

Infrastructure and Development Select Committee

Date: **Wednesday 15 May 2024**
Time: **10am**
Venue: **Council Chamber, County Hall, Norwich**

Persons attending the meeting are requested to turn off mobile phones.

Membership:

Cllr Vic Thomson (Chair)
Cllr Martin Wilby (Vice Chair)

Cllr David Bills
Cllr Claire Bowes
Cllr Graham Carpenter
Cllr Rob Colwell
Cllr Jim Moriarty
Cllr William Richmond

Cllr Catherine Rowett
Cllr Chrissie Rumsby
Cllr Robert Savage
Cllr Barry Stone
Cllr Tony White

**For further details and general enquiries about this Agenda please contact the
Committee Officer, Nicola Ledain:
email committees@norfolk.gov.uk**

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A g e n d a

1 To receive apologies and details of any substitute members attending

2 Minutes

To confirm the minutes of the meeting held on Wednesday 13 March 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 To receive any items of business which the Chairman decides should be considered as a matter of urgency

5 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 Thursday 9 May 2024**. For guidance on submitting a public question please visit <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee>

6 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 Thursday 9 May 2024**.

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|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 7 | Norfolk's Devolution – Local Assurance Framework
Report by the Executive Director of Strategy and Transformation | Page 14 |
| 8 | Norfolk's Devolution – Brownfield Fund Housing Pipeline
Report by the Executive Director of Strategy and Transformation | Page 82 |
| 9 | Norfolk's Devolution – Strategic Skills Plan and Readiness Conditions for the Adult Education Budget (now known as Adult Skills Funding)
Report by the Executive Director of Strategy and Transformation | Page 97 |
| 10 | Planning Obligations Standards 2024
Report by the Executive Director of Strategy and Transformation | Page 170 |
| 11 | Forward Work Programme
Report by the Interim Executive Director of Community and Environmental Services | Page 213 |

Group Meetings:

Conservative	9:15am
Labour	9:00am
Liberal Democrats	9:00am

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

Date Agenda Published: Tuesday 7 May 2024



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Infrastructure and Development Select Committee

Minutes of the Meeting Held on Wednesday 13 March 2024
10.00am, held at County Hall, Norwich

Present:

Cllr James Bensly - Chair

Cllr David Bills
Cllr Graham Carpenter
Cllr Brian Long
Cllr Rob Colwell
Cllr Jim Moriarty

Cllr William Richmond
Cllr Chrissie Rumsby
Cllr Robert Savage
Cllr Tony White
Cllr Martin Wilby
Cllr Jamie Osborn

Also Present:

Cllr Eric Vardy
Cllr Kay Mason Billig

Cabinet Member for Environment and Waste
Leader of Norfolk County Council and Cabinet Member for
Strategy and Governance

Also Present:

David Allfrey
Wendy Brooks
Grahame Bygrave
Al Collier
Helen Corina
David Cumming
Marina Ebbage
Jack Griffiths
Andrew Hollis
Nicola Ledain
Sophie Leney
Karl Rands
Sarah Rhoden
Chris Starkie
Steve Miller
Roberta Wilner

Interim Director of Highways, Transport and Waste, Community
and Environmental Services (CES)
Head of Environment, CES
Interim Executive Director of Community and Environmental
Services
Director of Procurement and Sustainability, CES
Transport Planner, Strategy and Transformation
Strategic Transport Team Manager, Strategy and
Transformation
Procurement Specialist (Policy), CES
Strategic Contracts Manager, CES
Project Officer, CES
Committee Officer, Democratic Services
Head of Trading Standards,
Assistant Director Highway Services, CES
Director of Community Information and Learning, CES
Director of Growth and Investment, Strategy and Transformation
Director of Culture and Heritage, CES
Head of Economic Development, Strategy and Transformation

The Committee agreed to change the order of the agenda, with Item 12 - Countywide Local Cycling and Walking Infrastructure Plan and Item 13 - Norfolk Walking, Wheeling, and Cycling Strategy 2024 being swapped.

1. Apologies and substitutions

1.1 Apologies received from Cllr Chris Dawson, Cllr Catherine Rowett, Cllr Vic

Thomson (substituted by Cllr Brian Long, Cllr Graham Carpenter and Cllr Jamie Osborn respectively). Apologies were also received from Cllr Claire Bowes and Cabinet Member Cllr Margaret Dewsbury.

- 1.2 Having received apologies from the Vice Chair, Cllr Vic Thomson, the Committee duly elected Cllr Brian Long as Vice Chair for this meeting,

2. Minutes

- 2.1 The minutes of the meeting held on Friday 23 February 2024 were agreed and signed by the Chair subject to the following amendments:

Point 8.4 should be re-written as follows.

“Members suggested the £80 million figure which had been quoted previously for flood improvements across Norfolk was now out of date and should be reviewed. It was essential that the amount quoted and considered was correct and up to date. Officers explained that the Norfolk Strategic Flood Alliance strategy was also being reviewed as well as the programme for the rest of the year, so it was expected for this to all be updated soon.”

3. Declarations of Interest

- 3.1 There were no interests declared.

4. Items of Urgent Business

- 4.1 There were no items of urgent business.

5. Public Question Time

- 5.1 There was one public question received which had been published and circulated. A response had also been sent to the member of public and this was attached at appendix A.

6. Local Member Issues / Questions

- 6.1 There were no member issues or questions.

7. Integration of the New Anglia Local Enterprise Partnership Function into Norfolk County Council

- 7.1 The Committee received the annexed report (7) from the Executive Director of Strategy and Transformation which informed the Committee of the progress of the integration of the LEP functions into Norfolk County Council.

- 7.2 Members commented that the integration would be an opportunity for those in the community to have a voice on the economy. There were already some models in existence that worked effectively, and Cllr Rumsby would share these with the Officers. It was also noted that more direct engagement with communities and more public participatory processes should be part of all consultations from NCC for communities to share ideas from the start of an initiative.

- 7.3 In answering a question about the progress to net zero by the three main sectors of transport, land use and housing, the Committee heard that the LEP had carried out some effective work and programs such as the Clean Growth Taskforce and various

other programs regarding the development of renewal energy and those programs would be transferred across. There had also been a programme in operation which was funded by Norfolk County Council which reviewed industrial carbonization. In terms of transport, most work to progress to net zero would be conducted by Transport East or by Norfolk County Council. With regards to land use, as part of the Agri-Tech Industry Council, the manufacturing taskforce which looking at reducing emissions in agriculture would continue. All programmes which currently existed within the LEP were transferring across and continuing.

- 7.4 Officers reported that recruitment for the Norfolk Business Board would start around Easter and continue over Spring / Summer. It was hoped that the Board would commence, potentially in a shadow form, late Summer. The terms of reference were currently being worked through. Whilst other counties such as Suffolk had already started their recruitment process, Norfolk wanted it to be robust and had prioritised developing the Economic Strategy first.
- 7.5 The Committee heard that there were several loans that had been transferred in line with Government's guidance regarding what should transfer into upper tier authorities. Commercial units which were currently being built in West Norfolk were a joint venture between King's Lynn and West Norfolk Borough Council (KL&WN) and the LEP. The LEP had lent money towards the building of the units which were still under construction, and there were tenants waiting. KL&WN would own the assets, but NCC would receive a return for as long as it took for the loan to be repaid. NCC would be interested in the principle of developing further units subject to the financial arrangements.
- 7.6 Officers reassured the Committee that there was no negative debt being passed to NCC. The LEP had received funding from Government which they had passed onto other organisations for various projects. The LEP were being repaid for those projects, and it was confirmed that this was what NCC would inherit.
- 7.7 Having considered the information in the report on the work being done to implement the Norfolk integration plan, the Committee **ENDORSED** the integration of the LEP functions into the County Council with effect from 1 April 2024.

8. Economic Strategy

- 8.1 The Committee received the annexed report (8) from the Executive Director of Strategy and Transformation which outlined the process being undertaken to develop a new economic strategy for Norfolk.
- 8.2 Members were pleased to see coastal and market town communities included in the Strategy however there was little mention of the Greater Norwich area. Officers advised the report details the approach taken in developing the strategy. The Greater Norwich area, in addition to the other district areas in Norfolk, will be included in the draft strategy. It was also hoped that there would be engagement from all Members into the Strategy to ensure that all economic views were considered. Officers reported that stakeholder workshops were being held across Norfolk and there would be plenty of opportunity for all to attend and engage. The dates for the next round of the workshops would be circulated to the Committee.
- 8.3 Inclusive growth was recognised within the Strategy and was a theme that ran through. The areas of deprivation were acknowledged within the county and NCC

would have the levers to address them through the adult education budget, as well as devolution enabling those levers to be long term sustainable changes.

- 8.4 Officers reported that as part of the feedback received in the stakeholder workshops, the quality of low paid jobs in sectors such as tourism, education and healthcare needed to improve. The Strategy would help inform the design of programmes that would influence that change. .
- 8.5 Officers reported that there was a summary of the first round of the workshops, and this would be circulated.
- 8.6 The Committee heard that MetroDynamics had been commissioned to help with the stakeholder engagement events, to assist with the first draft of the Strategy and to offer best practice from other parts of the Country. They wouldn't be remaining involved in the Strategy, but they had been helpful in offering an impartial external view.
- 8.7 There had been a presentation of the outline plan made to the Member Engagement Working Group and regular updates would be reported on key themes and priorities. This would be an appropriate vehicle for Members to be able to feed into the Strategy.
- 8.8 Having considered the approach being taken to develop a new economic strategy for Norfolk, the Committee **AGREED** to receive the draft economic strategy for comment and endorsement later in the year.

9. Climate Action Plans – Tranche 3

- 9.1 The Committee received the annexed report (9) from the Interim Executive Director of Community and Environmental Services which covered tranche three of the Climate Strategy. These actions covered council initiatives relating to commercial and industrial sectors, climate adaptation, transport, our companies, and our staff.
- 9.2 Part of the aim of the lower carbon pathway work would identify the split of electric vehicle uptake and the mode shift. Once consultants had carried out the work, it would be clearer what was needed but inevitably it would be a mixture of both. Officers also reported that there was little concern with the second-hand EV car market as EV cars seemed to be readily available. Consumer confidence in EV charging and increasing this was acknowledged. It was reported that the vast majority of people who owned a car owned a driveway and they acknowledged that the cheapest and easiest way to charge a car was on the driveway. For those areas where this was not possible, the action plan identified that on-street charging may be rolled out.
- 9.3 The Committee were pleased to receive the report. The Committee requested that as part of this plan, using the bus was made easier and inviting and encouraged officers to invest in Kings Lynn and the need for better bus shelters. Officers reported that part of the Bus Service Improvement Plan funding would be invested in bus shelters with live passenger information with some having additional facilities such as cycle racks. This was a 3-year rolling programme and had 18 months left in that programme for delivery.

- 9.4 The Committee noted that there had been the successful introduction of EV buses within Norwich and was there any plans to extend that to the King's Lynn or other areas. This would depend on successful future funding bids from government and private sector investment.
- 9.5 Whilst it was acknowledged by Members that more EV chargers were needed over Norfolk, it was necessary to install the correct type of chargers and specifically the fast-charging points. Officers stated that there should ideally be the appropriate charger in the appropriate place such as slower speed chargers for overnight charging at households, but the faster speed chargers at public places such as supermarkets.
- 9.6 With reference to the seaweed in East Anglia pilot project mentioned on page 37 of the agenda, Members asked if the pilot had factored in the planting of seagrass and the commercial propagation of oysters. This had recently been identified by the Wash in North Norfolk Marine Partnership as one of the best outcomes for the marine environment as they clean up the area that they exist in. It would be a sensible approach for the two initiatives to work together. Officers explained that as part of the pilot, it had an Algae Innovation Platform which involved hundreds of members and they would cross-reference to check if the Seagrass initiative was part of that.
- 9.7 The Committee asked, with reference to the transport actions starting on page 40 of the report if there was there an ongoing involvement of highways in the design of housing developments to ensure that they were public transport friendly. Officers explained that this was already part of the processes and procedures that NCC adhered to through various strategies and policies. In responding to applications, new developments had to take account of the network. It was also reported that NCC were currently waiting on the refreshed Local Transport Plan guidance from Government (with no expected timescale). The guidance should contain more information regarding carbon reduction schemes. Officers assured the Committee that NCC had an enhanced partnership with all bus operators and engaged with those when reviewing new housing developments alongside the planning teams.
- 9.8 Having reviewed the third tranche of actions, the Committee **ENDORSED** the actions to progress to Cabinet.

At this point in the meeting it was agreed that Item 11- Highways and Infrastructure Services Reprocurement would be discussed before item 10 - Trading Standards Service Plan 2024/25.

10. Highways and Infrastructure Services Reprocurement

- 10.1 The Committee received the annexed report (10) from the Interim Executive Director of Community and Environmental Services which outlined the process and programme for the reprocurement in three elements; Highway Term Maintenance Works, Professional Services and Traffic Signals, Digital Innovation and Electrical Services contracts, for 1 April 2026.
- 10.2 The Committee commented that as other top performing authorities used the same mixed economy model, it seemed sensible to continue to use this model. It was also noted that the brochure showed to Members in the report was effective and pleasingly highlighted the major infrastructure projects such the Great Yarmouth Herring Bridge and the Long Stratton bypass.

- 10.3 In ensuring that the Council received the best outcomes for money that was invested, the Committee heard that as part of the mixed economy model there were NCC teams who would instruct works and would work through efficiently what needed to be instructed. Dialogue through the procurement process would include how the management of those instructions would take place. It would also involve ensuring that work that was undertaken carried a form of guarantee ensuring quality and that it didn't provide a future maintenance problem. This would include correct supervision and holding contractors to account.
- 10.4 Having reviewed the report, the Select Committee:
1. **Noted** the continued use of the mixed economy delivery model of the highway service.
 2. **Noted** the process and programme for the reprocurement in three elements; Highway Term Maintenance Works, Professional Services and Traffic Signals, Digital Innovation and Electrical Services contracts, for 1 April 2026.
 3. **Noted** the intention to renegotiate the Norse Highways SLA extension beyond 1 October 2024.

11. Trading Standards Service Plan 2024/25

- 11.1 The Committee received the annexed report (11) from the Interim Executive Director of Community and Environmental Services which described the Trading Standards Service Plan and associated sub-plans (as annexed to the main plan) that set out the service priorities for 2024/25, taking account of the service budget set in February 2024
- 11.2 Officers reported that the service had recently recruited an additional 8 apprentices. They had received 260 applications for those 8 positions. It had been recognised nationally that the role of a trading standards officer wasn't given the spotlight that it deserved and didn't capture the varied and diverse role that it was, and the professional institute was looking to undertake a piece of work to rectify this. The Head of Trading Standards also reported that the only way of encouraging the newly qualified staff to stay at Norfolk County Council was by following the corporate policy that they must repay the training costs if they left in a two-year period after qualification. However, it was noted that Norfolk was currently the training leader in England of trading standards officers, had been named checked at the Chartered Trading Standards Institute National Conference and the Head of Trading Standards had been asked to speak at the Association of Chief Trading Standards Officers. Norfolk had helped to develop the new Trading Standards professional apprenticeship and the trainees had been very complimentary about the apprenticeship and the on-the-job support that they are getting.
- 11.3 Thanks were given to the service for the enforcement that had been carried out in King's Lynn regarding enforcement of age restricted sales of vapes and the joint action with King's Lynn and West Norfolk District Council. Whilst re-opening another shop cannot be stopped after one had been closed, new legislation was due which would assist in giving on the spot fines and other penalties.
- 11.4 The new location of the Norfolk Calibration Centre from Hethel Engineering Centre was yet to be confirmed at this point as the move was in very early stages.

- 11.5 Due legislation would attempt to stop the selling of illegal vapes at source with the introduction of taxation changes in the recent Government's budget and with HMRC importation enforcement.
- 11.6 In answering a question regarding 'blue tongue', Officers reported that although the general control zone restrictions had been lifted, there were still restrictions in the county. There were currently one or two positive tests per week, and the Committee were reassured that testing measures were continuing.
- 11.7 Following the Committee's concern regarding the supply of Nitrous Oxide, the Head of Trading Standards reported that as of November 2023 the legislation had changed, and it was now considered as a Class C drug and was illegal to possess for the purposes of illegal inhalation and regarded a police offence. It was also an offence to sell for illegal inhalation knowingly or recklessly. The service already worked closely with the police on knife sales to ensure that sellers were storing them correctly and not selling to underage individuals, but Officers assured the Committee that they would explore further work with the police on nitrous oxide.
- 11.8 The Committee heard that 'no cold calling' zones were still operating. The service was still receiving requests for zones to be set up. If the neighbourhood met the criteria, residents would be helped to install a 'no cold calling' zone. It was also reported that the older zones were being reviewed following the probable change of householders within them and a likely loss of knowledge on the protection afforded by the zones. It was also noted that reputable businesses would not knock door-to-door within the zones so they would always act as a deterrent.
- 11.9 Having reviewed the report, the Committee **NOTED**.
1. the Trading Standards Service Plan 2024/25 (Appendix 1) including:
 - a. Annex I: Enforcement of Age Restricted Sales and Illegal Tobacco and Nicotine Inhalation Products Plan 2024/25 (Appendix 2 to this report)
 - b. Annex II: Food & Feed Law Enforcement Plan 2024/25 (Appendix 3 to this report), and
 - c. Annex III: Delivery of Animal Health & Welfare Framework 2024/25 (Appendix 4 to this report)
- prior to consideration by Cabinet.

12. Norfolk Walking, Wheeling, and Cycling Strategy 2024

- 12.1 The Committee received the annexed report (12) by the Executive Director of Strategy and Transformation summarised the outcome of the recent consultation on the draft Norfolk Walking, Wheeling, and Cycling Strategy. The draft Strategy came to Select Committee in September 2023 to receive comments before consultation. Results of the consultation can be viewed in Appendix A of the report.
- 12.2 Officers acknowledged that the size, volume, and speed of vehicles influenced the decision to cycle. Having reported that 20mph roads in Norwich had seen fatalities, Members asked what arrangements NCC had with the police to share that information. Officers reported that there was a partnership arrangement with the Constabulary which would be a mechanism for raising this with them.
- 12.3 The Committee asked whether the target for 50% of journeys to be taken by walking, wheeling or cycling by 2030 was achievable. Officers reported that Government figures received had indicated that 46% of people nationally chose to walk or cycle

in urban areas. NCC were requesting that those figures were broken down into county level to identify what Norfolk's percentage was. The 50% target of journeys to be taken via walk, wheel, or cycle by 2030 was acknowledged to be an ambitious target and would need the continuous successful track record of drawing down funding.

