.gov.uk

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

Appendix A

Annual Risk Management Report

2023-24

Norfolk Audit Services

Contents

1. Introduction

2. The Council's Priorities

3. Key Messages and Risk Management Opinion

4. Areas of Good Practice

5. Our Outputs – Risk Management Work

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

7. Developments of the Risk Management Function for 2024/25

8. Further Information

9. Acknowledgements

1. Introduction

1.1 This section of the report sets out the risk management overview for the financial year 2023/24. Here, the report covers the Council's priorities, the key messages and the risk management opinion, areas of good practice demonstrated over the year, as well as developments for the risk management function both for 2023/24 and 2024/25. Information contained within this report will feed into the Council's Annual Governance Statement where assurance on the risk management function's effective performance will be provided.

2. The Council's priorities

2.1 The Council's priorities continue to be mapped out through the strategy, Better Together, for Norfolk. This is a high-level document, which makes clear our intent and represents the Council's strategic priorities. It has been underpinned by a Corporate Delivery Plan for 2023-24 and aligned to our medium-term Financial Strategy.

3. Key messages including the risk management opinion for 2023/24

3.1 The key messages from the Risk Management Function in 2023/24 are as follows:

- The Council's system of risk management during 2023/24 was sound, adequate, and effective in accordance with the requirements of the Accounts and Audit (England) Regulations 2015 (amended 2020). These requirements state that 'a relevant authority must ensure that it has a sound system of internal control which includes effective arrangements for the management of risk'. 'Sound' is taken to mean that adequate governance, reporting, and assurance structures are in place to manage the risks to the Council's objectives.

- Risk management has added value to the key decisions being taken within the council over the course of the last financial year. The reporting template has a risk section built into the reporting template, whereby officers are required to assess any risks or opportunities associated with the decision being taken, to provide committees with a more informed risk and opportunity picture.

- The Risk Management Function has operated within the approved budget for 2023/24.

4. Areas of Good Practice

4.1 Risk management reports have continued to be produced throughout the year for both Cabinet and the Audit & Governance Committee. Cabinet reports have centred on putting key risk decisions forward to Cabinet for consideration, with the Audit and Governance Committee having focussed on the governance arrangements for risk management.

4.2 Departmental level risk summaries have been reported to Cabinet on a six-monthly cycle for 2023/24, with red rated departmental risks presented in full detail. This has allowed Cabinet and other Members sight of the risks that are being treated within departments as well as at a corporate level in proportionate detail.

4.3 2023/24 saw the continuation of the Risk, Performance and Complaints Forum. This internal forum looks at any key risk, performance and complaint themes that require officer discussion and action, prior to making Executive Directors aware of anything coming out requiring their knowledge and input. Membership of this forum comes from across the council with each department represented.

4.4 2023/24 also saw the continued enrolment of the Risk Management Officer on both the Alarm and Institute of Risk Management professional membership groups in order to be alert to emerging new best practice within the risk management industry.

5. Our Outputs – Risk Management Work

5.1 The Risk Management Function has delivered quarterly Risk Management reports for Committees in 2023/24, covering corporate risks, reported and presented to both Cabinet and the Audit and Governance Committee.

5.2 The Risk Management Policy and accompanying procedures were refreshed in August 2023, and referenced in the risk management report to October 2023 Cabinet and Audit and Governance Committee respectively.

5.3 Risk management training has been provided by the Organisational Risk Management Lead to Cabinet (August 2023) and three of the Select Committees (January 2024).

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

6.1 The Organisational Risk Management Lead continues to chair the East Midlands and East Anglia Risk Management Group, which acts as a valuable resource for horizon scanning and discussing with risk management counterparts what their local authorities are doing in respect of their risk management and key national and international risk themes. Pertinent examples of where there have been risks that are common to other local authorities discussed include maintaining financial resilience in an ever increasingly challenging financial environment and risks stemming from climate change. Technical best practice has also been shared on such items as corporate risk criteria for both likelihood and impact, and how this is applied. The chairing of the group has helped to promote Norfolk County Council as a regional leader in the field of risk management.

6.2 Climate Change risks were identified in 2023/24 and will be further developed over the course of 2024/25.

7. Developments of the Risk Management Function in 2024/25

7.1 There are a number of developments planned for this financial year 2024/25 as set out below.

7.2 The Risk Management Strategy will be reviewed and refreshed in line with its' two-year review cycle.

7.3 Further automation of the process-based tasks within risk management will be worked through to see where further efficiencies can be made, to ensure that best value of resource is achieved. The Organisational Risk Management Lead will be reporting on this progress throughout the year.

7.4 Climate change risks will be developed further over the course of 2024/25, with a climate change risk register introduced.

7.5 Further integration of the Council's Programmes risks with the traditional corporate and departmental risks will be undertaken over 2024/25.

8. Further information

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

9 Acknowledgements

9.1 We would like to thank Members of the Cabinet, Audit and Governance

Committee, wider Members, the Executive Leadership Team, managers, and officers for their engagement and commitment to effective risk management throughout 2023/24.

Thomas Osborne Organisational Risk Management Lead
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Report to Cabinet

Item No. 15

Report Title: Finance Monitoring Report 2024-25 P2: May 2024

Date of Meeting: 1 July 2024

Responsible Cabinet Member: Cllr Andrew Jamieson (Deputy Leader and Cabinet Member for Finance)
Responsible Director: Harvey Bullen (Director of Strategic Finance)

Is this a Key Decision? No

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

Introduction from Cabinet Member

This report gives a summary of the forecast financial position for the 2024-25 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2025, together with related financial information.

Executive Summary

Subject to mitigating actions, on a net budget of £527.748m, the forecast revenue outturn for 2024-25 at the end of period 2 (May) is **a balanced budget.**

General Balances are forecast to be **£26.735m** at 31 March 2025, assuming a planned contribution to reserves of £1.250m, as provided for in the 2024-25 Budget. Service reserves and provisions are forecast to total **£156.444m.**

All significant cost pressures are taken into account in the forecasts in this report. Details of these pressures, and progress on achieving savings are addressed in detail in this report.

Recommendations:

1. **To approve the addition of £15.650m 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 1.6 as follows:**
    - **£9.989m Disabled Facilities Grant received from the Department of Health.**
    - **£4.651m Schools Condition Funding received from the Department of Education.**
    - **£0.928m Schools capital funding received from the Department of Education.**
    - **£0.077 increase in Libraries funding from S106 contributions.**
    - **£0.005m receipt of external funding for Brancaster project.**

2. **To recommend to Council the virement of £1.890m from Corporate Property budgets to:**
    - **the King's Lynn Multiuser Hub £1.540m as set out in Appendix 3 – paragraph 4.2.**

- **the Great Yarmouth Library £0.350m as set out in Appendix 3 – paragraph 4.3.**

3. **To recommend to Council the uplift to the capital programme of £10.068m funding received from the Department for Transport for the Bus Service Improvement Plan for 2024-25 as set out in Appendix 3 – paragraph 4.4;**

4. **To note the revised current and future 2024-29 capital programme as set out in Appendix 3 including the significant reprofiling undertaken to date;**

5. **To delegate to the Director of Procurement and the Director of Property to undertake the necessary procurement and tender processes to deliver this revised capital programme in accordance with the delegated authority requested on 3 June 2024 in the Authority to enact Capital Programme paper;**

6. **To recognise the period 2 general fund forecast revenue of a balanced position, noting also that Executive Directors will take measures to reduce or eliminate potential over-spends where these occur within services;**

7. **To recognise the period 2 forecast of 92% savings delivery in 2024-25, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;**

8. **To approve the transfer of £0.310m savings from Finance to Adult Social Care to reflect proposed measures taken to mitigate savings shortfalls through the recommissioning of social care contracts that target social isolation and loneliness as set out in Appendix 1: paragraph 6.7 to 6.11;**

9. **To note the forecast General Balances at 31 March 2025 of £26.735m;**

10. **To note the expenditure and funding of the revised current and future 2024-29 capital programmes including the reprofiling of £17.990m since April 2024 and the increase in the capital programmes of £15.650m as a result of recommendation 1 above;**

11. **To approve the appointment of directors to Norfolk County Council owned companies and joint ventures as set out in section 2.2, as required by the Council's Financial Regulations;**

12. **To approve the write of £228,424.30 of bad debts over £10,000 as set out in Appendix 2 paragraph 3.12 and 3.13.**

1. Background and Purpose

1.1. This report and associated annexes summarise the forecast financial outturn position for 2024-25, 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. **Appointments to Norfolk County Council owned companies and Joint Ventures**

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 appointments below 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 Lorraine Nuccoll, as a Director of Independence Matters C.I.C. (08530621) – replacing Louise Clare Sturman. The Articles of Association for Independence Matters require that at least one member of the Board is a "Staff Director" representing the interests of employees in the company. Lorraine Nuccoll has been proposed from within the current employees of Independence Matters to fulfil this role.
- To appoint Cllr Fabian Eagle and Chris Starkie as Directors for New Anglia Capital Ltd (08512619) a Local Enterprise Partnership (LEP) company transferring into Norfolk County Council and Suffolk County Council following the dissolution of the LEP.

3. Impact of the Proposal

3.1. The impact of this report is primarily to demonstrate where the Council is anticipating financial pressures not forecast at the time of budget setting, including the implications of the cost-of-living crisis, inflation and rising interest rates, together with a number of other key financial measures.