12.4 The Committee expressed disappointment that there had been only 9 people under the age of 24 who had responded to the consultation. More so as this was a large cohort of those who would walk, wheel or cycle on a journey. Officers reported that they had engaged with Colleges and Universities to encourage response to the consultation.

12.5 The Select Committee

1. **NOTED** the public consultation results.

2. **NOTED** the proposed amendments to the draft Norfolk Walking, Wheeling, and Cycling Strategy before adoption.

13. Countywide Local Cycling and Walking Infrastructure Plan

13.1 The Committee received the annexed report (13) from the Interim Executive Director of Community and Environmental Services which summarised the Countywide Local Cycling and Walking Infrastructure Plan (LCWIP), which builds on LCWIPs already adopted for King's Lynn, Greater Norwich, and Great Yarmouth (April 2022).

13.2 Having asked a question if there was similar guidance for designing walking and wheeling networks as there was for designing cycling networks as referred to in the report, Officers agreed to provide a written response to Members.

13.3 Members expressed their support in the scheme as outlined in the report. In expressing concern regarding some specific schemes, Officers reported that each scheme was in the very early stage of developments and the next stage was to secure funding for a feasibility study. The routes identified indicated two points which as part of the feasibility study, would consider how to travel between them in a safe manner. This would involve crossing difficult junctions and accessing green spaces. There were also opportunities to review individual schemes that Members had concerns about.

13.4 In reviewing engagement that was carried out regarding the schemes, there had not been any evidence which suggested that there was demand for a wider connectivity between King's Lynn and Swaffham.

13.5 Officers welcomed input from any Members regarding the schemes in their divisions.

13.6 Having considered the Countywide Local Cycling and Walking Infrastructure Plan before it was finalised and considered for adoption by Cabinet in April 2024, the Committee **RECOMMENDED** that Cabinet adopt the Countywide Local Cycling and Walking Infrastructure Plan or agree any changes that the Committee would want to recommend that Cabinet adopt.

14. Forward Work Programme

- 14.1 The Committee received the annexed report (14) by the Interim Executive Director of Community and Environmental Services, which set out the Forward Work Programme to enable the Committee to review and shape.
- 14.2 Officers confirmed that the report on the Forward Work Programme titled Planning Obligations Standards did not include how Norfolk County Council responded to planning applications as the highway's authority consultee. It would contain information regarding the obligations placed on developers.
- 14.3 The Select Committee **agreed** the Forward Work Programme for the Select Committee, as set out in Appendix A.

The meeting closed at 1.15pm

James Bensly, Chair



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Infrastructure and Development Select Committee

Item No: 7

Report Title: Norfolk's Devolution – Local Assurance Framework

Date of Meeting: 15 May 2024

Responsible Cabinet Member: Leader of the Council Cllr Kay Mason-Billig (Leader and Cabinet Member for Strategy & Governance)

**Responsible Director:
Paul Cracknell, Executive Director for Strategy & Transformation
Chris Starkie, Director for Growth & Investment**

Executive Summary

Recommendations

The Select Committee is asked to:

1. **Recognise the work carried out by all of Norfolk's councils to develop a collaborative model of stakeholder governance to oversee the development of investment proposals for Norfolk**
2. **Offer thoughts and feedback on the current draft and proposed next steps outlined in this report**
3. **Make any recommendations to Cabinet**

1. Background and Purpose

- 1.1. 'County Deals' are part of the Government's agenda "to spread opportunity equally across the UK" through greater devolution of powers and funding (as set out in the [2022 Levelling Up White Paper](#))
- 1.2. Devolution deals offer a significant opportunity to unlock long-term funding and gain greater freedom to decide how best to support businesses to grow, meet local needs and create new opportunities for the people who live and work in Norfolk.
- 1.3. On 8 December 2022, the Secretary of State for Levelling Up, Housing and Communities announced that the Government was "minded to" enter into a County Deal for Norfolk, under which the County would benefit from £600m of new Government investment over the next 30 years and an additional £12.9m during the current Spending Review period to fund local priorities to

produce growth. In addition, the Deal will also devolve a number of powers, as well as provide the Council with an additional £1.632m capacity funding over 2023/24 and 2024/25 to support implementation.

- 1.4. On 12 December 2023, the Council resolved that the Deal should be accepted and agreed that the election for the Directly Elected Leader should be held alongside the county council elections in May 2025 to enable the widest possible engagement with the electorate. Council also agreed that the resolution adopting the new governance arrangements should be brought to the Full Council Meeting on 23 July 2024 to facilitate that election date.
- 1.5. The Government and Norfolk County Council both recognise that devolution is a journey, not a one-off event. This agreement would be the first step in a process of further devolution and will pave the way for future conversations as part of an ongoing dialogue with Government.
- 1.6. The purpose of this report is to update the Committee on the development of a Local Assurance Framework, required by Government as a condition for the Investment Fund.
- 1.7. The Committee is reminded that as this is a Level 3 deal, Norfolk County Council would be required to change its governance model to that of a directly elected leader. Elements of the deal such as the Investment Fund, the Brownfield Housing Fund and the Integrated Transport Settlement are only available at Level 3.

2. Norfolk Investment Fund

2.1. Investment funds are long-term grants agreed by government. Norfolk's Investment Fund is £600m over 30 years, consisting of 40% capital and 60% revenue. There are significant benefits attached to the investment fund, including:

- Local control over how economic policy is implemented and the flexibility to prioritise what is right for the county.
- Direct investment to address the needs and meet the demands of Norfolk's businesses and people – enabling us to be agile and responsive.
- Long term funding is available without the need for costly and resource intensive bidding to Government. In addition, it does not preclude Norfolk's local authorities from accessing other funds that are currently available or will become available in the future.
- The ability to leverage in tens of millions of pounds of other funding streams from sources such as the National Lottery Heritage Fund, Sport England or the National Infrastructure Bank. For example, central government outlines in the 'Greater Manchester Combined Authority Trailblazer Deeper Devolution Deal' paper how they are supporting the authority to leverage greater private investment to help deliver retrofit and energy efficiency measures. [\[Title\] \(publishing.service.gov.uk\)](#)
- Investment outcomes are direct and highly visible for residents and businesses, contributing to better outcomes and offering pride of place.

- The Investment Fund enables stakeholders across all sectors to work together to shape investment projects, helping to move Norfolk forward in partnership.
- 2.2. The Investment Fund is ringfenced for the purpose of economic growth and will be subject to 5-year independent gateway review to assess the impact investment funds have made in the local area on economic growth and trigger the release of the next 5-year tranche of funding.
- 2.3. In line with the ethos and policy of devolution, Norfolk will have the autonomy to shape the Investment Fund in order to address Norfolk's Investment priorities for economic growth. This provides all of Norfolk stakeholders, including local business, district councils and other relevant partners, a real opportunity to shape Norfolk's future and provide a shift change in employment, sustainable growth, productivity, and skills.

3. Local Assurance Framework

- 3.1. The Government requires areas in England with devolution deals to produce, submit and publish a Local Assurance Framework, setting out how all devolved and awarded funding and powers, and specifically the Investment Fund, will be administered.
- 3.2. Local Assurance Frameworks are a requirement under the English Devolution Accountability Framework. They set out how areas with devolution deals will use public money responsibly, make robust and lawful decisions, achieve best value for money and act in an open and transparent manner. They outline the governance structures in place for making decisions, the policies and procedures that support decision-making, summarise how investments and interventions will be appraised and managed, and how the authority will publish information.
- 3.3. The draft Assurance Framework attached at Appendix A has been developed in accordance with the HM Treasury Green Book (November 2022) and the English Devolution Accountability Framework (issued in March 2023).
- 3.4. This Assurance Framework has been drafted in such a way to establish the authority to draw down its first allocation of resources, make robust decisions, and be well placed to build upon to bid for further devolved powers and funding where available. Whilst it is intended that the Assurance Framework will be reviewed annually, at this stage there will be subsequent amendments required throughout 2024-2025 to incorporate the assurance approach towards forthcoming functions and responsibilities for the Adult Education Budget which will be informed by further Statutory Instruments.

4. Local Assurance Framework Requirements

- 4.1. The English Devolution Accountability Framework sets out a range of expectations for Local Assurance Frameworks:
- Confirm Accountable Body arrangements for funding received from government through devolution deals.

- Confirm that the use of resources is subject to the usual local authority checks and balances – including the financial duties and rules which require authorities to act prudently in spending, which are overseen and checked by the responsible Chief Finance Officer (the Section 151 Officer) and to ensure that annual accounts are published.
- Confirm, where applicable, that investment decisions using public funds will be made with reference to statutory requirements, conditions of the funding, and local objectives (e.g. Norfolk’s Economic Strategy, which is currently in draft but is intended to be presented to the Council for adoption prior to May 2025).
- Describe the arrangements for enabling effective and meaningful engagement of local partners and the public to inform key decisions and future strategy development.
- The Local Assurance Framework should set out the key roles and responsibilities in decision making. In particular, it should set out which body (or bodies) has the authority to set strategy, budgets, and individual investment decisions.

5. Impact of the Proposal

- 5.1. For Norfolk, as the Devolution deal is between Government and Norfolk County Council, the Council is the accountable body for the deal, and the decision-making process, as well as scrutiny of decisions, will be made in line with the Council’s constitution.
- 5.2. Recognising the pivotal role of district councils, business, the voluntary sector, and education in the growth of the County, the Local Assurance Framework outlines the governance model and partnership engagement that will ensure the effective and meaningful engagement of all partners in implementing the current deal, as well as their ongoing contribution to the shaping of future deals and strategy.
- 5.3. The Local Assurance Framework is also set firmly in the context of the emerging Economic Strategy for Norfolk, which has been developed with hundreds of partners and stakeholders in Norfolk.

6. Alternative Options

- 6.1. The Investment Fund, as part of a Level 3 deal, is 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.
- 6.2. If Council do not agree to change the model of governance, then the effect would be that the Council will not proceed with a Level 3 agreement. In that case, the Investment Fund would not be available to Norfolk.
- 6.3. The investment fund is contingent upon the agreement of a Local Assurance Framework, therefore there are no alternatives to producing this document.

7. Next steps

- 7.1. The draft framework will be discussed by Norfolk County Council Cabinet on 3 June 2024 with a view to being submitted to relevant Government departments for their review and approval.
- 7.2. Following any required amendments from Government departments, a final draft will be agreed with Government for Ministerial sign-off.
- 7.3 Subject to the Council vote on changing governance to a directly elected leader on 23 July 2024, the Investment Fund design will be presented to Cabinet for endorsement, accompanied by the Local Assurance Framework once agreed with Government.

8. Financial Implications

- 8.1. Approval of the Assurance Framework is required by Government to release devolved funds. Failure to submit the Assurance Framework will lead to delays in the receipt of those funds.

9. Resource Implications

- 9.1 **Staff:** No additional staff are required specifically for the local assurance framework. Activities will be embedded into business-as-usual practices for officers working on devolved funding stream activities.
- 9.2 **Property:** n/a
- 9.3 **IT:** n/a

10. Other Implications

- 10.1 **Legal Implications:** The Local Assurance Framework sets out the Assurance systems and processes that the Council will apply to the Investment Fund and other funding streams. It forms a commitment to transparent and accountable decision-making by NCC, demonstrating proper custodianship of those funds. Although not statutory, the Framework has the force of a contract. Any changes or variations must not be undertaken unilaterally and ongoing narrative will be key.

10.2 Human Rights Implications: N/A

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

A comprehensive range of evidence was gathered and analysed, to enable the Council to develop a sound equality impact assessment about the likely impacts of the Deal on people with protected characteristics. This involved

reviewing data about people and services that might be affected, contextual information and commissioned research about local areas and populations.

The equality impact assessment conducted as part of the public consultation on the County Deal, identified that the Deal has the potential to significantly enhance access for disabled and older people in Norfolk - and equality of opportunity for people with other protected characteristics. This will continue to be relevant to all aspects of the work to implement the County Deal and to inform implementation plans.

The full equality impact assessment is included in the Cabinet papers for 5 June 2023, see section 13 below.

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

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

10.6 Sustainability implications (where appropriate): N/A

10.7 Any Other Implications: N/A

11. Risk Implications / Assessment

- 11.1 Norfolk County Council will ensure that risks to the delivery of its priorities are appropriately managed in accordance with the Council's Risk Management Framework in order to fulfil the Financial Regulations, as set out in the Council's Constitution, the Policy and Procedures will comply with the Accounts and Audit (England) Regulations 2015 (Part 2, Internal Control 3(c)) and the Public Sector Internal Audit Standards.
- 11.2 The programme will adhere to the NCC Risk Management Policy which sets out the definition of risk, the roles and responsibilities within risk management, the approach taken to risk management within Norfolk County Council, the monitoring and audit of the Policy, and its review.
- 11.3 Investment fund will be released in five-yearly tranches and will only be released subject to satisfactory gateway reviews.

12. Recommendations

- 1. Recognise the work carried out by all of Norfolk's councils to develop a collaborative model of stakeholder governance to oversee the development of investment proposals for Norfolk**
- 2. Offer thoughts and feedback on the current draft and proposed next steps outlined in this report**
- 3. Make any recommendations to Cabinet**

13. Background Papers

13.1 [2022 Levelling Up White Paper](#)

13.2 [Norfolk Devolution Deal](#)

13.3 [Full Council Agenda 12 December 2023](#) Consideration of a County Deal for Norfolk

13.4 [Cabinet Agenda 5 June 2023](#) – A County Deal for Norfolk – Public Consultation and Equality Impact Assessment

14. Appendices

14.1 Norfolk Assurance Framework

Officer Contact

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

Officer name:

Telephone no.:

Email:



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

Appendix 1 - Norfolk Assurance Framework - Draft

Contents

1. Introduction	11
1.1. Context	11
1.2. The Local Assurance Framework	11
1.3. Scope of the Local Assurance Framework	12
1.4. Amendments to the Assurance Framework	13
1.5. Best Value Standards	13
2. Governance and Decision Making	14
2.1. Stakeholder governance	20
2.1.1. Norfolk Leadership Board	20
2.1.2. Stakeholder Boards	21
2.2. Norfolk County Council Governance Structure	14
2.2.1. Accountable Body Statutory Officers	14
2.2.2. Governance overview	14
2.2.3. Audit and Governance	15
2.2.4. Scrutiny	16
2.2.5. Transparent decision making	17
2.2.6. Publication of Decisions	17
2.3. Other Policies and Procedures	17
2.3.1. Freedom of Information	17
2.3.2. Publication of Annual Accounts	17
2.3.3. Conflict of Interest	17
2.3.4. Members' Code of Conduct	18
2.3.5. Codes of Conduct	18
2.3.6. Complaints Policies and Procedures	19
2.3.7. Whistleblowing	19
2.3.8. Anti-Fraud, Bribery and Corruption	19
2.3.9. Equality Diversity and Inclusion	20
3. Devolved Fund Assurance	20
3.1 Overview	22
4. Investment Fund	23
4.1 Investment Fund Approach and Methodologies	23
4.2 Project Management Framework	25
4.2.4 Phase 4 – Monitoring and Spend	27
4.2.5 Phase 5 – Evaluation and Close	28

4.3	Programme Management	28
4.3.1	Programme Monitoring	28
4.3.2	Risk Management	29
4.4	Transport projects	29
5	Brownfield Projects	30
5.1	Overview and Conditions of the Fund	30
5.3	Norfolk Brownfield Housing Fund Project Management Framework	31
5.3.1	Stage 1 – Expression of Interest	31
5.3.2	Stage 2 – Detailed Application	32
5.3.3	Stage 3 – Approvals	32
5.3.4	Stage 4 - Spend and Monitoring	32
5.3.5	Stage 5 - Evaluation and Close	33
6.	Adult Education Budget	33
6.1	Overview	33
6.2	Audit and Transparency	34
6.3	Commissioning and Grant Allocation	34
6.4	Funding Rules, Rates and Formula	34
6.5	Assuring local and national alignment of devolved skills' funding priorities and spend	34
6.6	Monitoring and evaluation	36

1. Introduction

1.1. Context

On 8 December 2022, Norfolk County Council ('the Council') signed an 'in-principle' Level 3 devolution County Deal for Norfolk which, if agreed, will provide Norfolk with new powers, devolved funding and additional investment to help us boost our economy through jobs, training and development, improve our transport network and support our environment.

Norfolk's devolution will bring greater independence to local decision-making and priority setting. The Investment Fund, available through a Level 3 deal, will bring an additional £600m over 30 years. Devolution of this fund is subject to the development of a Local Assurance Framework, agreed by the Department for Levelling Up, Housing and Communities.

1.2. The Local Assurance Framework

Norfolk County Council as a Local Authority is subject to the Local Government Accountability Framework. This framework is understood to be part of the broader Local Government Accountability Framework which is largely represented through the Council's own Code of Corporate Governance.. [Code of Corporate Governance - Norfolk County Council](#)

This Assurance Framework explains the arrangements for Norfolk County Council (NCC) to:

- Appraise projects and allocate funding
- Demonstrate that arrangements are in place to ensure accountable and transparent decision making, and
- Monitor and evaluate projects to ensure that they achieve value for money, and projected outcomes in accordance with the elected Leader and Cabinet's priorities.

It has been written to set out Norfolk County Council's working arrangements meeting the requirements of the English Devolution Accountability Framework as published by the Department for Levelling Up, Housing and Communities, published in March 2023.

This Assurance Framework has also taken note of the publication of the Treasury Green Book in November 2022.

As with all public sector bodies, elected officials and officers of English institutions with devolved powers are expected to uphold the Seven Principles of Public Life (the Nolan Principles). Norfolk County Council already operates within these principles in the framework described below. All Boards that support the devolved functions will also operate to these high standards.

The [Devolution Deal](#) agreed between NCC and HM Government provides the area with greater local control, flexibility and responsibility over funding streams and their

outcomes, particularly over the management of the Investment Fund, Brownfield Housing Fund, and the Adult Education Budget (AEB). The Investment Fund approach to funding is a significant fiscal agreement in devolution deals which reduces ring fences and consolidates funding lines for which NCC is the accountable body.

In performing its role, NCC ensures that it acts in a manner that is lawful, transparent, evidence-based, consistent and proportionate. This Assurance Framework provides a robust framework to enable NCC to maximise the impact of the Devolution Deal and is applicable to any funds devolved to NCC, including, for example, the Brownfield Housing Fund.

1.3. Scope of the Local Assurance Framework

NCC is establishing an Investment Fund through which it will administer the Investment Fund allocation from Government, alongside any other local and national funding sources which may subsequently be included. The Investment Fund provides the opportunity to combine funding to maximise economic impacts. All programmes or projects funded through the Investment Fund are subject to the agreed prioritisation, appraisal, and monitoring and evaluation framework, including value for money assessments tailored to the nature and scale of the proposed investment.

The details within this Assurance Framework document are predominantly in relation to assurance for the Investment Fund which comprises the £20 million per year allocation of funding, for 30 years, which will be subject to a five-yearly Gateway Review by Government. In line with the Devolution Deal this is in the control NCC, working with the Norfolk elected Leader. Any additional funding that is included in the Investment Fund will be subject to this Assurance Framework.

This Assurance Framework will be reviewed annually and updated in line with the Norfolk County Council Code of Corporate Governance, the NCC constitution, relevant policies and procedures as well as any Government updates to the English Devolution Accountability Framework guidance to ensure that it remains fit for purpose. Furthermore, where interests are aligned, should other funding sources be subsequently aligned with the Investment Fund to ensure that an integrated, comprehensive and strategic approach to promoting growth and an inclusive economy within Norfolk is adopted; this framework will be updated accordingly. Where there are significant changes to the framework from the approved document, or when wholly new funding streams are added to the Investment Fund, revisions will be agreed with the Department for Levelling Up, Housing and Communities (DLUHC).

This Assurance Framework and the Investment Fund will be managed in accordance with the usual local authority checks and balances, including the financial duties and rules which require local authorities to act prudently in spending. This provides assurance to DLUHC and to Parliament as to how wider funding routed through local government is allocated and that there are robust local systems in place to ensure resources are spent with regularity, propriety and value for money.

1.4. Amendments to the Assurance Framework

The Assurance Framework will be reviewed periodically to ensure it reflects any new practices and governance models. Substantial changes to the Assurance Framework will be tabled for confirmation at an Investment Board meeting, with a decision to propose to the directly elected leader if the board agrees to the suggestion. Following this, the directly elected leader will review the proposal, and if agreed will seek to agree the change with the Department for Levelling Up Housing & Communities. Updates to programme rules, manuals and processes as a result of changes to the Assurance Framework will be carried out by officers. Minor amendments and administrative changes (such as changes to the names of roles) to the Assurance Framework will be signed off by the Director of Growth and Investment.

All changes to the Assurance Framework and associated programme rules, manuals and processes will be published on the NCC website (*insert link here*) for potential applicants and the public to view, and communicated to internal NCC staff, the Investment Board, DEL and DLUHC accordingly via email following the agreement of changes.

1.5. Best Value Standards

Norfolk County Council will adhere to the statutory guidance on best value standards in terms of both the overarching principles and the themes. Principles and themes will be embedded within the assurance framework and embodied within the culture of the programme staff and Governance functions via the agreed Terms of Reference.

The principles are:

- **Local accountability** - Accountability should primarily be to local residents and businesses. Statutory intervention will only be used when there are significant and extensive indications of failure and authorities are not delivering to the high standards which their local communities have a right to expect.
- **Continuous improvement** - Every best value authority must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
- **Openness to challenge and support** - This includes being open to external challenge and scrutiny, including in the form of regular peer challenges and participating in the broad range of formal and informal improvement initiatives available to authorities. It also means being responsive to challenge from the press, public and local communities more generally.
- **Expectations** - Government should be clear in its expectations of an authority to demonstrate it is securing best value in key areas such as governance, culture, finances and statutory services.

- **Prevention** - Local authorities should take responsibility for identifying early warning signs and act appropriately to address potential failures at the earliest opportunity by participating in the sector-led improvement initiatives available to them
- **Meeting the cost of failure** - Local authorities are responsible for taking all reasonable steps to meet the financial cost of failure locally.

The best value themes are:

- Continuous improvement
- Leadership
- Governance
- Culture
- Use of resources
- Service delivery
- Partnership and community engagement

2. Governance and Decision Making

2.1. Norfolk County Council Governance Structure

2.1.1. Accountable Body Statutory Officers

NCC is a local authority for the purposes of the Local Government Act 1972 and is the Accountable Body for public expenditure that supports the Devolution Deal, facilitating collective decision making between constituent partners in economic development and regeneration.

NCC has appointed a statutory Chief Finance Officer under section 151 of the Local Government Act 1972 and a statutory Monitoring Officer under section 5 of the Local Government and Housing Act 1989. The Chief Finance Officer role (Section 151 Officer) ensures that resources are used legally and appropriately and that they will be subject to the usual checks and balances by making sure there is a sound system in place for financial management. The Monitoring Officer role ensures that all legal responsibilities are adhered to. More details on these roles can be found within the Norfolk County Council Code of Corporate Governance.

NCC will comply with the audit and scrutiny requirements set out in the 2009 Act and NCC will ensure that it acts in a manner that is lawful, transparent, evidence based, consistent and proportionate. Please refer to the NCC Constitution (Approved 28 March 2023) for further detail.

2.1.2. Governance overview

Norfolk County Council's governance structure is enshrined in full in the Council's [Constitution](#). The NCC Constitution is owned by Full Council and is reviewed annually.

Norfolk County Council uses the Leader model whereby all executive powers and functions are vested in the leader, who can take a decision on and executive function, or exercise powers through a cabinet, cabinet member or officer of the Council via delegation.

The Scrutiny Committee is a key part of the democratic checks and balances of the Leader and Cabinet system of governance. The role of the Scrutiny Committee is both to look proactively at the work of the executive and provide positive scrutiny and support to the executive as it undertakes its functions. Scrutiny also oversees the statutory 'call in' process, which allows Members to intervene when they feel a decision made by the executive needs to be revisited.

As part of the scrutiny structure, Select Committees assist in the development of policy in their specific areas, and provide scrutiny and advice on policy at various stages prior to consideration by the Executive. There are three Select Committees: People and Communities, Infrastructure and Development, and Corporate. Their role and responsibilities are outlined in the NCC Constitution.

There is currently a review of Scrutiny ongoing, however this will be the form, either in the scrutiny committee or the Select Committees where spend as part of the devolution deal will be scrutinised in a public forum.

As with any executive system, a number of functions are reserved to the Full Council and others are discharged through Council Committees.

Of equal importance with regard to the Accountability Framework, a key Committee is the Audit and Governance Committee. With its remit of financial and governance oversight, including the oversight of the Annual Governance Statement, accounts and Code of Corporate Governance, the Assurance Framework will be presented to that Committee for their comments and input into the overall Assurance system. They will be briefed on their role in respect of the oversight of the Accountability Framework.

2.1.3. Audit and Governance

NCC has an established Audit and Governance Committee, whose remit and operations are set out in the [NCC Constitution](#) (Approved 28 March 2023). This committee is a key component of the NCC's corporate governance arrangements and an important source of assurance about the organisation's arrangements for; governance, internal audit, risk management, anti-fraud and corruption, the annual statement of accounts, treasury management, external audit and supports the proper conduct of the Council's business by members. Membership comprises of seven Members of the Council, on a politically balanced basis. Cabinet members may not be members of this Committee.

The audit functions of the Audit and Governance Committee are to review, report and make recommendations on:

- Annual Governance Statement
- Internal Audit and Internal Control
- Risk Management

- Anti-Fraud and Corruption
- Annual Statement of Accounts
- External Audit
- Norfolk Pension Fund
- Treasury Management

NCC, through Norfolk Audit Services, obtains internal audit services to provide a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The internal audit provision will conform to the Public Sector Internal Audit Standards which are intended to promote further improvement in the professionalism, quality, consistency and effectiveness of internal audit across the public sector.

The annual external audit of the NCC's statement of accounts is undertaken by Ernst and Young, a registered external local auditor under the Local Audit and Accountability Act 2014.

The external auditors will undertake the audit of the NCCs statement of accounts and value for money arrangements in line with the Code of Audit Practice issued by the National Audit Office (<https://www.nao.org.uk/code-audit-practice/>) in line with the requirements set out in the Local Audit and Accountability Act 2014 and the Accounts & Audit Regulations 2015.

Norfolk Audit Services (NAS) will carry out audits on Investment Fund programmes and programme processes. NCC and NAS will work together to identify the areas in which yearly audits will take place, and NCC will ensure that regular reviews of audit recommendations and actions are shared with stakeholders and board members as necessary.

A yearly audit report will be created by NCC, covering activity and recommendations, which will be presented to the Norfolk Investment Board annually.

2.1.4. Scrutiny

NCC has an established Scrutiny Committee and three Select Committees which together constitute the Council's overview and scrutiny arrangements pursuant to section 21 of the Local Government Act 2000. The remit and operations are set out in the [NCC Constitution](#) (Approved 28 March 2023), and which has the power to monitor or scrutinise decisions made, or other action taken in accordance with:

- a) any functions which are the responsibility of the Executive, including decisions made/actions taken directly by the Executive itself and those decisions/actions delegated to Chief Officers and individual members of the Executive; and
- b) any functions which are not the responsibility of the Executive.

The Authority is currently reviewing its scrutiny arrangements in light of the Scrutiny protocol and will update its document, when that review is complete. The constitution is also under review pending the introduction of a Directly Elected Leader but will, as

the Council does now, allow for questions by the public to the Leader at Council and Cabinet meetings.

2.1.5. Transparent decision making

It is important that all decisions taken regarding devolved funds are accountable, open and transparent. Transparency will be maintained through the existing NCC arrangements and by adhering to the Local Government Transparency Code (2015).

Internally, there will be clear separation of duties when administering funds; for example, the person responsible for scrutinising applications and business cases will not be the same person who either applies for funding or is responsible for delivery.

2.1.6. Publication of Decisions

NCC will publish a record of all decisions relating to devolved funding made by the DEL and by the boards shown above, on its website, as it does currently with council and cabinet meetings.

Performance Reports will be presented to cabinet and made available as part of the minutes and will therefore be open to public scrutiny. NCC will collate and publish a yearly overview programmes to include a review of the approved projects, outputs and outcomes achieved, project spend to date, forecasted future spend, and set the priorities for the coming year.

2.2. Other Policies and Procedures

2.2.1. Freedom of Information

As a public body, NCC is responsible for holding the official record of Investment Fund proceedings and Investment Fund documents and will ensure compliance with the Freedom of Information Act 2000 and the Data Protection Act 2018, which includes the General Data Protection Regulation (GDPR). Full details of the NCC's Freedom of Information requests procedures can be found here [Freedom of Information - Norfolk County Council](#)

2.2.2. Publication of Annual Accounts

The annual statement of accounts is published on the Norfolk County Council: [Statement of accounts - Norfolk County Council](#). This includes the declaration by responsible financial officer, the draft statement of accounts for the financial year and the draft annual governance statement.

2.2.3. Conflict of Interest

Any individual should report any conflict of interest with an item on the agenda of any meeting to the Programme Management and the Chair of any meeting. It is expected that the individual will not participate in decision making on any issue for which they have a conflict of interest. The concerned individual should leave the room during

discussions and decision making. The Chair will both request and inform the meeting of declared conflict of interests at each meeting.

2.2.4. Members' Code of Conduct

NCC has a code of conduct for members and a code of conduct for officers which set out clear procedures for dealing with any conflicts of interest which may arise when carrying out the business of NCC. The code of conduct can be found in the [NCC Constitution](#) (Approved 28 March 2023). For members it is based on the Seven Principles of Public Life, also known as the Nolan Principles. The Constitution also explains the role of the Audit and Standards Committee in considering complaints about Member Conduct.

All Councillors are expected to register and declare interests so that the public, local authority employees and fellow Councillors know which of your interests might give rise to a conflict of interest. The register also protects a councillor by allowing them to demonstrate openness and a willingness to be held accountable.

The Council's Monitoring Officer has established, and maintains, a register of the interests of the Members and co-opted Members of the County Council, as required by Section 29 of the Localism Act 2011. This register contains details of Members' Disclosable Pecuniary Interest (DPIs). The register is open to inspection by the public. Members' interests are published on the County Council's website unless the Monitoring Officer has agreed that the interest if disclosed, could lead to the Member being subject to violence or intimidation (Section 32 of the Localism Act 2011).

The Code of Practice on Local Authority Accounting requires that the County Council must disclose in its annual accounts details of all transactions between the Council and individual Councillors, members of their close families or of the same household, and companies, partnerships, trusts or other entities in which they or their close family or members of their household have a controlling interest. To facilitate this process, the Director of Strategic Finance writes annually to all Councillors asking them to disclose any relevant transactions.

2.2.5. Codes of Conduct

The Council's [Conduct and Behaviour Policy](#) is designed to ensure that the Council meets the highest standards of openness, integrity and accountability. They include expectations on employees to declare details of any gifts and hospitality they receive in the course of their work and of certain pecuniary and personal interests.

The Conduct and Behaviour Policy sets out the circumstances in which employees may and may not accept offers of gifts and hospitality. If in the course of their work, an employee receives any gift or hospitality, they must declare it in the register which is held by Democratic Services. The declaration must include the details and circumstances of the gift/hospitality and the name of the person/organisation providing it.

There is a separate code of conduct for elected members which is detailed in our constitution.

Codes of Conduct for board members who are neither NCC employees or elected members are shown in our Boards Appendix.

2.2.6. Complaints Policies and Procedures

NCC has a rigorous set of complaints policies and procedures that can be found here [Complaints policies and procedures - Norfolk County Council](#)

The objectives of our Compliments and Complaints Policy are to:

1. Provide a framework which is simple for customers to use and is equally accessible to all
2. Deal with problems as close to their source and as quickly as possible
3. Give customers confidence that their comments are listened to and their complaints are being dealt with effectively
4. Ensure action is taken to solve problems and generate a positive attitude to feedback
5. Learn from feedback and prevent the recurrence of problems
6. Generate a consistent approach to compliments and complaints throughout the County Council
7. Protect the reputation and resources of the County Council
8. Ensure that compliments are shared with the officers concerned to recognise their contribution

All staff employed by NCC are made aware of the complaints policy

2.2.7. Whistleblowing

NCC has a [Whistleblowing policy](#) and associated documents covering the context, scope, examples and action required to raise a concern.

All staff employed by NCC are made aware of the whistleblowing policy.

All programme staff are protected by the whistleblowing policy of Norfolk County Council, issued as Appendix 4F to the NPLaw practice manual. This document is made available on the Finance page on MyNet which can be accessed by all staff. This document is written with regard to the requirements of the Public Interest Disclosure Act 1998 and associated government guidance.

The programme will have a clear statement of no tolerance towards fraud on its website, and will make it clear that it welcomes whistleblowing, and will establish a whistleblowing email address. All reports will be investigated by the project officers, reported to programme management and appropriate action taken.

2.2.8. Anti-Fraud, Bribery and Corruption

Norfolk County Council has a corporate Anti-Fraud, Bribery and Corruption Policy (*insert policy link*) that all members of staff adhere to. As part of this strategy, all staff employed by NCC undertake Fraud awareness training and this forms part of the

induction process for new staff. As part of the Fraud Risk Assessment, additional training will be considered if it is required for staff.

The NCC Anti-fraud, Bribery and corruption policy sets out that Employees are required to report suspicions of fraud. The programme will use their right to refuse payment of a claim until such time as they are assured that it is an 'eligible and legal use of the budget', as set out in our contracts.

NCC will promote the Anti-Fraud, bribery and corruption Policy among all Programme stakeholders and will be shared on our website here (*insert link*). Any reporting of suspected fraud concerning NCC staff or NCC resources will follow the NCC Antifraud, bribery and corruption policy with direct notification to:

- Call the Whistleblowing hotline on 01603 22 44 33
- Use the Whistleblowing email: reportconcerns@norfolk.gov.uk
- Email Chief Internal Auditor *insert link*
- Email Chief Legal Officer *insert link*

2.2.9. Equality Diversity and Inclusion

Norfolk County Council is committed to promoting equality of opportunity, eliminating unlawful discrimination, harassment and victimisation, and promoting good relations. We value everyone in our diverse county, irrespective of age, disability, sex, gender reassignment, gender identity, pregnancy, maternity, race (which includes colour, nationality and ethnic or national origins), sexual orientation, religion, belief, or whether someone is married or in a civil partnership.

We also have a responsibility to ensure that organisations we commission, to provide services on our behalf, deliver the same approach.

[Equality diversity and inclusion policy - Norfolk County Council](#)

This policy affects elected members and all workers including employees, consultants, temporary workers, agency staff and other third parties working on behalf of Norfolk County Council. It also applies to suppliers, sub-contractors and agencies in our supply chain.

2.3. Stakeholder Governance

2.3.1. Norfolk Leadership Board

Since 2020, Norfolk has benefited from a Public Sector Leaders' Board, which has brought together local system leaders to try and address issues that affect the county as a whole. Norfolk's devolution deal has presented a further opportunity to review the role, make-up and function of this board and, building on its past collaboration, create a **Norfolk Leadership Board**. It is intended that this will bring together leaders from across the public and voluntary, and also private sector to consider issues of strategic importance to Norfolk, where collectively leaders can

have the greatest impact, and together shape and drive the strategic agenda locally, and with central government. Among other matters, the Board will promote the ongoing benefit of devolution for Norfolk, shaping recommendations on the development of future deal strategies and reviewing annual progress of the current deal.