4. Evidence and Reasons for Decision

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

Appendix 1 summarises the revenue outturn position, including:

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

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

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

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

5. Alternative Options

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

6. Financial Implications

6.1. As stated above, the forecast revenue outturn for 2024-25 at the end of P2 is a **balanced budget** linked to a forecast 92% savings delivery. Forecast outturn for service reserves and provisions is **£156.444m**, and the general balances forecast is **£26.735m**.

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 2024 including previously approved schemes brought forward and new schemes subsequently approved.

7. Resource Implications

7.1. None, apart from financial information set out in these papers.

8. Other Implications

8.1. **Legal Implications**
In order to fulfil obligations placed on chief finance officers by section 114 of the Local Government Finance Act 1988, the Director of Strategic Finance continually monitors financial forecasts and outcomes to ensure resources (including sums borrowed) are available to meet annual expenditure.

8.2. **Human Rights implications**
None identified.

8.3. **Equality Impact Assessment**
In setting the 2024-25 budget, the council has undertaken public consultation and produced equality and rural impact assessments in relation to the 2024-25 Budget. An overall summary Equality and rural impact assessment report is included on page A2 of the Tuesday 20 February 2024 Norfolk County Council agenda – supplementary agenda item 1 - Document.ashx (cmis.uk.com)

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 (RM042 - Increasing Challenges to Maintaining Financial Resilience - March 2024 Document.ashx (cmis.uk.com) page 568) has been reviewed and refreshed in February 2024 to incorporate the 2024-25 budget and Medium-Term Financial Strategy 2024 - 2028 being set. Key risk mitigations include:

- Continuous monthly budget monitoring and reporting to Cabinet, identifying and raising any early signs of budget pressure with any budget variances reported. Regular and robust monitoring and tracking of in-year budget savings by Executive Directors and Members.
- Continued lobbying of central government for grant funding, with close monitoring of central government grant terms and conditions to ensure that these are met to receive grants.
- Value for money analysis work to be completed.
- A government-required Productivity Plan to be worked through, agreed and signed off by July 2024 for implementation.

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 2024-25.

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 on page A2 of the Tuesday 20 February 2024 Norfolk County Council agenda – supplementary agenda item 1 - Document.ashx (cmis.uk.com)

Officer Contact

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Appendix 1: 2024-25 Revenue Finance Monitoring Report Month 2

Report by the Director of Strategic Finance

1 Introduction

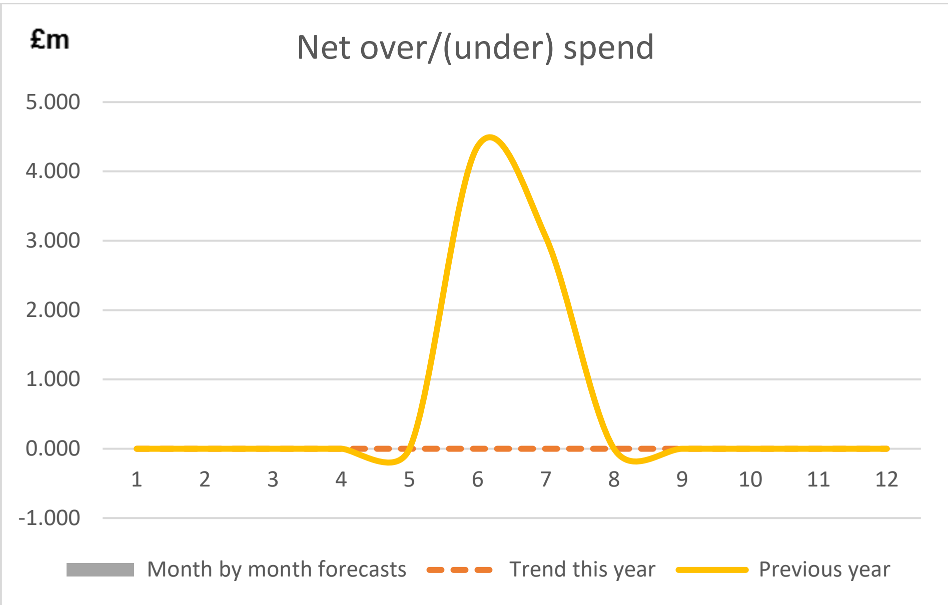
1.1 This report gives details of:

- the P2 monitoring position for the 2024-25 Revenue Budget
- additional financial information relating one-off funding, cost pressures and delivery of savings initiatives
- forecast General Balances and Reserves as at 31 March 2025 and
- other key information relating to the overall financial position of the Council.

2 Revenue outturn – over/(under)spends

2.1 **At the end of May 2024,** a balanced budget is forecast on a net budget of £527.748m.

Chart 1: forecast /actual revenue outturn 2024-25, 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: 2024-25 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	281.967	5.128	(5.128)	0.000	0.000	0%	G
Children's Services	238.591	0.000	0.000	0.000	0.000	0%	G
Infrastructure	145.521	0.593	0.000	(0.593)	0.000	0%	G
Communities and Environment	18.460	1.111	0.000	(1.111)	0.000	0%	G
Strategy and Transformation	30.162	6.882	(7.060)	0.178	0.000	0%	G
Fire and Rescue	38.000	1.177	0.000	(1.177)	0.000	0%	G
Chief Execs Office	4.384	0.335	(0.300)	0.035	0.000	0%	G
Finance	(229.339)	0.388	(0.724)	0.336	0.000	0%	G
Total	**527.748**	**15.515**	**(13.371)**	**(2.144)**	**0.000**	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 2023-24 in order to meet and fund additional pressures in 2024-25 are built into the revised budget. The table above highlights the use of reserves over and above the plan.

2.4 **Children's Services:** The forecast outturn as at Period 2 is a balanced position, presuming use of budgeted reserves. There are, however, initial indications of cost pressures within demand-led budgets due to the nature of these services, in particular an increase in access to educational psychologists and SEN tribunals. These pressures also include challenging market forces that continue to exist outside of the Authority's control.

2.5 It is too early to fully determine what impact the additional budget, injected primarily in social care placements and home to school transport, will have on areas that have previously significantly overspent; but a period of relatively low and stable numbers of children looked after suggests the placements budget is not expected to be under significant pressure. Home to school transport continues to be an area of risk due to the supply and demand nature of the service. These areas will be reviewed once the first quarter's data is available for the Period 3 forecast.

2.6 There is one savings line at risk of non-delivery where alternatives are being sought, and multiple savings that will have a part year impact where the change process is still underway. However, at this stage it is still anticipated that we can fully deliver the overall savings target.

2.7 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.

2.8 **Adult Social Services:** The forecast outturn as at Period 2 (end of May 2024) 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 and 2024/25 is likely to be no different.

2.9 Our Purchase of Care budgets are already experiencing a variety of volume and price related pressures. Our services for older people are still seeing increasing demand as we support new requests, and those requests and reviews that accumulated during the pandemic. The level of short term residential care we are currently supplying is in excess of the budget and its reduction is in part dependent on our partners in the Integrated Care System opening additional, alternative capacity later in this financial year.

2.10 The scale of pressure relating to our care budgets is very much dependent on whether underlying demand continues to grow. We continue to evolve our trajectories for each of our care lines to map out, and scenario plan, for likely levels of support over the next 6-9 months.

2.11 Whilst Adult Social Care continues to deliver a large proportion of the Council's savings, it is again likely that it will not be able to deliver 100% of the target in the original planned way. Those savings at risk are highlighted in the savings section.

2.12 As a result of the combined care and savings pressures, the service department has already identified compensating recovery actions and at this stage are able to report a balanced outturn.

2.13 **Infrastructure:** The forecast outturn as at Period 2 (end of May 2024) is a balanced position. There are cost pressures being seen in Corporate Property, primarily related to utilities. This is being contained within the budget through forecast use of reserves. Whether this pressure fully materialises is primarily dependent on temperatures throughout the year, most notably the winter period. Whilst significant inflationary uplifts were applied to the budgets for 2024-25, based on the most recent estimates these would be insufficient if the usage for electricity and gas were more in line with average winter temperatures (the last two years have been particularly mild).

2.14 Waste volumes at Recycling Centres and kerbside collections have been highly volatile over recent years. The budget allows for an increase in waste volumes, we continue to monitor volumes closely and the long-term impacts on the budget. We will continue to monitor this throughout the year and report the impacts once they become clearer. At this point in time, Waste is reporting a balanced position, as are Highways.

2.15 **Fire and Rescue:** The forecast outturn as at Period 2 (end of May 2024) is a balanced position. The department continues to face significant inflationary pressures and although the majority of these were addressed during budget setting, the overspend on PPE and equipment from 2023-24 was not fully reflected in the budget, therefore a pressure of c£0.3m is currently forecast. Alongside this, there is a forecast pressure within response due to on-call salaries (£0.3m) as well as the additional posts that are being recruited to enable the action plan following the recent inspection report to be implemented, that Cabinet endorsed in May 2024 (£0.3m). This forecast overspend will be managed throughout the year and kept to a minimum, but currently, a forecast drawdown of reserves has been factored in to cover these pressures.

2.16 **Communities and Environment:** The forecast outturn as at Period 2 (end of May 2024) is a balanced position. Whilst the Norfolk Museum Service are reporting a breakeven position, this is due to a forecast drawdown of reserves to cover the income shortfall that is forecast to materialise due to the reduced offer at Norwich Castle whilst renovations are completed. All other areas across the department are currently reporting a balanced position.

2.17 **Chief Executives Office:** The directorate is forecasting a balanced position by making use of reserves.

2.18 **Strategy & Transformation:** The directorate is forecasting a balanced position by making use of reserves.