2.3.2. Stakeholder Boards

The devolution deal is an agreement between Government and Norfolk County Council, with Norfolk County Council as the Accountable Body. All decisions relating to the implementation of the deal, will ultimately sit with the Council's Executive. The involvement of district councils, local businesses and other key partners, however, is pivotal to the success of the Deal.

A governance structure will be established to engage partners as expert advisors to inform, steer and support decision-making. This structure has been developed in partnership with District Councils and other partners, and will include:

- **A Norfolk Investment Board** that will include the directly elected leader, an additional member from Norfolk County Council and all District Leaders. The Board will help shape and endorse the structure and criteria of the Norfolk Investment Fund and its funding streams, as well as assess proposed projects and proposals to be funded through the Investment Fund and the Brownfield Housing Fund. The Investment Board will provide strategic insight and recommendations to the Norfolk County Council Executive, who will make the final decisions on all Investment Fund activity, in accordance with constitutional rules. Where appropriate, consultation on the Investment Fund will be sought from the Employment and Skills Board or the Business Board before the Investment Board makes its recommendations to Norfolk County Council Executive. This situation may arise where calls for proposals are technical and would benefit from localised input from specialists.
- **A Norfolk Business Board** which will be a partnership between business, education and local government to enable sustainable growth in Norfolk, focussed on the provision of business support, inward investment, innovation, sector and supply chain development. A fundamental element of the Board's role is to ensure a strong, independent, and diverse local business voice is reflected into the decision-making processes with any newly integrated business voice function playing an active role in partnerships such as Town Deal Boards, and with those partnerships formerly undertaken by the New Anglia Local Enterprise Partnership for Norfolk and Suffolk. The Board is a requirement from Government as part of the LEP integration plan, which is separate from the implementation of the County Deal and will build on the successes of the existing LEP Business Board.
- **A Norfolk Employment and Skills Board** which will be a partnership of local government, the Department of Work and Pensions, voluntary sector, business, and educational provider representatives focussed on developing a portfolio of activity to strengthen skills levels, shape the Adult Education landscape and ensure businesses have the right skills to enable their growth.

Terms of Reference for each of these Boards, can found in our NCC Boards Appendix, which includes codes of conducts for Board members who are not NCC employees or members.

The interaction of the Boards with each other and the Norfolk County Council system of governance, can be seen in Figure 1.

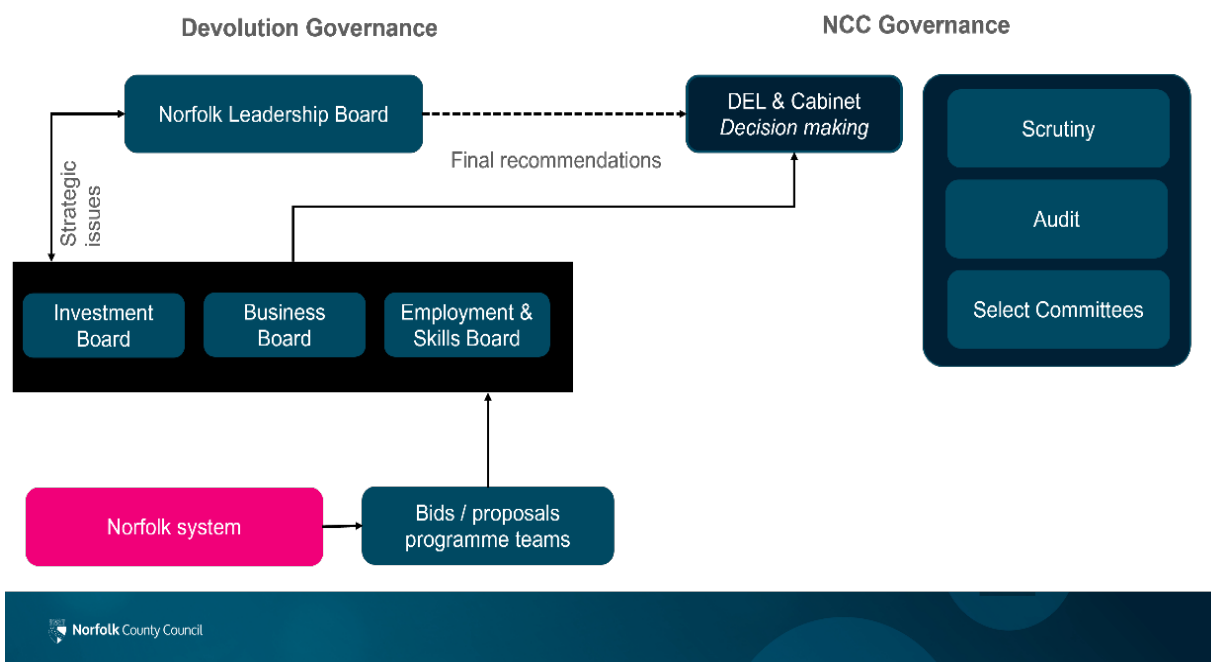


Figure 1: Interaction of Boards and NCC system of governance

Each of these boards will have responsibility for a number of areas, as outlined in the Terms of References for the boards.

3. Devolved Fund Assurance

3.1. Overview

This section outlines how the assurance process will be applied in the development and delivery of all project and programme investments. It is set in the wider context specified in sections one and two of this local assurance framework. It is important to note that as an existing authority receiving devolved funding, NCC will continue to apply the governance and assurance good practice that it already utilises, evolving this good practice to encompass new funds and to develop new practices where appropriate. It also draws on current national good practice outlined in documents such as HM Treasury Green Book, DfT TAG and DLUHC Appraisal Guidance.

NCC will continue to take its evidence-based approach, using local and national data and information, as well as independent local stakeholder voices, to shape fund usage. A robust evidence base was used to shape the emerging Norfolk Economic Strategy, which involved the use of data and metrics as well as input from over 200

key stakeholders across the county, particularly those of Norfolk districts, to inform strategic priorities for people and place, skills, economic growth, and infrastructure. These priorities will inform funding decisions for use of devolved funds, such as the Investment Fund. These priorities are also reflected in Norfolk's Strategic Skills Plan that will shape spending decisions for flexibilities in devolved Adult Skills Funding.

The context of assurance for Norfolk is connected priorities that inform decision-making to assure devolved funding is focused where it is needed most.

4. Investment Fund

4.1. Investment Fund Approach and Methodologies

NCC will publish Investment Fund project criteria and the associated application process on the NCC website from September 2024 when the fund launches. It will contain information about the funding available for different types of projects and invite project applications. This invite may often be issued via a call for proposals. This call will outline the strategic context and specify any project requirements.

Investment Fund priorities align, as outlined above, to the themes of the emerging Norfolk Economic Strategy as this is based on a detailed and robust evidence base and developed with engagement from stakeholders across the county. A link to this will also be available on the NCC website (*insert link*).

The NCC approach is based on the [The Green Book: appraisal and evaluation in central government - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/the-green-book) to ensure good practice when deciding how to spend the Investment Fund. This provides NCC with the assurance that projects are delivering value for money in terms of their breadth or 'scope', the options chosen, as well as how it delivers, monitors, and evaluates activities. This is based around the 'five-case' model that includes:

- The **strategic case** – a compelling case for change that explains how the project fits with Norfolk's economic priorities, as well as any relevant regional or national strategic priorities.
- The **economic case** – which describes how the project represents the best public value in meeting Norfolk's economic and inclusive economy objectives.
- The **commercial case** – demonstration that the deal is attractive to the market, can be compliantly procured and is commercially viable.
- The **financial case** – confirms that the project is affordable and financially sustainable.
- The **management case** – confirms that the capacity is available and proportionate to the delivery requirements and that the project is deliverable, achievable and adequately planned.

An iterative approach will be taken to project and programme development using expressions of interest to develop projects for the Investment Fund Pipeline. Pipeline projects will then be supported to develop a detailed application to the fund.

For all projects, NCC will use Green Book guidance when assessing the evidence provided to determine:

- **Strategic Fit** – An intervention’s contribution to the priorities and headline measures set out in the NCC Corporate Plan or call for proposals will be a key consideration. NCC is aiming to support interventions that contribute to a range of distinct but related objectives and individual applications will be appraised and prioritised in the context of a programme of activities so that a balanced approach and cumulative impact is achieved.
- **Rationale for intervention** – an explanation of why the existing prevailing market mechanism alone is failing to achieve economic efficiency or specified unmet need or demand that the intervention is designed to address and the demonstrable beneficial change that will occur as a direct consequence of the intervention.
- **Benefits** – the direct, measurable outputs or outcomes associated with the investment or intervention including additional jobs, private investment, productivity, learner outcomes, business turnover, increased activity rates, housing units, increased land values, etc that can be attributed to the intervention with associated monetary values and timings.
- **Additionality** – all gross benefits will be adjusted to take into account displacement, deadweight and leakages, to provide a true measure of the output and outcomes that have occurred because of an intervention and would not have happened in the absence of the intervention.
- **Time Period** – consideration of the life span of the cost and benefits to be delivered and measured.
- **Value for Money** – the cost evidence provided by applicants will be scrutinised to ensure that the costs provided in the application are robust. Verified cost figures will be used to provide a valuation of benefits to be delivered using Net Present Value (NPV) and Net Present Social Value (NPSV) and a Benefit Cost Ratio (BCR). The resultant BCR will be compared to relevant benchmarks to provide an objective basis on which projects can be compared and prioritised.
- **Deliverability and Risk** – appropriate consideration of deliverability, compliance and risk, as well as appropriate mitigating action, and its associated costs.

NCC may also use national departmental guidance where appropriate or local methodologies for the purposes of appraisal. For details of transport project appraisal, see section 4.4. For Brownfield, please refer to section 5.

Though good BCR will usually drive decision-making around projects, NCC may select projects that are not the best BCR because there is a more localised, yet measurable benefit. Each project will include a high-level overview of how this will be approached.

NCC will take a risk-based approach, based around the ‘five-case’ model, requiring projects to provide an increased level of detail on application in proportion to risk and value. Higher risk and higher value projects will also be subject to increased levels of governance and sign-off as outlined in the project management framework in section 4.2. This will ensure that the level of assessment is proportionate to the funding allocated and expected risk.

NCC may use an element of the Investment Fund to commission projects and programmes where there is an identified gap or evidence of need. Commissioned activity will be governed by the existing NCC corporate processes and will not be part of the project management framework outlined in section 4.2. This will be undertaken in line with NCC Commissioning Strategy.

There will be a separation of functions between those who support applicants to develop projects in the Facilitation team and those who assess applications in the Appraisal team. This is to protect the integrity of internal recommendations and appraisal.

4.2. Project Management Framework

Applications for funding will usually move through the full NCC project management framework:

- **Phase 1** – Expression of Interest
- **Phase 2** – Detailed Applications
- **Phase 3** – Approval
- **Phase 4** – Spend and Monitoring Stage
- **Phase 5** – Evaluation and Close

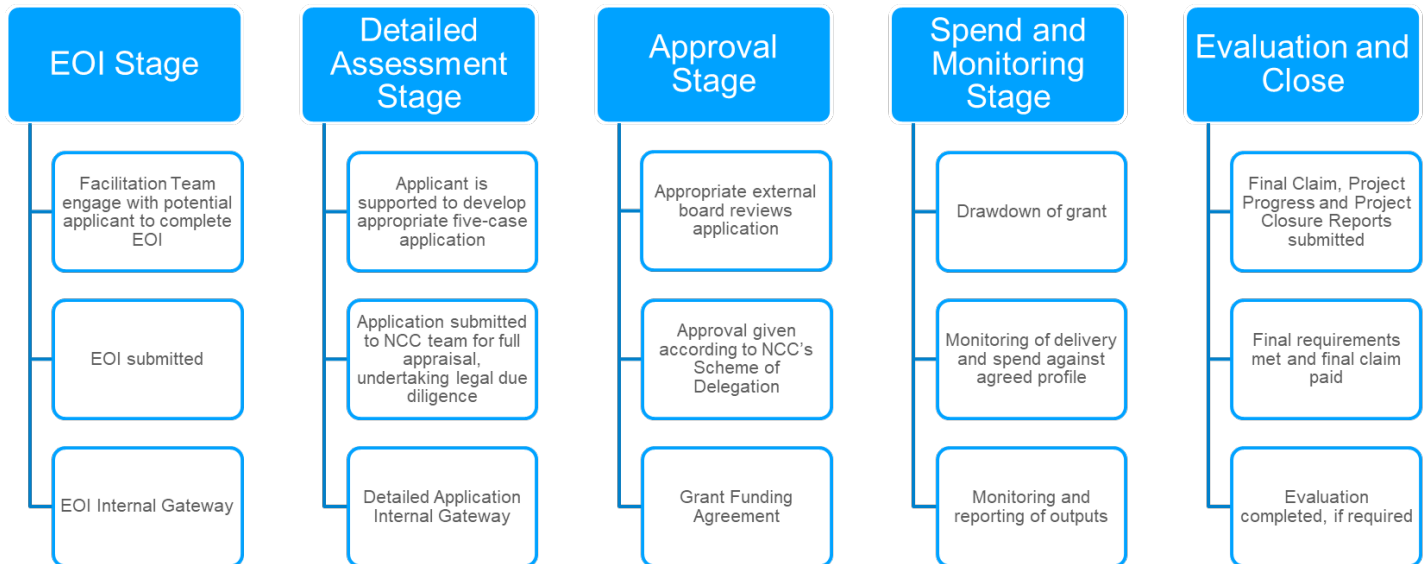


Figure 2: Investment Fund Project Management Framework

4.2.1 Phase 1- Expression of Interest

Most projects will be required to complete an Expression of interest form before completing an application. Applicants can access support from the dedicated

Investment Fund Facilitation Team at any stage of the project prior to submission. By using expressions of interest prior to application, NCC can develop an iterative approach to project development that also support applicants by early identification of support needed to progress to a detailed application phase. As the EOI is also Green Book based, it allows applicants to build on this to develop later applications.

Some projects may not be required to complete a full Expression of Interest (EOI) form. This must be agreed in advance with the Investment Fund Working Group (please see below) and will be an exception to usual practice.

At Gateway 1, a long list of EOIs for projects will be reviewed by NCC's Investment Fund Working Group (IFWG). This will be led by the Director of Growth and Investment or their nominated deputy.

Any projects that are not successful at this Gateway will receive full feedback. If it is felt the expression of interest has potential for additional development, applicants will be offered support from the facilitation team to revisit their project for re-submission.

4.2.2. Phase 2 – Detailed Applications

Successful EOIs will then build a detailed application for submission and a proportionality principle will be applied at this stage. Using the Green Book methodology, NCC will take a risk-based approach to funding allocations for projects. The level of detail required for each project application will be proportionate to the value of the funding request, scale, and complexity. This will be reflected in the relevant application form that projects are required to complete and all will be based on the five-case model. NCC reserves the right to ask any applicant to provide greater levels of detail.

Suitable projects will then complete a business case and provide associated supporting documentation as part of the application process (see 'Project Management Cycle' below).

Completed applications will be submitted to NCC by sending the completed paperwork to (*insert email address*).

NCC's appraisal team will then review individual applications using the Green Book guidance to assess the evidence provided to determine the project's alignment with the criteria listed above in section 4.1. This is a transparent process and is detailed in the Guidance for Applicants available here (*insert weblink*).

Completed appraisals will be peer assessed and reviewed by managers for consistency.

At Gateway 2, completed and internally appraised Business Cases, all following the five-case model, will be reviewed by the IFWG. This will include consideration of both project quality and appraisal quality.

Dependent on funding levels, complexity, risk levels or project type, successful projects will be passed to the appropriate Board for the next stage of approval.

If a project does not meet the Gateway requirements of project quality against the five-case model, full feedback will be provided to the applicant. If it is believed that the project has the potential for future viability, the application will be returned to the facilitation team to provide further support.

If NCC believes that there is an issue with the appraisal quality, it will be returned to the manager of the appraiser to ensure NCC's internal standards are met without compromising the credibility of the individual project.

4.2.3. Phase 3 – Final Recommendations and Approval

At this phase, projects will be reviewed by one of the three external boards to ensure that diverse, independent local voices shape investment fund decision making. Boards may also receive high-level details of rejected projects at Gateway 2.

Typically, these boards will handle applications as outlined below:

- **Investment Board** – Projects that:
 - Are of higher value.
 - Have a place-based focus.
 - Are for Brownfield funding.
- **Business Board**
 - Business Projects including grants, loans, and equity investments.
- **Employment and Skills Board**
 - Projects with a skills focus.
 - AEB recommendations.

Recommended projects will follow NCC's governance process in line with the constitution for final decision by the Elected Leader and/or Cabinet or the appropriate scheme of delegation. All decisions are subject to NCC's Scrutiny protocols and practices.

Once approved, the appraisal team will liaise directly with the successful applicants to organise grant funding agreements.

4.2.4. Phase 4 – Monitoring and Spend

NCC will assure delivery by monitoring spend and outputs of projects against profile. This will be completed using an effective monitoring and evaluation plan for projects which will guide data collection to ensure it is proportionate but effective in assessing the impact of investing public funds.

Monitoring will be proportionate to project risk or value or to risks associated with a particular point in a project's lifecycle. It will include monitoring of performance, particularly in terms of work package delivery, milestones, spend, outputs and benefit realisation. It will also ensure that data necessary for internal or external reporting is captured regularly.

Contact will be maintained with projects throughout the duration of their lifecycle and will be determined by the complexity of the project, including value, benefits and risk. The aim is to act as a critical friend and ensure progress is maintained against plans.

At times, it may be relevant to make changes to the Grant Funding Agreements (GFAs) that have been agreed with individual projects. This can range from slight changes of timeline and budget to full scale reworkings of project outputs, outcomes, and delivery. In order for changes to be made in an appropriate timeframe, projects should contact the appraisal team on *insert email* who will support this process using a variation matrix for decision-making.

Concerns about projects will be acted upon swiftly and NCC reserves the right to withhold funding whilst performance concerns are addressed. Details of this will be shown in individual grant funding agreements.

4.2.5. Phase 5 – Evaluation and Close

As projects draw to a close, NCC project monitoring officers will work with projects to ensure a smooth close. This will involve submission of final claims and project closure reports that will be completed within three months of the final payment following project completion. Once any final requirements are completed, the final claim will be paid.

All project closures will have a form of evaluation. It will include a review of the outputs set out in a project's benefits realisation plan to ensure value for money, share lessons learnt and realise benefits for Norfolk. These individual evaluations will be compiled and analysed to build a picture of the programme's overall performance.

Some projects may be required to complete a formal evaluation. Projects will be advised of this individually.

4.3. Programme Management

4.3.1. Programme Monitoring and Evaluation

At a programme level, performance monitoring and evaluation will take a strategic approach linking to the effectiveness of delivery against the priorities of Norfolk's Economic Strategy, the Assurance Framework, and administrative processes. Stakeholder feedback will be sought to inform programme monitoring and evaluation.

Geographical data will be used to monitor investment balance across Norfolk e.g. Districts, rural / urban, coastal areas etc. Business size, type and sector will also be monitored to ensure a spread of support is being delivered through the fund in the way that best supports the achievement of strategic priorities for the county as identified in the emerging Norfolk Economic Strategy.

These principles will be embedded in our approach to programme facilitation and administration. We also expect to use ongoing monitoring and evaluation to inform and evolve approaches to programme delivery where necessary.

Evaluation of the programme will align with information, including metrics, that form part of the National Evaluation Framework.

NCC will be subject to five-yearly Gateway Reviews to assess the impact of devolved funds and will include an independent evaluation to assess the impact of its expenditure. NCC will collate and make available the relevant data and information required of government, and will ensure consistent data collection and reporting processes, to allow for improved data monitoring and comparative analysis across projects and the programme as a whole.

4.3.2. Risk Management

Norfolk County Council will ensure that risks to the delivery of its priorities are appropriately managed in accordance with the Council's Risk Management Framework in order to fulfil the Financial Regulations, as set out in the Council's Constitution, the Policy and Procedures will comply with the Accounts and Audit (England) Regulations 2015 (Part 2, Internal Control 3(c)) and the Public Sector Internal Audit Standards

The programme will adhere to the NCC Risk Management Policy which sets out the definition of risk, the roles and responsibilities within risk management, the approach taken to risk management within Norfolk County Council, the monitoring and audit of the Policy, and its review.

The programmes will undertake quarterly risk reporting at a project/programme level as well as preparing an annual risk report as part of wide organisational audit and governance arrangements. The use of NCC's standard risk management approach to evaluate risk will be used and the link is available here (*insert link*).

4.4 Transport projects

NCC is already a Local Transport Authority currently exercising power over transport networks locally.

Transport projects will be subject to proportionate requirements on value for money assessment and will usually be appraised in line with DfT's appraisal guidance (TAG), although for smaller schemes (for example, less than £5 million) it may be appropriate to take a more proportionate approach, to be decided by NCC. For these purposes a 'transport scheme' is defined as any scheme that significantly changes the transport network infrastructure, whatever its objectives.

Transport business cases will be expected to follow Value for money published guidance here: [National local growth assurance framework \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/614222/national-local-growth-assurance-framework.pdf)

However, the same principle from section 4.1 applies to transport projects. NCC may select projects that are not the best BCR because there is a more localised, yet measurable benefit or clear alignment with strategic priorities. Each project will include a high-level overview of how this will be approached.

The DfT's appraisal guidance is available at: [Transport analysis guidance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/transport-analysis-guidance) and provides a comprehensive guide to transport modelling and appraisal to ensure value for money. Scheme promoters will be expected to apply this proportionately to an application. They are also expected to consider updates to national guidance or policy announcements when completing applications.

5. Brownfield Projects

5.1. Overview and Conditions of the Fund

Devolved funding for housing for Norfolk is currently £6.9m of Brownfield funding and decision making will be governed by the practices outlined in our constitution. It is expected that future rounds of housing funding would be administered in the manner outlined below and adapted to meet any specific criteria associated with further funding.

NCC recognise the specialist nature of Brownfield funding, including the specific conditions that are set, so projects proposed must:

- Be “green book” compliant with a Benefit to Cost Ratio (BCR) floor of 1. This means that the benefit of the project should at least match the cost of developing it.
- present the best possible Value for Money opportunities.
- have an evidenced market failure.
- satisfy that they could not happen without financial support from the fund.
- contribute the most additional benefits such as unlocking economic growth or having a housing design that helps sustainability and carbon reduction.
- start on site by 31 March 2026.

NCC must satisfy the necessary monitoring and reporting requirements to be outlined by the Department for Levelling Up, Housing and Communities.

5.2. Approach

NCC recognises where the use of specialist knowledge and skills to inform the use of devolved funds, such as Brownfield, is appropriate. NCC will undertake a procurement exercise to appoint a skilled, specialist contractor to design and support an independent and rigorous evaluation of proposed sites, to ensure that these meet Brownfield Land Release Fund criteria. The role of this experienced external partner is to provide strategic programme design to the work, give independent assurance on scheme applications and offer expert support for our partners in developing their expressions of interest.

5.3. Norfolk Brownfield Housing Fund Project Management Framework

Though activities will be tailored to Brownfield funding, the outline project management framework reflects the same five-stage approach seen above for the Investment Fund:

- **Stage 1** – Expression of Interest
- **Stage 2** – Detailed Applications
- **Stage 3** – Approval
- **Stage 4** – Spend and Monitoring Stage
- **Stage 5** – Evaluation and Close

An overview of activities for each phase is shown in the figure below.

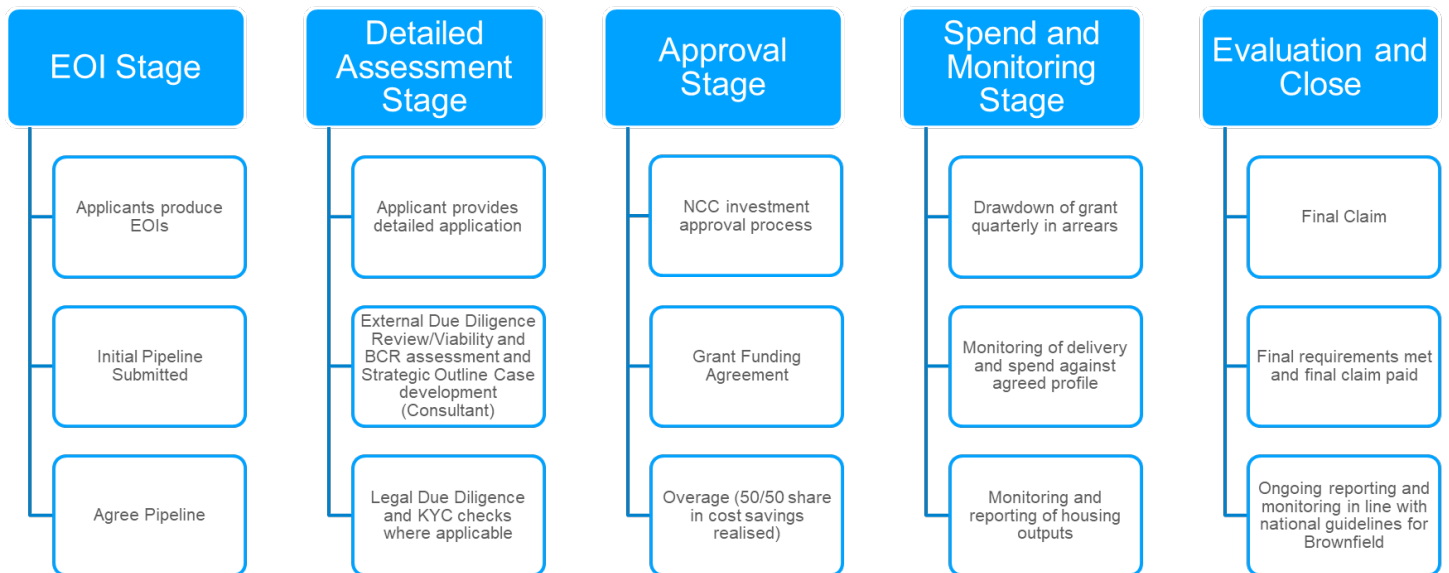


Figure 3: Norfolk Brownfield Housing Fund Project Management Framework

Stage 1 – Expression of Interest

All projects will be required to complete an Expression of Interest (EOI) form before completing an application. By using expressions of interest prior to application, NCC can develop an iterative approach to project development that also supports applicants by early identification of support needed to progress to a detailed application phase.

These EOIs will be used to create an initial pipeline of projects that will then undergo a first evaluation with NCC and the procured specialist. Criteria will include a light-touch evaluation of a project's ability to meet Brownfield criteria plus any specific

criteria associated with the funding round e.g. start on site dates. This will be used to agree a pipeline.

This pipeline will be agreed with the relevant NCC cabinet member and also with the Investment Board, where appropriate.

5.3.1. Stage 2 – Detailed Application

Applicants will then be invited to provide a detailed application based on the five-case Green Book model. There are baseline levels of information required to support the development of applications which will be shared with applicants at this stage by the specialist evaluator. This information will include key evidence such as planning consent/position, ownership, Red Book valuations/evidence of land value etc.

The specialist evaluator who, with a focus on the funding need (viability case) and value for money (benefit cost ratio), will review the scheme, providing:

- External due diligence review
- Viability Assessment
- BCR assessment
- Risk
- Advice around levels of funding once schemes are evaluated

This specialist insight at the detailed application phase allows NCC to be confident that detailed project applications are strong enough to meet central government tests around eligibility for Brownfield funding. NCC will then undertake legal due diligence and Know Your Customer checks, where appropriate.

5.3.2. Stage 3 – Approvals

Projects will then move to approval stage. Where the initial pipeline has not been reviewed with the Investment Board, they would be shared with them at this stage. Projects will also require approval by cabinet if they meet the NCC constitutional criteria to do so.

However, recognising that projects may progress at different rates through the detailed application phase, in order to respond in an agile manner to best release affordable housing benefits for Norfolk, the NCC Cabinet Member responsible for Brownfield, will approve individual projects according to the NCC Scheme of Delegation. **Subject to agreement to this approach by cabinet*

Grant Funding Agreements will then be completed, as developed with our legal team at NPLAW. This is likely to include an overage clause in most instances and, where working with district partners, is likely to include a 50/50 share in cost savings realised.

5.3.3. Stage 4 - Spend and Monitoring

For Brownfield funding, there will be a claim from applicants that will be processed internally by NCC to draw down funding from central government. This will be

quarterly in arrears, subject to the appropriate information, including satisfactory evidence requirements, provided to NCC.

All activity in this stage will be subject to monitoring by NCC of delivery, spend, and housing outputs against profile.

5.3.4. Stage 5 - Evaluation and Close

At completion, a final claim will be submitted and, subject to final requirements being met, the last claim will be paid. Schemes will then fall into the overall reporting and monitoring cycle in line with national guidance for Brownfield.

6. Adult Education Budget

6.1. Overview

This section outlines NCC's approach to compliance with the central government guidance given in the English Devolution Accountability Framework [English Devolution Accountability Framework - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/english-devolution-accountability-framework-2025-26). It has been developed in the context given in 3.1, with skills priorities from the Strategic Skills Plan, informing funding decisions for flexibilities in devolved Adult Skills Funding. The Strategic Skills Plan also defines the purpose of NCC's Adult Education Budget usage and objectives.

The statutory duties relating to adult education and training which have been transferred to NCC under Statutory Instruments that are currently in scope are:

- Adult Skills funding
- Tailored Learning
- Free Courses for Jobs programme.

Statutory entitlement to education and training of adults living in Norfolk are outlined in the NCC Funding Rules, Rates and Formulas 2025/26 submitted to DfE as part of readiness condition preparation and available on the NCC website (see section 5.4 below and *insert link here*).

NCC's approach to policy entitlements, reflecting statutory and non-statutory guidance, can also be found in the above document, including guidance on learner support and entitlements.

Devolved funding priorities are aligned with national priorities, for example DfE's Accountability Agreements with providers, through close engagement with providers across the region as outlined in section 5.5 below. Here are also further details on how Local Skills Improvement Plans are incorporated into NCC's approach to use of devolved funds, in addition to provider delivery plans and budget considerations.

Governance and Assurance for devolved skills funding that includes Adult Education Budget, is set within the wider assurance framework of NCC's constitution, policies and processes outlined in sections one and two of this document. Additional

processes required to administrate the fund and maximise its impact for Norfolk are detailed in the following sections.

6.2. Adult Skills - Audit and Transparency

In addition to the audit arrangements shown in section 2, the internal audit and governance committee are aware of their responsibilities in regard to devolved adult skills funding. AEB will feature in the Internal Audit Strategy and Plan 24-25 onwards. It is also included in the organisational risk register, following an internal review of processes and procedures in readiness to meet national requirements for receipt of devolved funds from DfE.

NCC will appoint an external auditor going forward to undertake the audit of NCC's Adult Skills Statement of Accounts and Value for Money arrangements. This will be in line with the Code of Audit practice issued by the National Audit Office in accordance with the Local Audit and Accountability Act 2014.

In addition to the processes outline for transparent decision making and publication of decision making, for Adult Skills Funding, NCC will publish all grant allocation and contract award decisions on its website. Additionally, NCC will publish its annual performance report to the DfE on the NCC website. The first of these will be after January 2027 once a full year of AEB audit and evaluation has been completed. This is in line with DfE guidance.

Investment decisions on the use of the Adult Education Budget will be made with full consideration to the statutory entitlements outlined in the NCC Funding Rules, Rates and Formula submitted to DfE as part of NCC's readiness conditions.

6.3. Commissioning and Grant Allocation

Details of NCC's approach to grant allocation and the commissioning of contracts is included within the NCC Commissioning Strategy, in addition to the Provider Management Framework. This information is available on our website (*link to be inserted*).

6.4. Funding Rules, Rates and Formula

This has been developed to reflect the statutory provision entitlements for those aged 19+ and link to the skills priorities identified within the Norfolk Economic Strategy and Strategic Skills Plan. The Funding Rules, Rates and Formula are available on our website (*insert weblink here*).

6.5. Assuring local and national alignment of devolved skills' funding priorities and spend

NCC commitment to being evidence based extends beyond the use of local and national data and metrics. Whilst there will continue to be a strong focus on evidence based decision-making, there is a recognition that adult skills is a more nuanced and complex landscape in which to effect change. To ensure this is effective, NCC

recognises the importance of a breadth of approaches to engage the diverse local voices to inform and assure its activities.

Local and national partners have been engaged with the development of AEB through activities involved in the production of the Norfolk Economic Strategy and Strategic Skills Plan.

In addition to this, a local provider network is established through which NCC have engaged and consulted on the development and design of AEB processes.

This includes the New Anglia Provider Network who meet quarterly. NCC also have ongoing engagement with the New Anglia Colleges Group who meet bi-monthly and current AEB grant holders. In direct co-development of the fund, NCC have established the AEB Principals' Forum which includes the four largest AEB providers with senior representation. These groups meet with support from the NCC Skills and Adult Skills Teams who use this local provider voice to inform decision making.

Outputs from this broad provider network will be shared with the Employment and Skills Board to ensure that provider voice is heard and responded to. Providers are not part of this board to avoid conflict of interest when decision making. The valued role these groups provide, ensures a diverse and expert local voice is represented in the ongoing development and delivery of devolved Adult Skills Funding.

To ensure continued co-design and development activities, as well as alignment with good practice, NCC also meet regularly with national MCAs and other devolved and devolving authorities. NCC is particularly keen to assure consistency for providers that operate across local borders and the skills system in the region.

NCC also conducts significant engagement with employers to ensure a diverse local business voice is also represented when decision making. The authority takes particular reference to the Local Skills Improvement Plan and continue to respond to this in both system alignment and curriculum design.

Employer Representative bodies are members of the Employment and Skills Board to ensure both large and micro, small and medium employers (who form the majority of Norfolk's business demographic) needs are considered when developing adult skills provision, including the development of future programmes.

NCC also link in with employer engagement services across Norfolk to access a varied employer voice. These include a range of employer-led sector skills groups, industry councils and employer engagement services within FE Colleges.

The Employment and Skills Board recognises that adult skills and the health and wellbeing of residents are mutually reinforcing. They are intrinsically linked to wellbeing and work and membership of the board reflects this to ensure a breadth of thinking when it comes to the use of devolved skills funding to address Norfolk challenges.

The establishment of the boards structure ensures a flow of information to shape the development of adult skills funding based upon evidenced business need.

Importantly, resident voice is a key component of NCC's ongoing co-production of adult skills services and provision. This is gathered through the establishing of an Adult Skills Learner Forum who will meet termly, an annual learner survey and, in addition, the focused use of NCC's 1300+ resident panel members.

6.6. Monitoring and Evaluation

NCC will submit an Annual Assurance Report following the end of each academic year of adult skills funding delivery. NCC will report on the previous academic year findings to date by the end of every January using a standard template, referencing the most up to date publicly available data at that point in time. The report will include:

- Norfolk's strategy and priorities for adult skills (subject to any further powers devolved in future).
- Spend – including the amount spent on skills programmes vs allocation, and the amount spent on related administrative costs.
- Analysis of Norfolk delivery - drawing on published data from DfE and use of other data where necessary.
- Impact –the impact devolved skills funding has had upon skills in Norfolk (including alignment with Local Skills Improvement Plan), as well as against national priorities.

To support local transparency, this will be published on NCC's website and will be provided in addition to the policy specific assurance arrangements over the use of funds allocated to providers (e.g. the Adult Education Budget assurance statement). NCC during delivery will regularly collect appropriate levels of data to effectively inform performance management monitoring which will be available to the DfE as part of area-level information on key delivery outcomes and metrics.

NCC will also support an annual skills stocktake to understand the strengths, challenges, and opportunities in that area to improve skills outcomes. This will be informed by the information provided via the Annual Assurance Report and the outcomes data and metrics.