2.19 **Finance:** Finance forecast for P2 is a balanced budget. Forecast underspends are due to interest receivable being £0.637m more than budget due to sustained higher interest rates on capital loans in 2023-24 and other net underspends of £0.087m. The same higher interest rates and cash holdings has contributed to an increased interest payable forecasted of £0.388m over budget for 2024-25.

2.20 Further details are given in Appendix 1: Revenue Annex 1.

3 Approved budget, changes and variations

3.1 The 2024-25 budget was agreed by Council on 20 February 2024 and is summarised by service in the Council's Budget Book 2024-25 (page 19) as follows:

Table 2: 2024-25 original and revised net budget by service

Service	Approved net base budget	Revised budget P2
	£m	£m
Adult Social Care	281.967	281.967
Children's Services	238.592	238.592
Communities and Environmental	20.896	18.461
Infrastructure	145.047	145.522
Fire and Rescue	36.017	38.000
Strategy and Transformation	30.184	30.162
Chief Executives Office	4.384	4.384
Finance	-229.339	-229.339
Total	**527.748**	**527.748**

Note: this table may contain rounding differences.

3.2 The revised budgets at May 2024 reflect the changes arising from the restructure of Community and Environmental Services into three separate departments; namely Infrastructure, Fire and Rescue and Communities and Environment from April 2024.

3.3 It should be noted that there will be further budget changes as a result of the on-going transformation work, and these will be completed as in-year 2024-25 budget adjustments as the implementation progresses. These adjustments do not change the overall County Council Budget for 2024-25 of £527.748m.

4 General balances and reserves

General balances

4.1 At its meeting on 20 February 2024, the County Council agreed a minimum level of general balances of £26.660m in 2024-25. The balance at 1 April 2024 was **£25.485m** following transfers of £1.075m from a contribution to general balances, and Finance General underspends at the end of 2023-24. The forecast for 31 March 2025 is **£26.735m**, taking into account the forecast balanced budget and a £1.250m contribution to general balances provided for in the 2024-25 budget.

Reserves and provisions 2024-25

4.2 The use of reserves anticipated at the time of budget setting was based on reserves balances anticipated in January 2024. Actual balances at the end of March 2024 were higher than planned, mainly as a result of grants being carried forward, including Safety Valve and other reserves use being deferred.

4.3 The 2024-25 budget was approved based on a closing reserves and provisions (excluding DSG reserves) of £17m as at 31 March 2024. 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 2024	Increase in March 2024 balances after budget setting	2024-25 Budget book forecast 1 April 2024	Latest forecast balances 31 March 2025
	£m	£m	£m	£m
Adult Social Services	23.145	2.946	20.199	12.600
Children's Services (inc schools, excl LMS/DSG)	8.574	(0.172)	8.746	6.981
Communities and Environment	13.016	2.265	10.751	8.857
Infrastructure	49.230	10.112	39.118	53.097
Fire and Rescue	2.956	1.313	1.643	2.177
Strategy and Transformation	11.808	0.898	10.910	11.981
Chief Executives Office	2.453	0.234	2.219	2.422
Finance	46.775	11.570	35.205	43.161
Schools LMS balances	15.067	4.297	10.770	15.168
Reserves and Provisions including LMS	**173.024**	**33.463**	**139.561**	**156.444**
DSG Reserve (negative)	**(81.513)**	**8.229**	**(73.284)**	**(114.738)**

4.4 Grants and contributions brought forward at 31 March 2024 resulted in reserves and provisions being £33.463m 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 2024-25. The latest forecast net total for reserves and provisions at 31 March 2025 has decreased by £16.580m when compared with the opening balance at 1 April 2024, down to £156.444m. This is an early forecast and is expected to adjust further through the year bringing the forecast closer to the Budget Book forecast for 31 March 2025 of £139.561m (excluding DSG).

4.5 **Dedicated Schools Grant (DSG)**: The forecast outturn as at Period 2 is based on the latest modelling of the DSG Recovery Plan, after the 2023-24 outturn and early 2024-25 data. An in-year deficit of £48.725m is forecast, an increase of £9.182m to the budgeted deficit, to be partially offset by contributions from NCC £5.5m and DfE £10m in line with the Safety Valve agreement.

4.6 This will increase the DSG Reserve to £114.738m by 31 March 2025, due to the invest to save element of the plan to enable needs to be met earlier and more children to remain appropriately within mainstream settings, whilst running concurrently with high levels of independent placements. It should be noted that this position has been forecast before the new academic year in September when there could be significant changes to placements.

4.7 The most significant pressure is due to funding into mainstream schools to support children with high SEND to remain within mainstream settings, following a significant increase in the spend during the last quarter of 2023/24 due to the level of claims from schools. Significant work has been undertaken with members of Schools Forum and other school leaders to identify an alternative method of distribution for 2024/25 to ensure greater stability in spend, whilst work is undertaken to identify the options for the medium term that enable the aims of the investment to be delivered whilst also remaining affordable.

4.8 In addition, there are some cost pressures within independent schools following the revised modelling of the plan that has taken into account revised levels of demand (forecast is approximately in line with 2023/24 outturn) and support for children who are not on a school roll (again, taking account of the 2023/24 outturn position). We will be reviewing expected numbers and costs of independent schools for 2024/25 in line with the latest information, expected placements from September and cost pressure assumptions for the Period 3 forecast.

4.9 The latest modelling has been undertaken as part of the Enhanced Monitoring and Support process with DfE representatives and advisors, and Officers are continuing to work with the DfE to agree a revised plan that will enable the DSG to balance on an in-year basis and, also, to repay the cumulative deficit in line with the key aims of the Safety Valve programme. Further information will be shared within future reports.

4.10 NCC reports the forecast position each term to the Norfolk Schools Forum, in line with DfE expectations and feedback from the Forum continues to be sought.

4.11 **Provisions included in the table above**

The table above includes forecast provisions of £33.517m comprising:

- £12.143m insurance provision,
- £14.971m landfill provision (this provision is not cash backed),
- £4.036m provisions for bad debts,
- £2.058m business rates appeals provision, and
- £0.310m - a small number of payroll related provisions.

5 New/Confirmed Funding

5.1 **Growth Hub Core Funding 2024-25**: On 28 March 2024 the government announced individual grant allocations under the £12m Department of Business and Trade (DBT) Core Growth Hub Funding for this financial year. Norfolk County Council will receive an allocation of £0.165m payable this financial year specifically for the purpose of the giving of advice and support to businesses via the Growth Hub. This will be awarded under Section 11 of the Industrial Development Act.

5.2 **Basic Need Funding Allocation:** On 25 April 2024 the Department of Education announced the funding allocations for local authorities to ensure that there are sufficient school places for children in their local area. Norfolk County Council's share of this funding is £2.716m for 2024-25 and £0.026m for 2025-26

5.3 **Department of Work and Pensions (DWP) Universal Support Programme:** On 10 April 2024 the DWP announced the new funding allocations for the Universal Support Programme which provides aims to support individuals to get back into work. Norfolk County Council's share of this funding is £4.2m per annum for the next 3 financial years and will enable the Council to build on the existing Working Well Norfolk programme to assist 1200 residents to find employment.

6 Budget savings 2024-25 summary

6.1 In setting its 2024-25 Budget, the County Council agreed net savings of £41.532m. Details of all budgeted savings can be found in the 2024-25 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 £38.332m at year end.

6.3 The forecast savings delivery is anticipated as shown in the table below:

Table 4: Analysis of 2024-25 savings forecast

	Adult Social Services	**Children's Services**	**Communities and Environment**	**Infrastructure**	**Fire and Rescue**	**Strategy and Transformation**	**Chief Executives Office**	**Finance General**	**Total**
	£m	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**	**£m**
Budget savings	14.252	9.775	-0.403	9.827	0.098	-0.460	0.330	8.113	**41.532**
Period 2 forecast savings	11.452	9.775	-0.803	9.827	0.098	-0.460	0.330	8.113	**38.332**
Savings shortfall (net)	2.800	0.000	0.400	0.000	0.000	0.000	0.000	0.000	**3.200**

Commentary on savings risk areas

6.4 The forecast savings for 2024-25 as at May 2024 is £38.332m against a budgeted savings target of £41.532m. 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 £14.252m savings target in 2024-25. As referenced in the revenue section, our utilisation of short term residential care is in excess of budget and therefore our saving associated with this change are currently unlikely to deliver within the timescale. Equally the pace of our digital and Norse transformations are not keeping pace with the budget expectations and therefore are at risk of not wholly delivering in the financial year.

6.6 The following represents the specific areas of savings variation related to the Adult Social Care savings programme:

Saving Reference	Saving Description	Target	Forecast Delivery	Over/Under Delivery
S2425ASS008	Reduce purchasing of short-term residential care, by focusing on more independent outcomes following hospital discharge.	1.000	0.000	1.000
S2425ASS025	Reprofiled saving for transformation of care provision by Norse Care.	1.500	0.500	1.000
S2425ASS014	Use digital technology to streamline services and make productivity and efficiency savings across priority areas for Adult Social Care.	1.000	0.300	0.700
S2223ASS034	Expansion of Self Directed Support. Delivering a saving by utilising more Direct Payments rather than commissioned services, particularly when Direct Payments offer individuals more choice and are cost effective.	0.100	0.000	0.100

Please note: the Norse figure within the budget papers is a net savings figure representing the reprofiling of a previous target. In addition, the Self Directed Support saving is an extension of previous savings so at this time the original savings are being delivered but not the 24/25 additionality.

6.7 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. A period of pressure over the winter relating to Residential Care admissions has now resettled and been materially compensated by additional benefits associated with our short term services (reablement) impact.

6.8 In setting the 2024/25 Budget, the Council undertook its Budget consultation during the autumn of 2023. In order to close the financial gap emerging from additional financial pressures in 2023/24, and the funding indicated in the provisional Local Government settlement, the Council undertook further rounds of savings development in December 2023 and January 2024. At its meeting on the 29th January 2024, the County Council’s Cabinet resolved to note the development of these further budget savings proposals, in particular recognising that some of which might be in need of public consultation. As such, it agreed that those proposals would come back to Cabinet for decision during 2024-25 and where relevant include the outputs of any required consultation process.

6.9 One of the additional budget proposals identified related to the recommissioning of contracts relating to social isolation and loneliness. The Council commissioned services to combat social isolation and loneliness in 2018, which are delivered by three providers across Norfolk: Community Action Norfolk, Voluntary Norfolk, and LILY. The funding provides a range of support services including support and advice on a one-to-one basis via telephone helpline, group activities and events, and link worker assessments and connection. The contracts for these services end in March 2025.

6.10 It is recommended that these services are recommissioned from April 2025 with a revised budget of £500,000, representing a financial savings of £310,000 for the County Council. We know that with the reduced funding, we will need to think about the new services differently to maximise value, and thus the new provision will be developed and provided at a local community level, to maximise value and meet specific local need. The Council will work collaboratively to develop this with partners across the NHS, VCSE, District Councils and wider stakeholders via the seven Health & Wellbeing Partnerships across Norfolk.

6.11 The design stage will be collaborative with partners across the NHS, VCSE, district councils, Healthwatch and wider stakeholders. That engagement will be through the Health & Wellbeing Partnerships, a multi-agency group that includes all these agencies, but also other routes such as an existing policy research exercise on isolation and loneliness NCC is engaged in, and through service user engagement.

6.12 In designing the future model, we will aim to develop services that:

- Are place based to maximise community resource, by shifting the focus from a Norfolk wide service to supporting local organisations and communities.
- Are targeted towards those most in need, recognising that there are different levels of need in different areas (i.e. Core20 and health inequalities). Understanding what resource is out there and where the gaps are.
- Are driven by, departmental, organisational and system strategies (e.g. Promoting Independence, Integrated Care Strategy)
- Utilize outcomes-based commissioning to enable more person-centred support. Can be based on either individual outcomes, service level outcomes, or strategic outcomes.
- Have a clear vision of who we are supporting, i.e. those with high level complex needs that some of the current services are supporting, or lower-level needs. Need to define what the threshold is for the services.
- Promote a learning driven approach which encourages maximum insight into ensuring the services are meeting the need.

Children's Services

6.11 The forecast assumes budgeted savings will be delivered during 2024-25; significant deviation from these plans could result in an overspend forecast. Therefore, expected delivery of savings will continue to be kept under close review.

Infrastructure

6.12 At this early stage it is anticipated, unless stated separately, all budgeted savings within Infrastructure will be delivered in 2024-25. The forecast assumes budgeted savings will be delivered in 2024-25; deviation from plans could result in a forecast overspend. Therefore, expected delivery of savings will continue to be kept under close review.

Fire and Rescue

6.13 At this early stage it is anticipated, unless stated separately, all budgeted savings within Fire and Rescue will be delivered in 2024-25. The forecast assumes budgeted savings will be delivered in 2024-25; deviation from plans could result in a forecast overspend. Therefore, expected delivery of savings will continue to be kept under close review.

Communities and Environment

6.14 At this early stage it is anticipated, unless stated separately, all budgeted savings within Communities and Environment will be delivered in 2024-25. The forecast assumes budgeted savings will be delivered in 2024-25; deviation from plans could result in a forecast overspend. Therefore, expected delivery of savings will continue to be kept under close review. One of the savings (S1819CES043) relates to additional income within the Norfolk Museums Service. Given the continued reduced capacity at Norwich Castle whilst the refurbishments are completed this is not expected to be achieved in full at this stage for 2024-25 until the Castle fully reopens.

2025-26 to 2027-28 savings

6.15 Budget setting in 2025-26 saw budget savings of £12.059m for 2025-26 followed by savings of £8.989m for 2026-27 and £7.923m savings in 2027-28. The deliverability of these savings, including any 2024-25 savings that are permanently undeliverable, will be considered as part of the budget setting process for 2025-29.

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	£m	£m
Adult Social Services				
Purchase of Care		4.291		
Director of Assurance & Commissioning		0.837		
Management, Finance & HR			(5.128)	
Net Total	**281.967**	**5.128**	**(5.128)**	**281.967**
Children's Services				
Net Total	**238.592**		**0**	**238.592**
Communities and Environment				
Net overspends		1.111		
Use of reserves			(1.111)	
Net Total	**18.461**	**0.593**	**(0.593)**	**18.461**
Infrastructure				
Net overspends		0.593		
Use of reserves			(0.593)	
Net Total	**145.522**	**0.593**	**(0.593)**	**145.522**
Fire and Rescue				
Net overspends		1.177		
Use of reserves			(1.177)	
Net Total	**38.000**	**1.177**	**(1.177)**	**38.000**
Strategy and Transformation				
Net underspends			(0.178)	
Use of reserves		**0.178**		
Net Total	**30.162**	**0.178**	**(0.178)**	**30.162**
Chief Executives Office				
Net overspends		0.035		
Use of reserves			(0.035)	
Net Total	**4.384**	**0.035**	**(0.035)**	**4.384**
Finance				

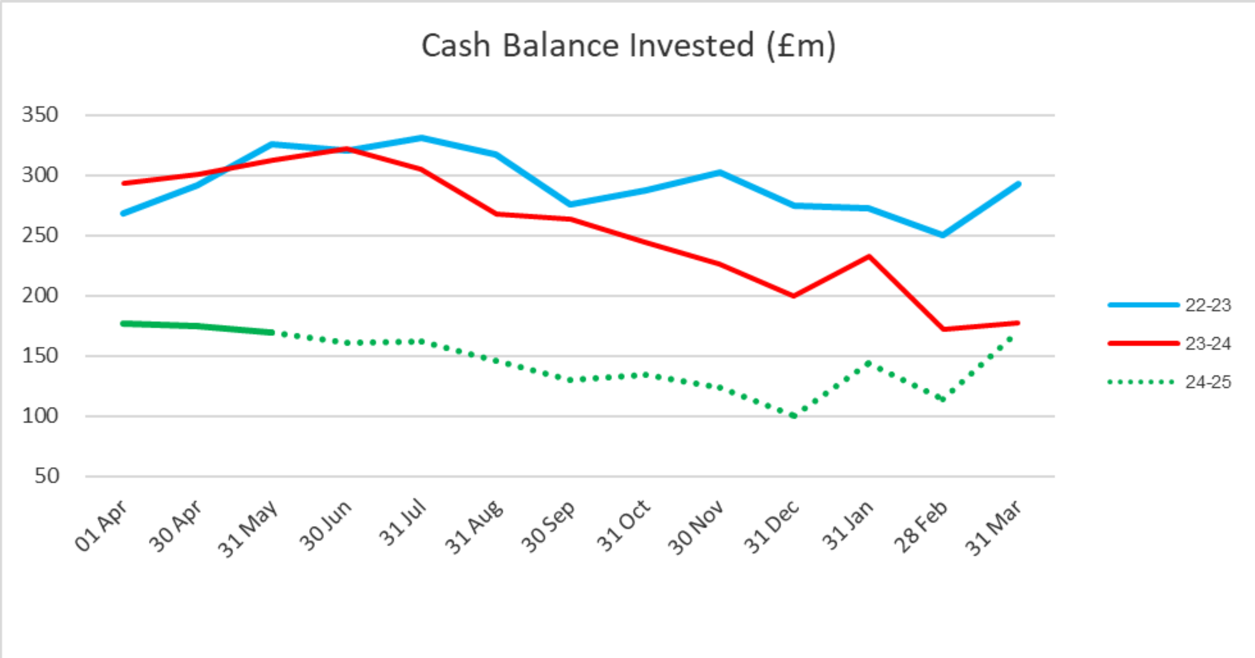
	Revised Budget	Overspend	Under spend	Forecast net spend
	£m	£m	£m	£m
Interest Payable – cost pressure		0.388		
Interest Receivable			(0.637)	
Miscellaneous cost pressures and underspends			(0.087)	
Increase in Business Risk Reserve		0.336		
Net Total	**(229.339)**	**0.724**	**(0.724)**	**(229.339)**
TOTAL	**527.748**			**527.748**

Revenue Annex 2 – Dedicated Schools Grant Reserve

	£m	
Budgeted DSG reserve 31/03/2024	(73.284)	
Increase to actual 31/03/2024 position	(8.229)	
Actual DSG reserve 31/03/2024		(81.513)
Budgeted deficit 2024-25	(39.543)	
Forecast 2024-25 overspend	(9.182)	
Total forecast 2024-25 deficit		(48.725)
Less planned contributions		
DfE Safety Valve contribution		10.000
NCC Safety Valve contribution		5.500
Forecast closing DSG reserve 31/03/2025		**(114.738)**

Appendix 2: 2024-25 Balance Sheet Finance Monitoring Report Month 2

Chart 2: Treasury Cash Balances



1.1 The Council's Treasury Strategy allows for £50m new borrowing in 2024-25 to fund capital expenditure and £18.4m new borrowing to support capital loans to 3rd parties. The cash flow above takes into account the planned borrowing and projects the current capital forecast through the year, resulting in a closing cash balance of approximately £172.3m.