NCC Boards
Local Assurance Framework - Draft

Section 1

Norfolk Investment Board Terms of Reference *(DRAFT)*

Introduction

The Terms of Reference for the Norfolk Investment Board is described in the following sections:

1. Overview and governance context
2. Functions
3. Operating practice
4. Operating protocols
5. Membership
6. Conflicts of Interest

1. Overview and governance context

- 1.1 Norfolk County Council has established an Investment Fund through which it administers the Norfolk Investment Fund from HM Government, alongside any other local and national funding sources which may subsequently be included.
- 1.2 The Norfolk Investment Fund and any additional funding that is included in the Investment Fund is subject to an Assurance Framework [\[insert link\]](#). The Assurance Framework sets out the arrangements to:
 - i. Ensure accountable and transparent decision making;
 - ii. Appraise projects and allocate funding;
 - iii. Monitor and evaluate projects to ensure that they achieve value for money and projected outcomes.
- 1.3 The Norfolk Investment Fund allocation of funding comprises the £20 million per year allocation of revenue and capital funding, for 30 years, which is subject to a five-yearly Gateway Review by Government. In line with the Devolution Deal, Norfolk County Council is the accountable body for these funds.
- 1.4 The Norfolk Investment Fund provides the opportunity to maximise economic impacts. All programmes or projects funded through the Investment Fund are subject to the agreed prioritisation, appraisal, and monitoring and evaluation framework, including value for money assessments tailored to the nature and scale of the proposed investment.

- 1.5 The Norfolk Investment Board will provide strategic insight and recommendations to the Norfolk County Council Leader, or any person/body with the powers delegated to them, who will make the final decisions on all Investment Fund activity, in accordance with constitutional rules.
- 1.6 Where appropriate, consultation on the Norfolk Investment Fund will be sought from the Employment and Skills Board and/or the Business Board. This situation may arise where calls for proposals are technical and would benefit from localised input from specialists.

2. Functions

- 2.1 The Board will support Norfolk County Council, as accountable body, in the development and delivery of the Norfolk Investment Fund. The Norfolk Investment Board's decisions will take the form of recommendations that will be subject to approval via the formal decision-making processes of Norfolk County Council.
- 2.2 The Board will support Norfolk County Council:
 - i. In the development of the structure and criteria of the Norfolk Investment Fund and make formal recommendations to the Norfolk County Council Executive.

AND

 - ii. Make recommendations on the strategic fit, deliverability and prioritisation of calls, proposals and applications as relevant.
 - iii. Advise on the management and performance of the Norfolk Investment Fund.
 - iv. Support the development of the pipeline of future projects.
- 2.3 The Board will receive for comment and recommendation the annual business plans for the Business Board and Employment and Skills Board.
- 2.4 An audit report, created by Norfolk County Council, will be presented to the Norfolk Investment Board annually.
- 2.5 Substantial changes to the Assurance Framework will be tabled for confirmation at the Investment Board, with a decision to recommend to the Norfolk County Council Directly Elected Leader, if the Board agrees to the suggestion.
- 2.6 In addition to the above, the Board will:

- i. Support Norfolk County Council, as accountable body, with recommendations on the management and delivery of other funds as relevant, e.g. Brownfield Funding.
- ii. Act as a conduit for proposed Mayoral Development Corporations.

3. Operating Practice

- 3.1 The Board will be chaired by the Elected Leader of Norfolk County Council (prior to May 2025 elections this will be the Leader of the Council).
- 3.2 The Vice-Chair will be a district council representative, to be elected on an annual basis.
- 3.3 The Board will meet up to 6 times a year, with any urgent items agreed by written procedure if supported by the Chair.
- 3.4 The meetings of the Board will, wherever possible, take place immediately prior to or following the meetings of the Norfolk Leaders' Group.
- 3.5 Meetings will take place in-person or virtually, as agreed by the Chair.
- 3.6 The recommendations of the Board shall be made by consensus. Where a vote is required to put forward a recommendation, a simple majority will apply, with one vote per member. The notes of the meeting will record any members that do not agree with the recommendations.
- 3.7 The quorum for a meeting of the Board will be half the number of members, rounded up to the next whole number, to include: the Chair or Vice-Chair.

4. Operating Protocols

- 4.1 All members will be expected to abide by the [seven principles of public life \('the Nolan Principles'\)](#), demonstrating high standards of integrity. They should support the Chair to embed a culture of professionalism, transparency and accountability for decision making.
- 4.2 All members will be subject to the high standards of behaviour laid out in their respective authorities' Councillor Code of Conduct.
- 4.3 Membership of the Board is set out in section 5.

- 4.4 An appointed Member may nominate a substitute, with voting rights, to attend a meeting, if the appointed Member cannot do so. The secretariat should be notified in advance of the attendance of a substitute at a forthcoming meeting.
- 4.5 The Board will be supported by:
- ii. Norfolk County Council's Growth and Investment Team providing reports such as appraisals to the Board, as well as annual performance reports.
 - iii. the Norfolk Chief Executives' Group providing advice to the Board on funding calls, proposals / applications, and performance.
- 4.6 The secretariat function will be provided by Norfolk County Council.
- 4.7 Observers and technical experts/subject specialists are allowed by invitation only and are allowed to participate in the discussion but do not form part of the quorum for the meeting and will not have voting rights.
- 4.8 The meetings are private, but recommendations of the Board will be made public to ensure transparency on investment decisions.
- 4.9 The Board shall review its terms of reference and membership on an annual basis.

5. Membership

- 5.1 Members of the Board will include:

Elected Leader of the Council (<i>prior to the May 2025 County Council elections this will be the Leader of the Council</i>)	Norfolk County Council
Cabinet Member representative (<i>selected by the Elected Leader or, prior to the May 2025 election, by the Leader of the Council</i>)	Norfolk County Council
Leader of the Council	Borough Council of King's Lynn and West Norfolk
Leader of the Council	Breckland Council
Leader of the Council	Broadland District Council
Leader of the Council	Great Yarmouth Borough Council

Leader of the Council	North Norfolk District Council
Leader of the Council	Norwich City Council
Leader of the Council	South Norfolk Council

6. Managing Conflicts of Interest

- 6.1 All members of the Board will be expected to register and declare conflicts of interest, as per their respective authorities' Councillor Code of Conduct.

Section 2

Employment & Skills Board

Terms of Reference *(DRAFT)*

1. Purpose

- 1.1 A partnership between representatives of business, voluntary sector, public sector, and local government to deliver skills provision which is aligned to meet the needs of Norfolk people, places, businesses, and employers.
- 1.2 This will be achieved by using the Board's collective expertise to shape strategic thinking, steer programme design/delivery, and influence, both locally and nationally.
- 1.3 This board will provide a strong, independent, and diverse local voice to Norfolk County Council and other public sector partners now and as a devolved authority, to inform decision making about employment and skills. This includes the development and implementation of adult skills programmes, such as the Adult Education Budget (AEB), and other devolved skills funding.
- 1.4 The Board will monitor alignment with the Norfolk Strategic Skills Plan.

2. Role of the Board

- 2.1 The Employment & Skills Board provides oversight to shape the Adult Skills Programme making key recommendations to shape decision making for Norfolk.
- 2.2 The Employment & Skills Board fulfils a vital function for the county by fulfilling its purpose outlined in section 1. This will include, but is not limited to:
 - Overseeing a targeted and evidence based Strategic Skills Plan for Norfolk that informs the development and delivery of Adult Skills Programmes.
 - Acting as expert consultees to influence policy, major funding decisions and strategy, and making recommendations on topics including, but not limited to:
 - Adult Education Budget (Adult Skills Funding and Community Learning)
 - Funding programmes for Skills infrastructure and provision.
 - Key Employment & Skills challenges (Resident & Workforce)
 - Providing strategic direction to the Adult Skills programme, including the Adult Education Budget.
 - Informing AEB commissioning and procurement activity.

- Recommending sign-off for key documents, such as the Norfolk Strategic Skills Plan and the AEB Implementation Plan.
- Reviewing the progress of the AEB programme against the key objectives of the Norfolk Strategic Skills Plan and support AEB performance against objectives.
- Highlighting potential risks and issues relating to Adult Skills provision.
- Reviewing the requirements of the Department for Education in relation to the AEB and Adult Skills Funding and other central government initiatives.
- Making recommendations relating to future skills investment priorities.
- Acting as an enabling vehicle for skills development and collaboration amongst stakeholders.
- Collaborating with other boards as appropriate.

3. Structure

3.1 The Employment and Skills Board is an unincorporated partnership with Norfolk County Council (NCC) as the accountable body.

3.2 The Employment & Skills Board is comprised of the following members:

- NCC Cabinet Member – Economic Growth
- DWP District Manager
- Voluntary Sector (VCSE) representative
- District/Borough Council representatives
- Norfolk Business Board representative
- Employer Representative Body representative
- Local Skills Improvement Plan (LSIP) representative

3.3 A Chair will be selected from the Board's members.

3.4 Though this Board will have no education providers because of conflicts of interests, it will be informed by convening a separate Adult Education Providers Forum. Outputs from this will capture local provider voice sharing information and thinking to shape Adult Skills recommendations. The AEB Strategy Manager who will support this forum, will be responsible for sharing the outputs of the Forum as an officer of the Employment and Skills Board.

4. Meetings and reporting procedures

4.1 Meetings shall usually be held bi-monthly or at such other intervals as may be required to consider and advise on matters within the Board's terms of reference.

- 4.2 A meeting agenda will normally be issued to Members a minimum of five working days before the meeting.
- 4.3 Recommendations to the Board shall be by way of a report to the relevant meeting and will normally be issued to Members a minimum of five clear working days before the meeting.
- 4.4 The Secretariat of the Board will be undertaken by Norfolk County Council officers.

5. Standards and Appointment

- 5.1 Board members will be expected to adhere to the Seven Principles of Public Life (the Nolan Principles), demonstrating high standards of integrity.
- 5.2 They should support the Chair to embed a culture of professionalism, transparency and accountability for decision making.
- 5.3 Members will be subject to the high standards of behaviour laid out in Norfolk County Council's Code of Conduct.
- 5.4 Members are selected for this board based on their suitability to fulfil the associated function of each seat on the board.

6. Roles and Responsibilities

- 6.1 All members will:
 - Be an expert in their area of specialism to accurately represent views, challenges, and opinions to benefit the county.
 - Read papers, prepare for meetings, and proactively engage in maintaining their local currency to add value to the Employment & Skills Board.
 - Represent the board at events when required.
 - Conduct ongoing business engagement and consultation through a range of means, relevant to their role, which may include attending other expert groups and drawing in other relevant individuals with specialist knowledge.
 - Work collaboratively with Board members, officers, and external partners, such as other counties, sector skills groups and trade bodies, to shape and steer decision making for Norfolk to drive economic growth.
 - They should be able to set aside a day a month or equivalent timing.
 - The Chair will be responsible for addressing issues of non-attendance and lack of engagement.

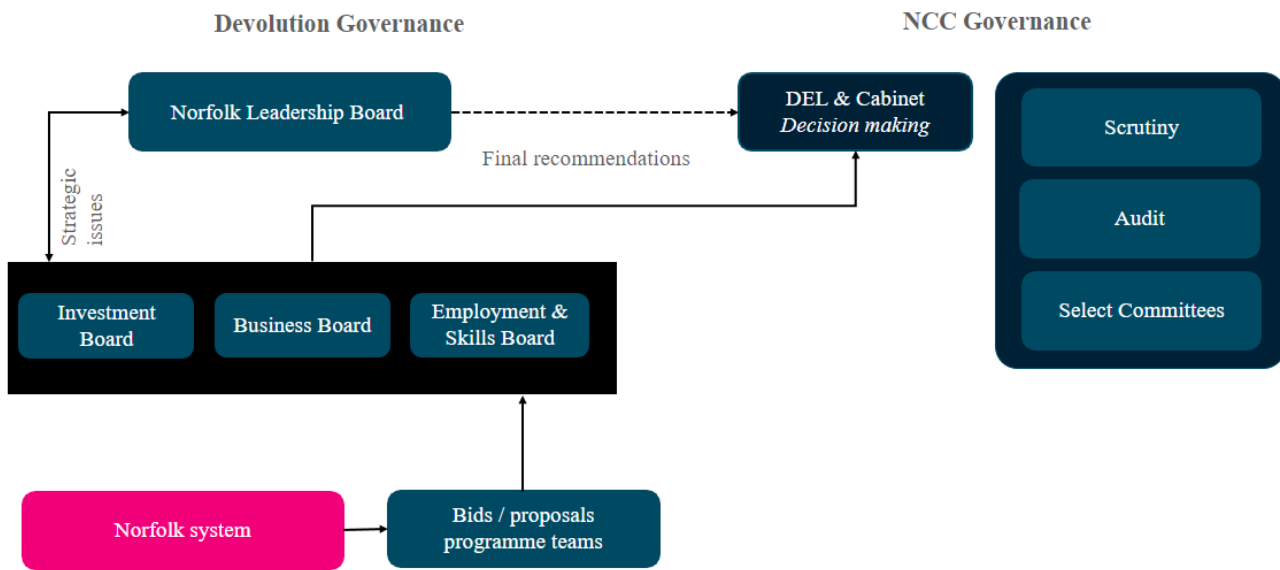
7. Managing Conflicts of Interest

- 7.1 Members of the Board will be asked to complete an annual declaration of their interests (based on a financial year) which will be held on record using the Register of Interests Form. Board members should also update this as soon as they become aware (and within 28 days as a maximum) of a new conflict arising.
- 7.2 Members should also review their individual register of interests before each meeting, submitting any necessary revisions to NCC at the start of the meeting, particularly those pertaining to agenda items to be discussed.

8. Decision Making

- 8.1 The Board will operate within its terms of reference shown in section 2.
- 8.2 Recommendations may be made to the Investment Board or the Norfolk Leadership Board if requested or if specified in their Terms of Reference, or provided to its sister board, the Norfolk Business Board.
- 8.3 Recommendations may be made direct to the leader, the cabinet, an officer with delegated authority or to Districts or external organisations.
- 8.4 Decision making will always be undertaken in line with the constitution of Norfolk County Council and Schemes of Delegation and subject to scrutiny.
- 8.5 Decisions taken by the board will generally be by consensus. On the occasions where consensus cannot be reached, by a simple majority.
- 8.6 The minimum quoracy in board meetings is 50% of stakeholder members (4 of the 8) and 50% of local authority members present (2 of the 3).

Diagram 1. Relationship of the Boards and Democratic Decision Making



9. Observers, Substitutions and Technical Experts/Subject Specialists

- 9.1 Observers may be invited, for example, colleagues from central government.
- 9.2 The situation may arise where calls for proposals are technical and would benefit from localised input from specialists. Where agreed necessary to ensure the board receives the best possible information, advice and guidance, technical experts or subject specialists may be invited.
- 9.3 Observers and technical experts/subject specialists are allowed by invitation only.
- 9.4 Observers and technical experts/subject specialists are allowed to participate in the discussion but do not form part of the quorum for the meeting and will not have voting rights.
- 9.5 Named substitutes only will be permitted by previous agreement with the Board. They must be someone of equivalent status to the board member they are replacing, such as a deputy leader.
- 9.6 All members will be notified in advance which meeting a substitute is attending.
- 9.7 Substitutes are allowed to participate in the discussion but do not form part of the quorum for the meeting and will not have voting rights.

10. Amendments

- 10.1 Norfolk County Council in consultation with the Chair retains the right to amend these terms of reference at any time following consultation with the Board.

Section 3 Business Board

Business Board

Terms of Reference *(Draft)*

1. Vision

- 1.1 To drive an economy that is vibrant, entrepreneurial, inclusive, and sustainable, supported by the right jobs, skills, training, and infrastructure.

2. Purpose

- 2.1 A partnership between business, education, and local government to deliver our vision for inclusive economic growth.
- 2.2 This will be achieved by using the Board's collective expertise to shape strategic thinking, steer programme design/delivery, and influence, both locally and nationally.
- 2.3 The Norfolk Business Board will succeed the existing New Anglia Local Enterprise Partnership Board which ceases on 01.04.24 because of a central government decision in August 2023 that integrated LEPs into upper tier local authorities.
- 2.4 This board will provide a strong, independent, and diverse local business voice to Norfolk County Council and other public sector partners now and as a devolved authority, to inform decision making.

3. Structure

- 3.1 The Business Board is an unincorporated partnership with Norfolk County Council (NCC) as the accountable body.
- 3.2 The composition of the board is:
- 1 x Chair (a business sector representative)
 - 1 x County Council Member
 - 7 x District Council Leaders
 - 7 x Business representatives including:
 - Agrifood
 - Clean Energy
 - Digital Tourism and Creative
 - Financial Services
 - VCSE
 - 1 x Higher Education
 - 1 x Further Education

4. Meeting and Reporting Procedures

- 4.1 Once the Board is appointed, it will confirm the frequency of meetings and how it will operate.

- 4.2 However, it is expected that it will meet once a quarter for at least two hours, plus preparation and business engagement time.
- 4.3 The Board will be supported by Norfolk County Council officers.

5. Role of the Board

5.1 The Business Board delivers a critical function for Norfolk by fulfilling its purpose outlined in section 2. This will be achieved by:

- Overseeing the ambitious evidence-based Economic Strategy for Norfolk.
- Acting as expert consultees to influence policy, major funding decisions and strategy, and making recommendations on topics including, but not limited to:
 - Business Support Programmes including start-up and scale up support
 - Innovation support in conjunction with the Norfolk and Suffolk Innovation Board
 - Funding for business growth
 - Key sector development
 - Productivity
 - Inward investment
 - Infrastructure development
- Acting as a voice for industry, with board members representing different sectors, geographies, and business types.
- Oversight of Growth Hub and other business support programmes as appropriate.
- Acting as an advocate for Norfolk's Economic Strategy and its key priorities.
- Working to attract new business investment into the county.
- Convening businesses to understand their needs and ambitions.
- Acting as an enabling vehicle and advocate for sector specific councils and groups.
- Developing and overseeing programmes to support business growth.
- Recommending bids for future funding and programmes.
- Collaborating with the new Suffolk Business Board as well as sector and thematic groups as appropriate.

6. Members

6.1 Standards and Appointments

- 6.1.1 Board members will adhere to the Seven Principles of Public Life (the Nolan Principles).
- 6.1.2 They will support the Chair to embed a culture of professionalism, transparency and accountability for decision making.
- 6.1.3 Elected Members will be subject to the high standards of behaviour laid out in Norfolk County Council's Code of Conduct.