1.2 The Council has healthy cash balances for the immediate future with cash balances of £169.3m as at 30 May 2024, £7.9m down from March 2024. The Interest receivable forecast from treasury investments held by the Council is £1.284m; which is in line with the revenue budget. The interest receivable forecast from non-treasury investments and capital loans is £2.202m which resulted in an underspend of £0.637m. The interest receivable from non-treasury investments and capital loans remains slightly above plan due to the higher Bank of England base rate.

1.3 PWLB and commercial borrowing for capital purposes was £816.294m at the end of May 2024. The associated annual interest payable on existing borrowing is £29.263m.

1.4 The interest payable forecast for 2024-25 is a £31.698m which is an £0.391m overspend against a budget of £31.307m There has been no new borrowing undertaken to date.

1.5 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	2024-25 TM Strategy £m	31.3.25 Forecast £m
Capital expenditure	312.243	249.485
Capital Financing Requirement	1,051.502	1,028.300
Gross borrowing	894.284	906.380
External debt	843.750	864.380
Investments	**184.737**	**172.300**
Net borrowing	756.915	734.080

1.6 To date the Council has not increased its PWLB borrowing and has repaid £2.5m of its external debt. As such the Gross Borrowing and External Debt balances are below the 24-25 TM strategy estimates set out in Table 2:

TABLE 2

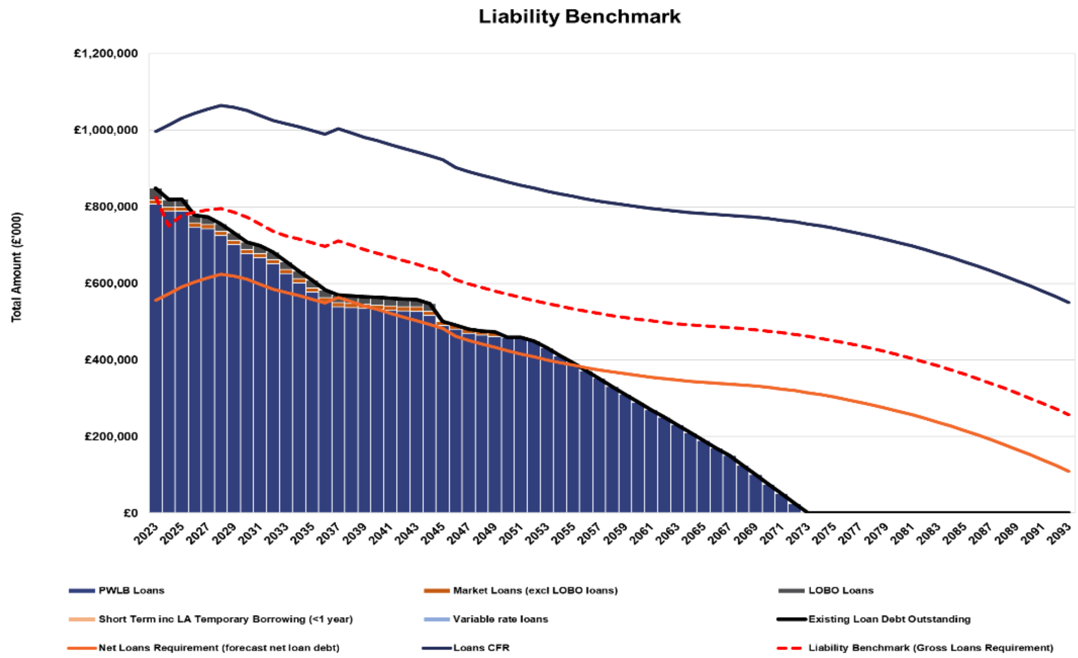
Prudential Indicator 2023/24	**2024-25 Strategy £m**	**2024-25 Forecast P2 £m**
Authorised Limit	1,106.604	1,038.590
Maximum Gross Borrowing position during the year	869.482	869.482
Operational Boundary	1,051.502	1,028.300
Average Gross Borrowing position	826.271	826.271
Financing Costs as a proportion of net revenue stream (£936.504m)	7.73%	7.46%
Capital Financing Requirement	1,051.502	1,028.300

1.7 The Prudential Indicators in Table 2 takes into account the 2024-25 Capital Programme forecast, including the reprofiling to date of existing projects. Service Managers are actively working on rephasing their capital projects out to the future years 2024-2029 to ensure that the Council remains within the Operational Boundary Limit of £1,051.502m as set out in the 24-25 Treasury Management Strategy on 20 February 2024.

1.8 The Liability Benchmark (LB) is a prudential indicator reported to Cabinet at the end of each quarter. Chart 3 has been updated to reflect the current capital forecast and the current borrowing profile. It shows a net under-borrowed position against the CFR until 2042. This indicator provides a useful snapshot of the Council's current debt and will be updated each month as the Council's capital programme and borrowing profile changes.

1.9 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



1.10 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.

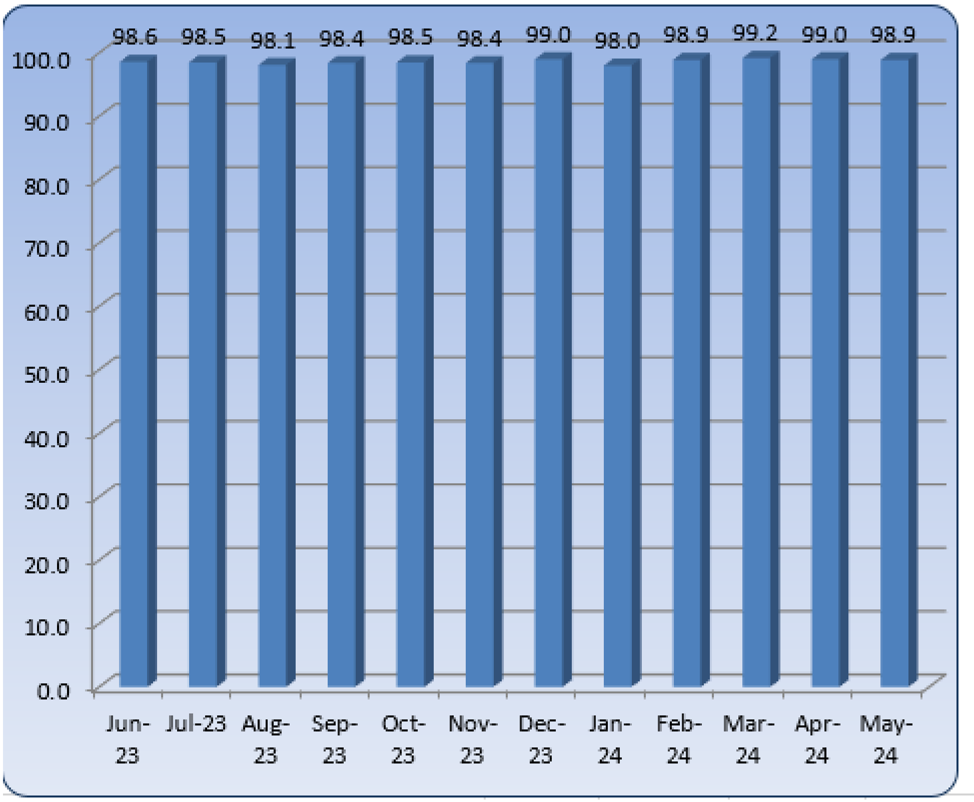
- Net loans requirement: this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.

- 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. 99.0% were paid on time in April 24 and 98.9% were paid on time in May 2024 against a target of 98%.

2.2 **Chart 4: Payment performance, rolling 12 months**



Note: The figures include an allowance for disputes/exclusions.

3 Debt recovery

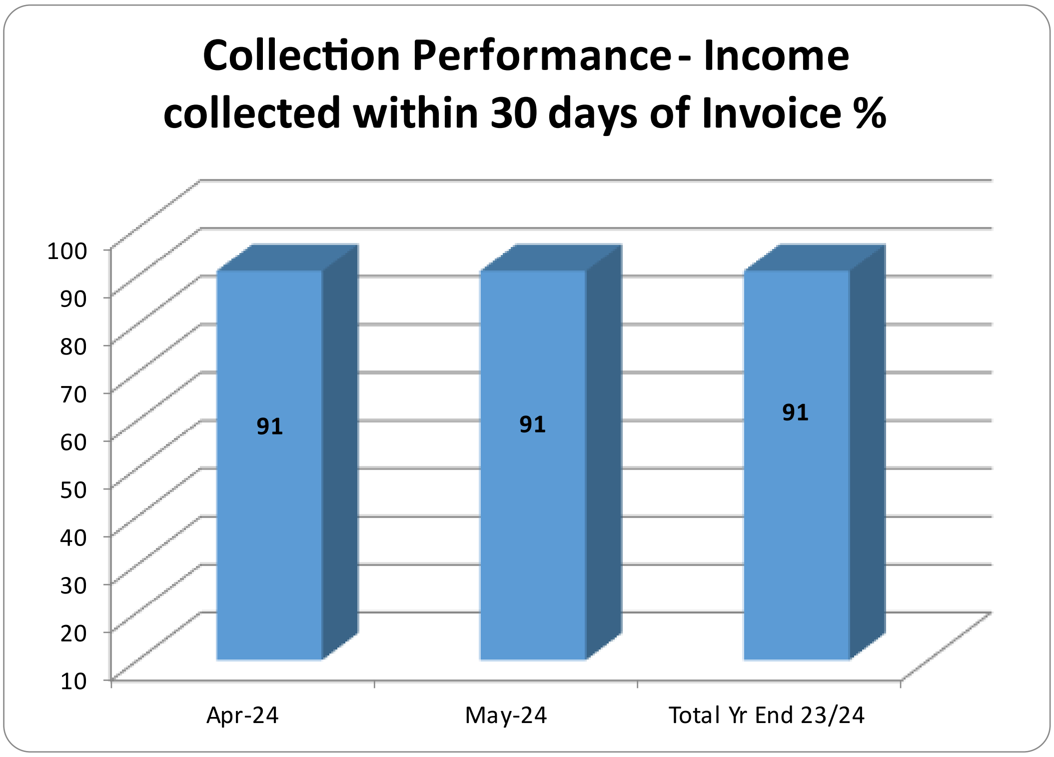
3.1 **Introduction**: In 2023/24 the County Council raised over 158,591 invoices for statutory and non-statutory services. These invoices total an amount in excess of £1.954bn.

3.2 In 2023/24 91.6% of all invoiced income was collected within 30 days of issuing an invoice, and 97% was collected within 180 days.

Debt collection performance measures – latest available data

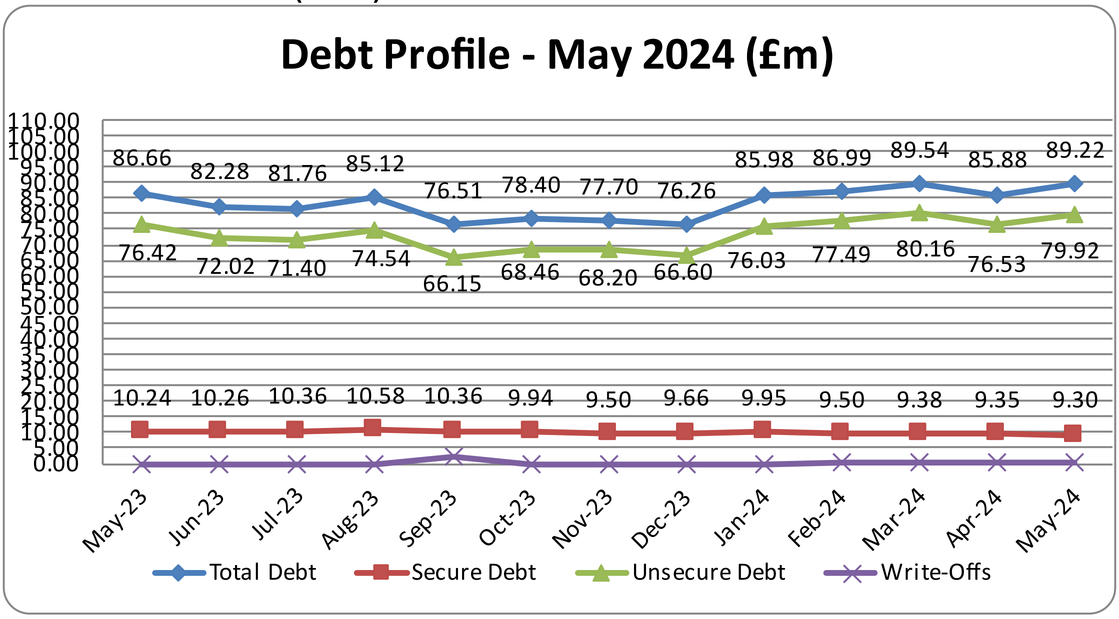
3.3 The proportion of invoiced income collected within 30 days for invoices raised in the previous month – measured by value – was 91% in April 24 and 91% in May 24.

Chart 5 : Latest Collection Performance



3.4 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)



3.5 Secured debts amounted to:

£m	March 24	April 24	May 24
Secured Debts	9.38	9.35	9.30
Of which debts awaiting Estate Finalisation	2.82	2.75	2.85

3.6 Unsecure debts amounted to:

£m	March 24	April 24	May 24
Total Unsecured Debts of which:	80.16	76.53	79.92
- Debt under 30 days	21.03	15.74	15.17
- Debt being paid off by regular instalments	1.14	1.09	1.10
- Debts referred to NPLaw	2.15	2.05	2.06
- Of which debts awaiting Estate Finalisation	14.77	14.53	14.43

3.7 The overall level of unsecure debt decreased by £3.63m in April 2024 and increased by £3.39m in May 2024.

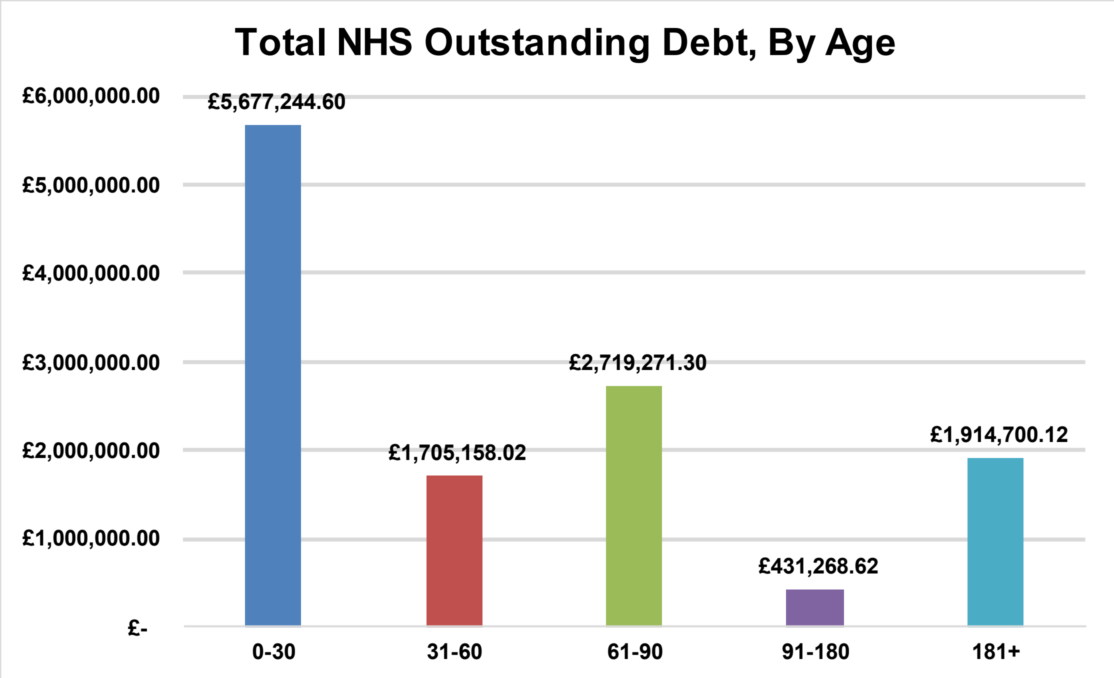
3.8 The largest area of unsecure debt relates to charges for social care of which:

£m	March 24	April 24	May 24

Total Unsecured Social Care Debts of which debt under 30 days is	62.22 12.00	58.34 7.59	60.71 10.03
- ICB debts of which Of which the debt under 30 days is Debt over 181 days is	11.37 7.17 1.22	7.68 3.64 1.24	9.25 5.67 1.92

3.9 **<u>Norfolk and Waveney ICB Debt</u>**

Chart 7 below shows the debt aging profile of the remaining ICB debt 30 May 2024



3.10 **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. For the period of 1st April 2024 to 30th May 2024, the following debts totalling £47,529.68 were written off:

Debts under £500	**April 24**	**May 24**	**Year to Date**
No of debts	11	9	20
Value of debts written off	£1,024.10	£417.30	£1,441.40
Debts over £500 and under £10,000			
No of debts	9	12	21
Value of debts written off	£23,609.35	£22,478.93	£46,088.28

3.11 Service departments are responsible for funding their debt write-offs. Before writing off any debt all appropriate credit control procedures are followed.

3.12 For the period 1 April to 30 May 2024, there are 2 social care debtors accounts over £10,000 to be approved by Cabinet for write off totalling £26,101.30, as follows:

Debt Type	Amount	Reason
Residential Care charges (D38343)	£16,089.50	Judgement since expired and Estate likely exhausted, legal options exhausted and uneconomical to pursue
Residential Care charges (3314202)	£10,011.80	Judgement since expired and Estate likely exhausted, legal options exhausted and uneconomical to pursue

All the debts listed above have previously been provided for in the 2023-24 accounts and any decision to write-off will not affect the outturn position.

3.13 In addition to the 2 social care debtors above, Cabinet is asked to approve the write-off of a bad debt of £202,323.00 in relation to Hopkins Homes. As part of the c£102m annual income for the Highways, Transport & Waste teams, work is undertaken for external clients as part of the commercialisation approach. This includes Section 278 works for developers, with hundreds of schemes worth many millions of pounds successfully delivered over the years.

One Section 278 scheme relates to a design and construction project from 2017 with Hopkins Homes. Due to issues with the delivery of the project and the form of contract used at the time, there was a legal dispute with Hopkins Homes. Legal involvement has been ongoing, and it is considered that all legal routes have been exhausted which has led to the request to write-off this historic debt. Lessons learnt from that case led to the legal agreements with developers being changed, which has prevented any repeat occurrence. There is a bad debt provision that will be utilised so there will be no impact on the current financial year.