- 6.1.4 All members will be expected to demonstrate a suitability of interests and skills.
- 6.1.6 Appointment of new Business Representatives to the Board will be through an open process.
- 6.1.7 Details of the process for recruitment of Business Representatives can be found in Norfolk County Council's Recruitment and Selection Process for the Business Board. This aligns with the principles of NCC's Recruitment and Selection Policy Statement.
- 6.1.8 The Board will seek to ensure suitable representation from SMEs to reflect the diverse economy of Norfolk as well as a mix of businesses to reflect the sectoral and geographic make up of Norfolk.
- 6.1.9 Business representative vacancies will be advertised on NCC's website and through sector groups, social media, and other appropriate avenues, where appropriate.
- 6.1.10 Colleges and Universities will be responsible for selecting their board representatives, one for colleges and one for universities. At the end of the three-year term, a new representative would be selected by them.
- 6.1.11 District representatives will be the leader of their council.

6.2 Roles and Responsibilities

6.2.1 All members will:

- Be an expert in their area of specialism to accurately represent views, challenges, and opinions to benefit the county.
- Read papers, prepare for meetings, and proactively engage in maintaining their local currency to add value to the Business Board.
- Represent the board at events when required.
- Conduct ongoing business engagement and consultation through a range of means, relevant to their role, which may include attending other expert groups and drawing in other relevant individuals with specialist knowledge.
- Work collaboratively with Board members, officers, and external partners, such as other counties, sector skills groups and trade bodies, to shape and steer decision making for Norfolk to drive economic growth.
- They should be able to set aside a day a month or equivalent timing.

6.3 Business Member Role, Responsibilities and Person Specification

- 6.3.1 This is a voluntary role for inspirational, experienced, and influential Norfolk business people.
- 6.3.2 The term of the position is for up to three years from their date of appointment. A second three-year term is permitted with the agreement of the board.

6.3.3 Business representatives are welcome from for profit, not for profit, social enterprises, and representative organisations.

6.3.4 Business Members will have the following responsibilities:

- Represent the views and interests of private sector businesses, especially those of their sector, business size banding and geographic area.
- Act with the intent to add value locally by ensuring an environment in which Norfolk businesses can flourish and grow the economy.
- Collaborate with all Board colleagues from districts, education and other sectors, to shape delivery of programmes to benefit Norfolk's economic growth.

6.3.5 It is expected that successful appointees will possess the following skills and competencies shown in this outline person specification:

- Significant experience in a senior appointment.
- Sound influencing skills.
- Logical approach to problem solving using evidence-based judgement.
- Demonstrable success in the Norfolk business community.
- Strong collaboration skills.
- Excellent communicator and active listener.
- Reliable, with strong organisational ability and good digital skills.
- Able to act in the interests of the Norfolk business community and economy.

6.3.6 All new business members must be politically independent to provide a constructive check and challenge on local decision making using their private sector perspective. Politically independent includes but is not limited to; not being a councillor, not being an agent for a political group and not sharing public support for a political party.

6.3.7 The Chair will be responsible for addressing issues of non-attendance.

7. Conflicts of Interest

7.1 Members of the Board will be asked to complete an annual declaration of their interests (based on a financial year) which will be held on record using the Register of Interests Form. Board members should also update this as soon as they become aware (and within 28 days as a maximum) of a new conflict arising.

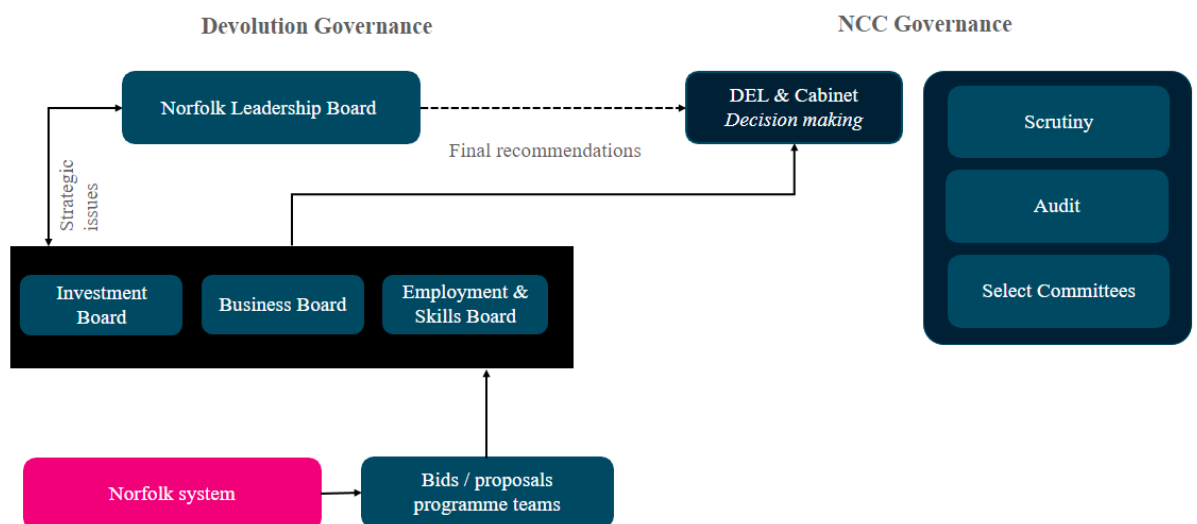
7.2 Members should also review their individual register of interests before each meeting, submitting any necessary revisions to NCC at the start of the meeting.

8. Decision Making

8.1 The Board will operate within its terms of reference shown in section 5.1.

- 8.2 Recommendations may be made to the Investment Board or the Norfolk Leadership Board if requested or if specified in their Terms of Reference, or provided to its sister board, the Employment and Skills Board.
- 8.3 Recommendations may be made direct to the leader, the cabinet, an officer with delegated authority or to Districts or external organisations.
- 8.4 Decision making will always be undertaken in line with the constitution of Norfolk County Council and Schemes of Delegation and subject to scrutiny.
- 8.5 Decisions taken by the board will generally be by consensus. On the occasions where consensus cannot be reached, by a simple majority.
- 8.6 The minimum quoracy in board meetings is 50% of business and education board members (5 of the 10) and 50% of local authority members present (4 of the 8).

Diagram 1. Relationship of the Boards and Democratic Decision Making



9. Observers, Substitutions and Technical Experts/Subject Specialists

- 9.1 Observers may be invited, for example, colleagues from central government.
- 9.2 The situation may arise where calls for proposals are technical and would benefit from localised input from specialists. Where agreed necessary to ensure the board receives the best possible information, advice and guidance, technical experts or subject specialists may be invited.
- 9.3 Observers and technical experts/subject specialists are allowed by invitation from the Chair only.
- 9.4 Observers and technical experts/subject specialists are allowed to participate in the discussion but do not form part of the quorum for the meeting and will not have voting rights.

- 9.5 Named substitutes will only be permitted by previous agreement with the Board. They must be someone of equivalent status to the board member they are replacing such as a deputy leader. Private sector board members cannot send substitutes as they are appointed as individuals not as an organisational representative.
- 9.6 All members will be notified in advance by the secretariat of the board which meeting a substitute is attending.
- 9.7 Substitutes are allowed to participate in the discussion but do not form part of the quorum for the meeting and will not have voting rights.

10. Amendments

- 10.1 Norfolk County Council in consultation with the Chair retains the right to amend these terms of reference at any time following consultation with the Board.

Section 4

Recruitment and Selection Process (Draft)

Business Board

Introduction

We seek to recruit, retain, and develop people who share our values, and have the strengths, behaviours, skills and experience needed to effectively deliver public services and maintain the high standards expected of our Business Board.

We are committed to providing equality of opportunity and maintaining a board that reflects the demographic make-up of the population of Norfolk.

Our recruitment practice supports our commitment to building a culture of inclusion.

General Principles

Recruitment and selection activities will be based on the following principles:

- We actively promote our opportunities to all sections of the community as part of our commitment to Inclusion, Diversity and Social Equality.
- We take action to remove barriers to employment and ensure our opportunities and our application processes are accessible to all.
- We select and appoint candidates based on objective scoring of the strengths, behaviours, skills and experience detailed in section 2.2 of our Terms of Reference.
- We will ensure that recruitment reflects the need for the board to have a balance of sectors, sizes, and business types across varying geographic locations.
- We will offer no financial reward to business board members.
- We undertake training to ensure we are individually equipped to deliver a professional and inclusive recruitment and onboarding experience.
- We make appointments on merit and there will be no involvement by NCC staff in any recruitment where they are related to or have a close personal relationship with any applicant.
- We maintain confidentiality and handle personal information in accordance with data protection regulations.
- We undertake appropriate due diligence in any recruitment or procurement of our workforce, in accordance with our Modern Slavery Statement.
- We offer training and support to help people work effectively in an advisory board environment, if required.

Process

- CVs should be sent to XXX@norfolk.gov.uk

- Applications will be processed in accordance with our general principles shown above.

Record Keeping

We keep records of all our decisions to evidence that selection has been fair, impartial and non-discriminatory.

Information held on our systems will be kept in line with NCC's record management requirements. Records created to support shortlisting or selection decisions should be retained locally, held securely and destroyed in line with our retention policy.

Complaints

If any candidate involved in the process feels the principles of this policy have not been applied, they should address concerns to econdev@norfolk.gov.uk with the subject line of 'Business Board Recruitment Concern'.

Norfolk Business Board Member Advert (Draft)

Norfolk, United Kingdom

Norfolk County Council is now recruiting business representatives for a new Norfolk Business Board who will be responsible for shaping the economic growth agenda for the county. This is a voluntary role for inspirational, experienced, and influential Norfolk business people.

The board will oversee an ambitious evidence-based economic strategy for Norfolk, with members using their significant expertise to shape and influence strategic thinking, policy, and funding decisions for the county. Representatives will be a voice for industry to advocate across sectors, geographies, and business types, at a local and, when required, a national level.

Meeting between 4-6 times a year, representatives should be able to commit to attending regularly, as well as time to read papers, prepare for meetings, and maintain their local currency as an expert in their sector, indicatively, a day per month or equivalent.

It is an exciting time to join the board that will succeed the existing New Anglia Local Enterprise Partnership Board which ceases on 01.04.24 because of national changes. This, aligned with the possible opportunities provided by devolution, make this a vital role in shaping the economic future of our county.

Who are we looking for?

Natural collaborators, applicants will be dynamic and successful representatives for their sector with significant experience in a senior appointment.

We are looking for people from across the county and from businesses of different types and sizes. To drive our economic growth agenda, we are seeking sector representation from:

- Agrifood
- Clean Energy
- Digital
- Financial Services
- Tourism and creative
- VCSEs

In addition to this list, we are also looking for people from other sectors, from organisations that are for profit, not for profit, social enterprises, or representatives of businesses. We are particularly keen to hear from underrepresented groups to ensure our board reflects the diversity of Norfolk.

Though analytical thinking, evidence-based problem solving, excellent communication skills and influencing will be second nature to our successful applicants, most significantly will be their drive to put what is best for Norfolk first, helping us to create an environment where local business can flourish and grow our economy.

We are seeking board members from businesses of all sizes and representative of the geography of Norfolk, with the aim of the final board membership reflecting this diverse make up. There is no financial remuneration for this role, though we are prepared to pay reasonable expenses for travel or for activities that are undertaken on behalf of the board. These must be agreed in advance with the NCC team.

Please send your CV to XXX@norfolk.gov.uk by XXX on XXX or get in touch to find out more. We look forward to hearing from you.

Section 5

Board Codes of Conduct including Managing Conflicts of Interest - Draft

Investment Board, Business Board and Employment and Skills Board

This document sets out our code of conduct for members of Norfolk County Council's Investment Board, Business Board and Employment and Skills Board. These are to:

- Ensure that board member conduct is managed in a professional way.
- Set out the procedures that NCC will implement in relation to conduct of boards' members.
- Protect the boards and individuals involved from any appearance of impropriety and demonstrate transparency in all our dealings.
- Safeguard public money.

Scope

- Board members external to Norfolk County Council (NCC).

Not in Scope

- NCC Employees remain subject to NCC's Conduct and Behaviour Policy and associated personal interest processes.
- NCC Elected Members remain subject to the members Code of Conduct set out in NCC's constitution.

NCC Related Policies

All Board members are expected to operate within relevant NCC policies that include:

- Anti-Fraud, Bribery and Corruption
- Anti-Fraud, Bribery and Corruption Operational Strategy - (v2017)
- Whistleblowing Policy and Procedure
- Anti-Money Laundering Policy
- Information Governance Framework including the Sharing of Information Policy

Reporting Concerns

We believe that anyone who raises any type of concern about work that they believe to be true should be treated with respect and not suffer as a result of reporting their concerns.

You can use the following lines to raise concerns:

- Call the Whistleblowing hotline on 01603 22 44 33
- Use the Whistleblowing email reportconcerns@norfolk.gov.uk
- Email Adrian Thompson, Chief Internal Auditor on adrian.thompson@norfolk.gov.uk
- Email Kat Hulatt, Director of Legal Services on katrina.hulatt@norfolk.gov.uk

The Nolan Principles

Board members are expected to adhere to the highest standards of governance and propriety as set out in the Nolan Principles, in addition to their workplace responsibilities. These are seven principles which were established by the Committee on Standards in Public Life. They are:

1. Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or material benefits for themselves, their family, or their friends.

2. Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

3. Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

4. Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

5. Openness

Holders of public office should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

6. Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

7. Leadership

Holders of public office should promote and support these principles by leadership and example

Conflicts of Interest

Standards exist to maintain the high ethical standards expected of the Board and protect the public as well as organisational reputations against allegations of conflict of interest.

The definition of this is a situation in which your personal interests, or those of people close to you, may, or appear to influence or affect your decision making. This can include interests you or they owe to another body.

Even the appearance of a conflict of interest can create a legal challenge and be reputationally damaging for individuals or organisations, so conflicts need to be managed carefully.

A range of situations could create potential conflicts of interest. They include:

- A financial or non-financial interest in an activity or business e.g. a directorship or shareholding that could be in conflict with the boards' interests or which could bring into question a board member's conduct.
- Dealings with any organisation, in which a Board member, or their relative, friend or associate has a financial interest.
- A trusteeship of a voluntary body.

Such conflicts can arise when an individual's personal interests and/or loyalty or that of people they know, conflict with those of the Board.

Managing Conflicts of Interest

It is inevitable that conflicts of interest can occur. The issue is not the integrity of the person concerned, but the management of any potential to profit from a person's position or for them to be influenced by conflicting loyalties.

All board members must disclose any potential conflict of interest by completing a Register of Interests Form. This will be held by Norfolk County Council (NCC) who provide a secretariat function for the boards.

Each board member shall complete this annually as a declaration of their interests (based on a financial year) which will be held on record by NCC. Board members should also update this form as soon as a new conflict arises. This should be within 28 days at the latest of becoming aware of any change to the interests specified below.

Members should also review their individual register of interests before each meeting, submitting any necessary revisions to NCC at the start of the meeting, particularly those pertaining to agenda items to be discussed.

If a person is not sure what to declare, or whether/when their declaration needs to be updated, they should err on the side of caution and update their declaration.

Board members should not accept any gifts or hospitality connected with their role as board member.

Recruitment

The board will seek to minimise the potential for conflicts by considering the actual or possible existence of issues when electing or selecting individuals to join the boards and excluding individuals from this if these issues are too great.

Once recruited new members will be required to complete the Register of Interests Form.

Types of Conflict

Each individual should declare an interest in the following circumstances:

Direct Financial Interests

A direct conflict of interest arises when an individual involved in taking or influencing the decisions of an organisation could receive a direct financial benefit as a result of the decisions being taken. This may arise as a result of holding an office or shares in a private company or business, or a charity or voluntary organisation that may do business with NCC.

Indirect Financial Interests

Indirect financial interest arises when a close relative of a board member or other key person benefits from a decision of the organisation. Individual professionals working with NCC (and their family members or business partners) may have commercial interests in organisations that the NCC is already purchasing from or that could potentially bid/offer to provide services that the NCC might procure and fund.

Positions which may create real or perceived conflict due to financial interests include:

- directorships, including non-executive directorships held in private companies or PLCs (except for those of dormant companies)
- ownership or part-ownership of private companies, businesses or consultancies
- majority or controlling shareholdings in organisations likely or possibly seeking to do business with NCC
- any connection with a voluntary or other organisation contracting for NCC services
- research funding/grants that may be received by an individual or their department
- interests in pooled funds that are under separate management.

Non-Financial or Personal Interests

These occur where employees, board members or other key persons receive no financial benefit, but are influenced by external factors such as gaining some other

intangible benefit or kudos, for example, through awarding contracts to friends or personal business contacts.

Even if the individuals leading the NCC do not have commercial or other direct interests in particular services or providers, they may have long-standing professional relationships with colleagues to whom they may have allegiances as peers, and with whom they have developed particular ways of working over a period of time.

Conflicts of Loyalty

Decision-makers may have competing loyalties between the organisation to which they owe a primary duty and some other person or entity. This could include loyalties to a professional body, society or special interest group, and could involve an interest in a particular sector or industry due to an individual's own experience or that of a family member.

Decisions taken where there is a Declared Interest

In the event of the board having to decide upon a question in which a member has an interest, all decisions will be made by vote, with a simple majority required. A quorum must be present for the discussion and decision; interested parties will not be counted when deciding whether the meeting is quorate. Interested board members may not vote on matters affecting their own interests.

All decisions under a conflict of interest will be recorded by the minute taker and reported in the minutes of the meeting. The report will record:

- the nature and extent of the conflict
- an outline of the discussion
- the actions taken to manage the conflict.

Where a board member is connected to a party involved in the supply of a service or product, this information will also be fully disclosed.

Roles Outside the Board

A board member's off duty hours are their own concern, but their conduct must not in any way bring the organisation into disrepute.