Appendix 3: 2024-25 Capital Finance Monitoring Report

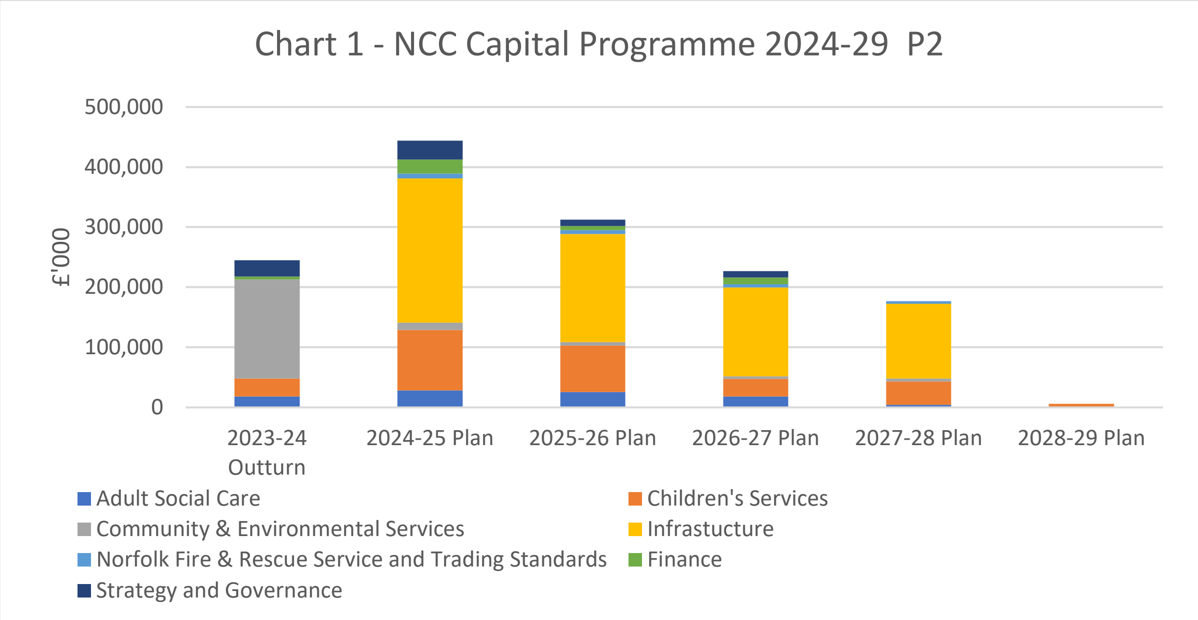
Report by the Director of Strategic Finance

1 Capital Programme 2024-29

1.1 On 20 February 2024, the County Council agreed a 2024-25 capital programme of £398.117m with a further £706.878m allocated to future years', giving a total of £1,104.995m.

1.2 The Capital Programme was increased by £41.699m in March 2024 following the receipt of various sources of external funding and £43.027m slippage from 2023-24. The bulk of this additional funding was reprofiled into 2024-25 leaving a Capital Outturn of £244.864m for 2023-24 as reported to Cabinet on 3 June 2024.

1.3 The revised capital programme at 1 April 2024 after slippage was £1,1146.694m, of which £445.491m was allocated to 2024-25. This represents a 82% increase in the capital programme for 2024-25 when compared with 2023-24 and the average capital outturn of the previous 3 years of circa £220m.



1.4 Chart 1 shows the impact of the reprofiling of capital budgets from the prior year. This has prompted an Executive Director led in-depth review of the capital programme to address the profile of projects over 2024-25 and future years, taking into account the prudential borrowing constraints, lags in planning permission and changes in Council priorities. The aim of the review is to “right-size” the capital programme over the next 5 years, by reprofiling, repurposing and repositioning the projects to align to current strategic objectives and the Corporate Delivery Plan.

1.5 Further in-year adjustments have resulted in the capital programme shown below:

Table 1: Capital Programme budget

	2024-25 budget	Future years
	£m	£m
Uplifts to existing schemes approved in February 2024	8.978	16.386
New schemes approved in February 2024	20.783	16.3
Previously approved schemes brought forward	349.441	668.518
IFRS 16 Assets	18.915	5.676
Totals in 2024-29+ Budget Book (total £1,104.995m)	**398.117**	**706.878**
Schemes re-profiled after budget setting	47.374	(5.675)
Revised opening capital programme (total £1,146.694m)	**445.491**	**701.203**
Re-profiling since start of year	(17.990)	17.990
Other movements including new grants, approved schemes	15.650	
Total capital programme budgets (total £1,162.344m)	**443.151**	**719.193**

Note: this table and the tables below contain rounding differences

1.6 Following the £43.027m slippage in capital schemes from the prior year, the Council has undertaken some reprofiling of services and updated the capital programme for the following changes:

- £9.989m Disabled Facilities Grant received from the Department of Health
- £4.651m Schools Condition Funding received from the Department of Education
- £0.928m Schools capital funding received from the Department of Education
- £0.077 increase in Libraries funding from S106 contributions.
- £0.005m receipt of external funding for Brancaster project

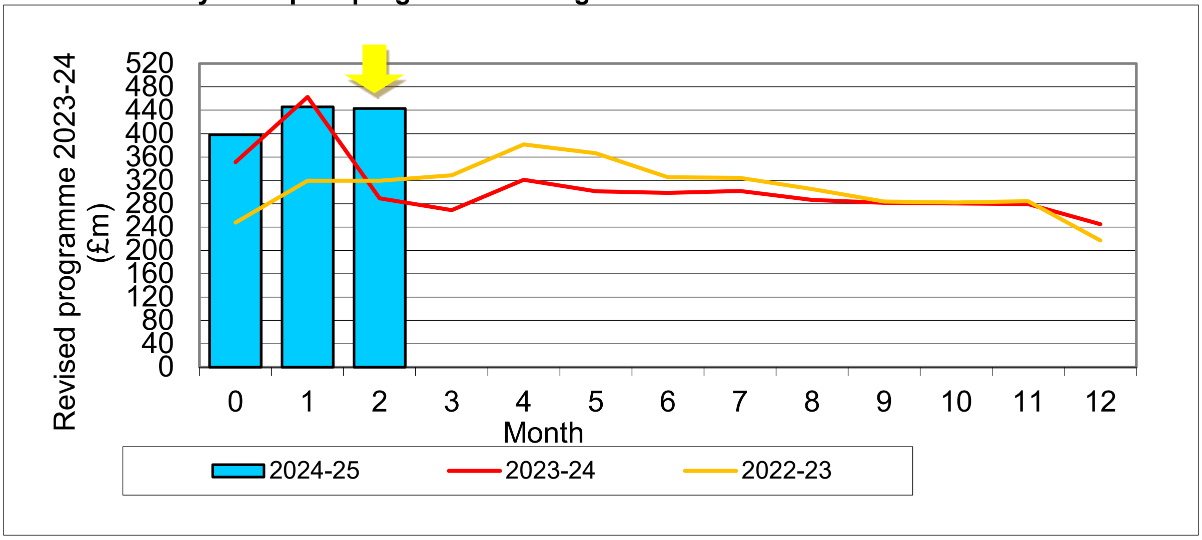
1.7 The Capital Programme will be updated for future notifications of capital grant funding. The Council will adjust the profile of capital expenditure funded from NCC borrowing accordingly to accommodate the grant funded projects in the current year.

1.8 The full impact of slippage in the current year capital programme will be reflected in Capital Monthly Reporting to cabinet in future months.

Changes to the Capital Programme

1.9 The following chart shows changes to the 2024-25 capital programme through the year. The current year capital programme tends to build up in the first half of the year as the Council receives notification of central government capital grants and then gradually settles down to a sustainable delivery level as projects are profiled and reprofiled as schemes develop.

Chart 1: Current year capital programme through 2024-25



1.10 Month "0" shows the 2024-25 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.

1.11 The P2 Capital Programme of £444.151m is around £200m higher than the capital programme delivered in the last two years (£244.8m – 23-24, £217.0m – 22-23 and £254.87m – 21-22). Therefore, we can expect a similar trend of reprofiling to occur in 2024-25.

1.12 Following the restructure of Community and Environmental 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 2024-25

Service	**Opening programme**	**Reprofiling since previous report**	**Other Changes since previous report**	**2024-25 latest Capital Budget**
	£m	**£m**	**£m**	**£m**
Adult Social Care	17.177		9.989	27.166
Children's Services	113.135	-17.790	5.579	100.924
Communities and Environment	12.239		0.081	12.321
Finance	23.516			23.516
Infrastructure	239.870			239.870
Fire and Rescue	7.706			7.706
Strategy & Transformation	31.848	-0.200		31.648
Total	**445.491**	**-17.990**	**15.650**	**443.151**

Note: this table may contain rounding differences.

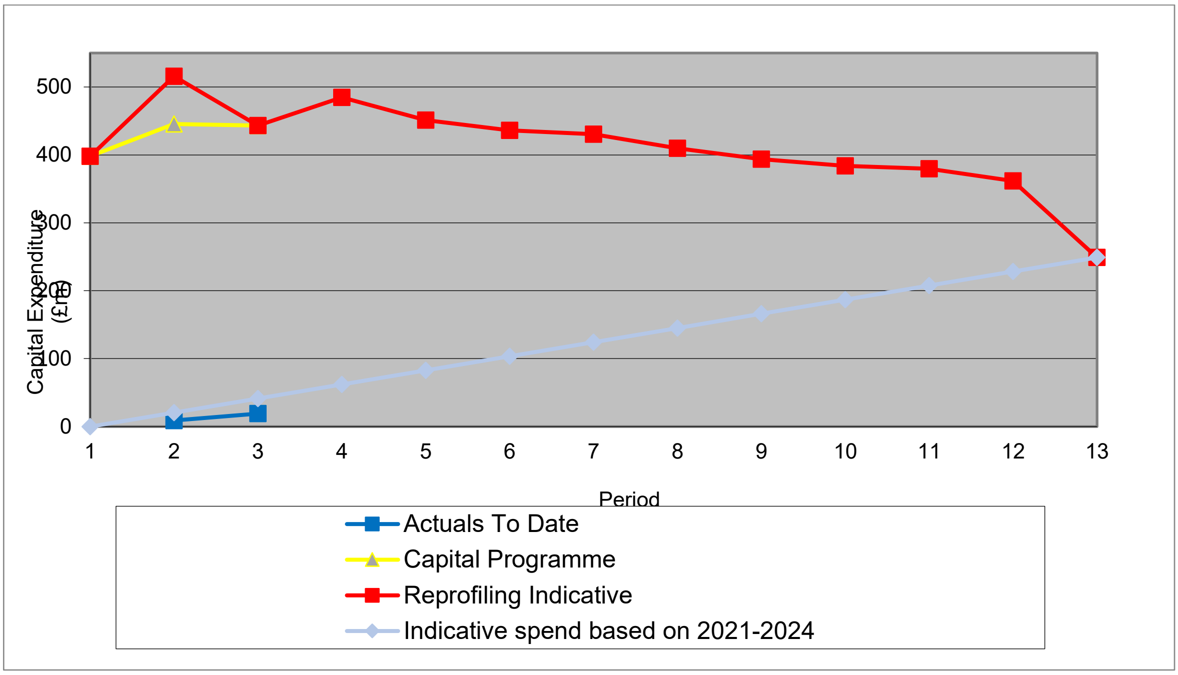
1.13 The revised programme for future years (2024-25 to 2026-27) is as follows:

Table 3: Capital programme future years 2025+

Service	Previously reported future programme	Reprofiling since previous report	Other Changes since previous report	2025+ Future Capital Budget
	£m	£m	£m	£m
Adult Social Care	45.292			45.292
Children's Services	133.734	17.790		151.524
Communities and Environment	14.248			14.248
Finance	18.248			18.248
Infrastructure	453.141			453.141
Fire and Rescue	15.000			15.000
Strategy & Transformation	21.540	0.200		21.740
Total	**701.203**	**17.990**		**719.193**

Note: this table contains rounding differences

1.14 The graph below shows the movement on the current year capital budget and year to date capital expenditure:



The graph shows that actual year to date capital spend is slightly behind 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 2024-25 forecast at P2 is £249.485m.

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. The inflation in cost of construction has had an impact on the larger multi-year infrastructure schemes. Officers will continue to monitor this risk and reflect the cost pressures as part of the regular capital monitoring process.

2 Financing the capital programme

2.1 Funding for the capital programme comes primarily from grants and contributions provided by central government and prudential borrowing. These are supplemented by capital receipts, developer contributions, and contributions from revenue budgets and reserves.

Table 4: Financing of the capital programme

Funding stream	**2024-25 Programme**	**Future Years Forecast**
	£m	**£m**
Prudential Borrowing	168.982	289.943
Supported Borrowing	21.910	16.450
Use of Capital Receipts	1.001	0.000
Revenue & Reserves	1.402	1.675
Grants and Contributions:		
DfE	64.521	35.650
DfT	131.114	355.433
DoH	9.989	
DLUHC	0.330	
DCMS		
DEFRA	0.059	
Developer Contributions	29.919	18.904
Other Local Authorities	1.620	0.653
Local Enterprise Partnership		
Community Infrastructure Levy	2.530	
National Lottery		
Academies		
Commercial Contributions		
Business rates pool fund		
Other	9.776	0.485
Total capital programme	**443.151**	**719.193**

Note: this table may contain rounding differences

2.2 For the purposes of the table above, it is assumed that all capital receipts will be applied directly to the re-payment of debt and transformation projects, rather than being applied to fund capital expenditure. Any proposals to utilise capital receipts to fund in-year capital expenditure are recommended to Cabinet for approval (see section 3 below) and will be applied in line with the Council's Minimum Revenue Provision Statement.

2.3 Developer contributions are funding held in relation to planning applications. Section 106 (Town and Country Planning Act 1990) contributions are held in relation to specific projects: primarily schools, with smaller amounts for libraries and highways. The majority of highways developer contributions are a result of section 278 agreements (Highways Act 1980).

3 Capital Receipts

3.1 The Council's property portfolio is constantly reviewed to ensure assets are only held where necessary so that capital receipts or rental income can be generated. This in turn reduces revenue costs of the operational property portfolio.

3.2 The capital programme, approved in February 2024, gave the best estimate at that time of the value of properties available for disposal in the four years to 2028-29, totalling £19.293m.

Table 5a: Disposals capital programme forecast

Financial Year	**Property sales forecast £m**
2024-25	2.355
2025-26	5.701
2026-27	6.877
2027-28	2.225
2028-29	2.134
	19.293

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 2024-25	**£m**
Capital receipts reserve brought forward	13.716
Loan repayments – subsidiaries forecast for year	3.292
Loan repayments – LIF loan repayments to date	
Capital receipts to date	
Capital receipts in year	0.000
Capital Receipts forecasted for asset disposals subject to contract	2.247
Secured capital receipts to date	**2.247**
Potential current year farms sales	0.526
Potential current year non-farms sales	0.831
Potential development property sales	-
Potential capital receipts	**1.357**
Forecast available capital receipts	**20.611**
Forecast use of capital receipts	
Maximum flexible use of capital receipts to support transformation costs	2.571
Repayment of CIL supported borrowing and Capital Loans	3.292
To fund short-life assets – IT and VPE	5.000
Total Capital Receipts Utilisation	10.863
Capital Receipts Reserve to carry forward	9.749
Norwich Western Link Reserve	5.016
Remaining Capital Receipts Unutilised	**4.733**

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 30 January 2024, the government signalled its intention to extend the flexible use of capital receipts scheme to support transformation costs to March 2030. Table 5b includes £2.571m earmarked for this in 2024-25, comprising of £1.571m for Strategy and Transformation and £1m for ASC Transformation.

4 New capital budget proposals

4.1 The following schemes are new additions to the P2 Capital Programme and will increase the NCC Capital Borrowing requirement.

4.2 The Kings Lynn Multi User Community Hub is now at RIBA stage 3, with greater clarity on the constraints and opportunities for the development of the site. NCC has sought to develop a high-quality public building that reflects the heritage and street scene of this historic part of Kings Lynn, whilst also looking to create an attractive and modern building. The project has also sought to look to minimise energy consumption and use technologies to reduce the carbon impact of this building, particularly looking at heating, ventilation and lighting across the site. This has resulted in an uplift in the projected costs for the project. As such, Cabinet is asked to approve the virement of an additional £1.54m of NCC Borrowing from existing Corporate Property budgets to meet the increased capital expenditure of the site.

4.3 The Great Yarmouth Borough Council's Library project team has flagged a cost pressure of £0.35m due to inflation in costs of construction. Therefore, Cabinet is asked to approve the virement of an additional £0.35m from existing Corporate Property budgets to meet this increase in capital expenditure for this project.

4.4 On 14 June 2024 the Department for Transport confirmed the Bus Service Improvement Plan (BSIP) funding to be awarded to Norfolk County Council under section 31 of the Local Government Act 2003. The total funding awarded for 2024-25 is £16.182m of which £6.114m is a revenue grant to support the local bus service improvements and £10.068m is a capital grant to invest in the County's bus transport network and infrastructure. This paper includes a recommendation for Cabinet to recommend to full Council the approval and allocation of this funding to the projects under Norfolk's Bus Improvement Plan.

ANNEX A: Movements in Capital Budgets since 1 April 2024

Department	Sub-committee	Funding Type	Project	FY24-25 Increase	FY24-25 Decrease	FY 24-25 Re-Profile	FY 25-26+ Increase/Decrease	FY 25-26+ Re-Profile
Adult Social Services (Directorate)	**Adult Social Care.**	External Funding	SC8140 : Disabled Facilities Grant	9,988,860			-	
	Adult Social Care. Total			**9,988,860**				
Adult Social Services (Directorate) Total				**9,988,860**				
Children's Services (Directorate)	**Children's Services**	External Funding	EC4822 : Condition Funding	4,651,200			-	
		External Funding	ECAPFM : CAPITAL FORMULA	928,140			-	
	Children's Services Total			**5,579,340**			**-**	**-**
Children's Services (Directorate) Total				**5,579,340**			**-**	**-**
Community & Environmental Services (Directorate)	**Environment**	External Funding	PQ7022 : Brancaster	4,650			-	
	Environment Total			**4,650**			**-**	
	Libraries	External Funding	LL0733 : S106 Hethersett North, Hethersett HET	30,880			-	
		External Funding	LL0846 : S106 67 Hemstead Road, Holt. HOL	4,520			-	
		External Funding	LL0847 : S106 Carpenters Farm (Phase 2) Wymondham, WYM	30,260			-	
		External Funding	LL0848 : S106 Foster Close. Ormesby St Margaret	700			-	
		External Funding	LL0849 : S106 Scratby Road, Scratby. YAR	3,100			-	
		External Funding	LL0850 : S106 Kenninghall Road, East Harling (Phase 3) ATT	7,350			-	
	Libraries Total			**76,810**			**-**	
Community & Environmental Services (Directorate) Total				**81,460**			**-**	
Strategy and Transformation Directorate	**Digital Services**	NCC Borrowing & Capital Reciepts	KT2706 : Fire Service Station End Equipment Refresh			- 200,000		200,000
	Digital Services Total					**- 200,000**		**200,000**
Strategy and Transformation Directorate Total						**- 200,000**		**200,000**
Grand Total				**15,649,660**		**- 200,000**		**200,000**