Board members may well have legitimate roles to carry out such as Trade Union representatives, community action group representatives, tenant committee members etc. These roles may involve taking part in public meetings, making statements to the press, or acting on behalf of their group. Board members should make clear the capacity in which they are speaking or making statements etc. In this capacity, the board member should exercise great care in presenting the facts in order to avoid personal opinions which may be damaging to the board or derogatory or defamatory remarks about board members or NCC colleagues.

Conclusion

This guidance does not try to cover every situation. It tries to give an indication of the standards of behaviour or conduct that is expected. Anyone in doubt about how these guidelines apply to them should email econdev@norfolk.gov.uk for further support.

Register of Interest Form – Draft

Investment Board, Business Board and Employment and Skills Board

Name:

Date:

Personal Interest Information

All board members must disclose any potential conflict of interest by completing this Register of Interests Form. This will be held by Norfolk County Council (NCC) who provide a secretariat function for the boards.

A range of situations could create potential conflicts of interest. They include:

- A financial or non-financial interest in an activity or business e.g. a directorship or shareholding that could be in conflict with the boards' interests or which could bring into question a board member's conduct.
- Dealings with any organisation, in which a Board member, or their relative, friend or associate has a financial interest.
- A trusteeship of a voluntary body.

Norfolk County Council will keep a record of all notifications.

Notification of Change of Circumstances

Each board member shall complete an annual declaration of their interests (based on a financial year) which will be held on record by NCC. Board members should also update this form as soon as a new conflict arises. This should be within 28 days at the latest of becoming aware of any change to the interests specified below.

Members should also review their individual register of interests before each meeting, submitting any necessary revisions to NCC at the start of the meeting, particularly those pertaining to agenda items to be discussed.

Declaration

As a Business Board/Employment and Skills Board Member of NCC, I declare that I have the following disclosable pecuniary and/or non-pecuniary interests. *Please state 'None' where appropriate and do not leave any boxes blank.*

Section A – Financial or Non-Financial Interests

1	Any employment, office, trade, profession or vocation carried on for profit or gain	Myself	Spouse/Partner	Other Please specify: Relative, Friend, Associate
1.1	Name of: - Your employer(s) - Any business carried on by you - Any other role in which you receive remuneration			
1.2	Description of employment or business activity.			
1.3	The name of any firm in which you are a partner.			
1.4	The name of any company for which you are a remunerated director.			
2	Sponsorship	Myself	Spouse/Partner	Other Please specify: Relative, Friend, Associate
2.1	Any financial benefit obtained which is paid as a result of carrying out duties. This includes any payment or financial benefit from a Trade Union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992 (a)			

3	Contracts	Myself	Spouse/Partner	Other Please specify: Relative, Friend, Associate
3.1	Any contract for goods, works or services with NCC which has not been fully discharged by any organisation named at 1.1.			
3.2	Any contract for goods, works or services entered into by any organisation named at 1.1 where either party is likely to have a commercial interest in the outcome of the business being decided by the Board.			
4	Land or Property	Myself	Spouse/Partner	Other Please specify: Relative, Friend, Associate
4.1	<p>Any interest you or any organisation listed at 1.1 may have in land or property which is likely to be affected by a decision made by the Board.</p> <p>For property interests, please state the first part of the postcode and the Local Authority where the property resides. If you own/lease more than one property in a single postcode area, please state this</p>			

5	Securities	Myself	Spouse/Partner	Other Please specify: Relative, Friend, Associate
5.1	<p>Any interest in securities of an organisation under 1.1 where:</p> <p>a) That body (to my knowledge) has a place of business or land in Norfolk; and</p> <p>b) Either</p> <p>i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which has a beneficial interest exceeds one hundredth of the total issued share capital of that class</p>			

Section B - Other Interests

1	Membership of, or position of general control, a trustee or participate in the management of:	Myself	Spouse/Partner	Other Please specify: Relative, Friend, Associate
1.1	Any body as appointed or nominated by NCC/the Board.			
1.2	Any body exercising functions of a public nature (e.g. school governing body)			
1.3	Any body directed to charitable purposes			
1.4	Any body, one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)			
1.5	Any other interest which might reasonably be likely to be perceived as affecting my conduct or influencing my actions in relation to my role			

Board member Declaration and Signature

I confirm that having carried out reasonable investigation, the information given above is a true and accurate record of my relevant interests, given in good faith and to the best of my knowledge:

Date:

Member Name *(capitals and in full)*:

Signature:

Receipt by NCC

Date Received:

Officer Name:

Infrastructure and Development Select Committee

Item No: 8

Report Title: Norfolk's Devolution – Brownfield Housing Fund Pipeline

Date of Meeting: 15 May 2024

Responsible Cabinet Member: Cllr Jane James (Cabinet Member for Corporate Services and Innovation)

Responsible Director:
Paul Cracknell, Executive Director for Strategy & Transformation
Simon Hughes, Director of Property

Executive Summary

On 8 December 2022, Norfolk County Council ('the Council') signed an 'in-principle' Level 3 devolution County Deal for Norfolk which, if agreed, will provide Norfolk with new powers, devolved funding and additional investment to help us boost our economy through jobs, training and development, improve our transport network and support our environment.

A key benefit of the Level 3 deal has been access to almost £7m of capital funding from the Brownfield Housing Fund, in 2024/25 helping to ease the viability issues that brownfield projects face, alongside supporting wider interventions aimed at economic development.

Norfolk County Council has been working with all district councils to develop a pipeline of projects to be funded with a view to unlocking 455 – 583 new homes. Government has made available £388,000 over two years to support the development and delivery of the pipeline. An assessment framework has been developed with an external partner to provide an independent analysis of submissions from local councils, and to prioritise opportunities.

The pipeline must be shared with the Department for Levelling Up, Housing and Communities as part of an assurance process, to indicate how Government conditions for the funding are being met. Where subsequently Norfolk councils consider it reasonable to amend the list of projects, we are able to do so.

The Council is aiming to submit the draft pipeline after the meeting of Cabinet on 3 June 2024 to agree the submission.

Recommendations

The Select Committee is asked to:

1. **Recognise the collaborative work carried out by all of Norfolk’s councils to develop the first draft pipeline of projects to benefit from Brownfield funding**
2. **Offer thoughts and feedback on activity to date and proposed next steps, as summarised in this report**
3. **Make recommendations to Cabinet as appropriate.**

1. Background and Purpose

- 1.1. ‘County Deals’ are part of the Government’s levelling up agenda (as set out in the 2022 [Levelling Up White Paper](#)) “to spread opportunity equally across the UK” through greater devolution of powers and funding.
- 1.2. The Government set a mission that, by 2030, every part of England that wants one will have a devolution deal offering powers and funding over issues like transport, skills and economic support and with a strong emphasis on the importance of high profile, directly elected local leadership. Norfolk, along with Suffolk, is one of the areas invited to negotiate a County Deal, when the Levelling Up White Paper was launched in February 2022.
- 1.3. On 8 December 2022 the Secretary of State for Levelling Up, Housing and Communities announced that the Government was “minded to” enter into a County Deal with Norfolk under which the County would benefit from over £600m of new Government investment over the next 30 years and an additional £12.9m during the current Spending Review period to fund local priorities to produce growth. In addition, the deal will also devolve a number of powers as well as provide Norfolk County Council with an additional £1.632m capacity funding over 2023/24 and 2024/25 to support implementation.
- 1.4. On 12 December 2023, the Council resolved that the Deal should be accepted and agreed that the election for the Directly Elected Leader should be held alongside the county council elections in May 2025 to enable the widest possible engagement with the electorate. Council also agreed that the resolution adopting the new governance arrangements should be brought to the Full Council Meeting on 23 July 2024 to facilitate that election date.

2. Proposal

- 2.1. This report builds on the previous report to the Infrastructure and Development Committee on 12 July 2023, to provide an update on further activity to date and planned next steps.
- 2.2. The Brownfield Housing Fund was set up by the Department for Levelling Up, Housing and Communities to support the national housing agenda. Profiled over 5 years (2020/21 – 2024/25), it has the aim of creating more homes by bringing more brownfield land into development.
- 2.3. A brownfield site is an area that has been used before and tends to be disused or derelict land. There are legal definitions established in the National Planning Policy Framework and subsequent case law. For Norfolk,

having the opportunity to participate in this Fund constitutes a significant opportunity to unlock housing sites that would otherwise remain undeveloped.

2.4. It is worth noting that this programme is separate to the One Public Estate programme, to which all councils continue to have access to under the terms of the programme.

2.5. As part of Norfolk's devolution deal we have been offered c.£7m funding via this existing fund to deliver 455-583 new homes. For future spending reviews, we would be treated the same as other devolved areas.

3. Conditions of the fund

3.1. The fund sets a number of conditions, so projects proposed must:

- Be "green book" compliant with a Benefit to Cost Ratio (BCR) floor of 1. This means that the benefit of the project should at least match the cost of developing it.
- present the best possible Value for Money opportunities.
- have an evidenced market failure.
- satisfy that they could not happen without financial support from the fund.
- contribute the most additional benefits such as unlocking economic growth or having a housing design that helps sustainability and carbon reduction
- start on site by 31 March 2026.

3.2. Local authorities wishing to participate must have up to date Local Plans. As the accountable body for the Deal, Norfolk County Council must satisfy the necessary monitoring and reporting requirements to be outlined by the Department for Levelling Up, Housing and Communities.

3.3. As a reminder to the Committee, to date, the Brownfield Housing Fund has only been available to those areas with a devolution deal, who have received significant investment to unlock housing. For example, £120m of funding for brownfield land was awarded to 7 combined authorities on 2 February 2022, to deliver 7,800 homes on brownfield land, with a further £30 million funding to regenerate brownfield sites across West Midlands, Greater Manchester and the Tees Valley Combined Authorities and build another 2,500 new homes.

3.4. In rolling out the brownfield funding, Norfolk County Council must satisfy the necessary monitoring and reporting requirements, to be agreed with the Department for Levelling Up, Housing and Communities.

3.5. Funds transferred will be subject to legal agreements between Norfolk County Council, the Department for Levelling up and developers and officers are working with Nplaw to develop the appropriate documents.

4. Activities to date

4.1. Over the past 8 months, Norfolk County Council has worked collaboratively with local councils to develop a longlist of brownfield projects based on local priorities and plans. The Council has been clear that its role is to act as a conduit to funding for the district councils.

4.2. As reported in November 2023, Norfolk County Council undertook a procurement exercise to appoint a skilled, specialist contractor to design and support an independent and rigorous evaluation of proposed sites, to ensure that these meet Brownfield Land Release Fund criteria. As a result, the Council have appointed Cushman & Wakefield Ltd. The role of this experienced external partner is to provide strategic programme design to the work, give independent assurance on scheme applications and offer expert support for our partners in developing their expressions of interest.

4.3. There are five key stages to the programme:

- Stage 1: Expressions of Interest
- Stage 2: Detailed assessment
- Stage 3: Approval
- Stage 4: Spend and Monitoring
- Stage 5: Evaluation and Close

4.4. A diagrammatic representation of steps within each stage can be seen in **Appendix 1**.

4.5. The Expression of Interest form used in stage 1 can be viewed in **Appendix 2**.

4.6. As reported previously, over 800 schemes were initially identified as possible projects. Facilitated by Cushman & Wakefield, a number of workshops and one-to-one meetings with councils have taken place to outline the proposed framework and allow time for them to integrate their thinking into the Expressions of Interest being developed, allowing adequate time for them to refresh, withdraw or add new Expressions of Interest to the process.

4.7. As part of providing independent assurance to scheme applications, Cushman & Wakefield also developed the assessment framework needed to ensure schemes are reviewed in the right context and in light of conditions set out by Government as outlined in section 3.1. This approach has ensured that there is intense support for applicants to develop projects that are likely to succeed by meeting brownfield criteria, reducing time and money spend on wasted applications, bringing the most effective projects forward at pace to benefit Norfolk residents.

- 4.8. As a result of the assessment stage, the draft pipeline includes a range of schemes with different profiles, at different speeds and positions, allowing contingency for any delays in development. The use of consultants to ensure the rigour to meet national guidance on use of Brownfield funding has been intrinsic to this work. This is to protect public funding and part of operational governance.
- 4.9. The activities of the consultants and joint working with NCC in the detailed assessment phase are shown in Appendix 3.
- 4.10. The programme is currently in Stage 2, with a draft pipeline produced, to be finalised and submitted to the Department for Levelling Up, Housing and Communities in due course.
- 4.11. The draft pipeline was presented to the Norfolk Leaders Group on 5 April 2024 to ensure system-wide agreement prior to any submission to Government. At the Meeting, Leaders thanked and acknowledged the programme team for their “exemplary engagement” and “spirit of cooperation” with the district councils.

5. Governance

- 5.1. It is intended that the governance for the Norfolk Brownfield Housing Fund will be via an Investment Board, the terms of reference for which are being finalised, and which include all the Leaders of Norfolk’s councils. The governance model will be outlined fully in Norfolk’s Local Assurance Framework, which is a requirement of the English Devolution Accountability Framework, and a condition of Norfolk’s Investment Fund allocation. The Local Assurance Framework will be published when agreed and signed off by Government.
- 5.2. The governance undertaken for this iteration of Brownfield funding has been adjusted to ensure that NCC is able to access funds as soon as they are made available, subject to a vote at Full Council in July 2024 to have a leader elected in May 2025. The Brownfield work has still undergone development at a district level and received unanimous support from Leaders of all Norfolk’s councils in formal meetings of Norfolk Leaders’ Group. It will also move through formal governance in line with NCC’s constitution to ensure robust governance prior to the implementation of the Local Assurance Framework.

6. Impact of the Proposal

- 6.1. Norfolk has an urgent need to unlock the barriers to affordable housing delivery, regeneration, and wider housing growth. Through the development of a pipeline for the county, Norfolk Councils can begin to address some of

the issues faced in the county and maximise the benefits of brownfield funding as has been evidenced elsewhere.

- 6.2. Brownfield funding will enable the development of up to 583 new, affordable homes for Norfolk, across geographical locations. District councils have been able to utilise their local knowledge to direct this work to where it is most needed for residents and where sites can be released most effectively, in spaces that meet Brownfield criteria for funding.
- 6.3. This proposals supports sustainable development of housing, reducing the impact of housebuilding on greenfield sites and is visible regeneration so residents can see the impact of this work.
- 6.4. It aligns activity to the focus of national policies around housing whilst financially supporting this type of work that is often more expensive to complete because of underground issues.
- 6.5. The programme also enables our District, City and Borough Councils to access funding locally through NCC without applying for complex national funding rounds whose key measures often do not align with Norfolk's demography.
- 6.6. This funding is ringfenced for this activity saving costly bidding activity.
- 6.7. This proposal allows schemes to proceed that could not happen without financial support from brownfield funding (this is a requirement of projects) allowing Norfolk to benefit from additional affordable homes.
- 6.8. This proposal reflects local demands and needs as well as local market conditions.

7. Alternative Options

- 7.1. The Brownfield Housing Fund, as part of a Level 3 deal, is 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.
- 7.2. If Council does not agree to change the model of governance, then the alternative option would be not to proceed with a Level 3 agreement. In that case, the Brownfield Housing Fund would not be available to Norfolk.

8. Next steps

- 8.1. In line with the stages outlined in section 4.4, the next steps for the Brownfield Housing Fund will be to approve and submit the draft pipeline to the department for Levelling Up, Housing and Communities.
- 8.2. Norfolk County Council Cabinet will be discussing this at their meeting on 3 June 2024, with a view to making a decision to submit the pipeline to Government. Comments and feedback from this Select Committee will inform the report to Cabinet.

9. Financial Implications

9.1. As outlined in the devolution deal, to support Norfolk County Council to identify and bring forward a pipeline of housing projects, the Government will also provide £382,000 in capacity funding across 2023/24 and 2024/25. The first tranche of funding has been received and has supported the work to date, with further funding expected before the end of the financial year 2024/25, subject to 7.1 above.

10. Resource Implications

10.1. **Staff:** At the moment, implementation planning is done as part of officers' role. As part of implementation, there may be a need to draw together a programme team to support the delivery and monitoring of activity arising from devolution. Additional resources needed will continue to be identified, and further information will be presented to Committee when it is available.

10.2. **Property:** None at this point.

10.3. **IT:** None at this point.

11. Other Implications

11.1. **Legal Implications:** the Brownfield Housing Fund will be underpinned by Grant Funding agreements between Norfolk County Council and the Department for Levelling Up, Housing and Communities. Obligations and site-specific requirements between Norfolk County Council and developers, will be captured in separate legal agreements.

11.2. **Human Rights Implications: N/A**

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

A comprehensive range of evidence was gathered and analysed, to enable the Council to develop a sound equality impact assessment about the likely impacts of the Deal on people with protected characteristics. This involved reviewing data about people and services that might be affected, contextual information and commissioned research about local areas and populations.

The equality impact assessment conducted as part of the public consultation on the County Deal, identified that the Deal has the potential to significantly enhance access for disabled and older people in Norfolk - and equality of opportunity for people with other protected characteristics. This will continue to be relevant to all aspects of the work to implement the County Deal and to inform implementation plans.

The full equality impact assessment is included in the Cabinet papers for 5 June 2023, in section 11 below (pages 264 – 271)

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

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

11.6. Sustainability implications (where appropriate): N/A

11.7. Any Other Implications: N/A

12. Risk Implications / Assessment

Norfolk County Council will ensure that risks to the delivery of its priorities are appropriately managed in accordance with the Council's Risk Management Framework in order to fulfil the Financial Regulations, as set out in the Council's Constitution, the Policy and Procedures will comply with the Accounts and Audit (England) Regulations 2015 (Part 2, Internal Control 3(c)) and the Public Sector Internal Audit Standards.

The programme will adhere to the NCC Risk Management Policy which sets out the definition of risk, the roles and responsibilities within risk management, the approach taken to risk management within Norfolk County Council, the monitoring and audit of the Policy, and its review.

13. Recommendations

1. Recognise the collaborative work carried out by all of Norfolk's councils to develop the first draft pipeline of projects to benefit from Brownfield funding.
2. Offer thoughts and feedback on activity to date and proposed next steps, as summarised in this report.
3. Make recommendations to Cabinet as appropriate.

14. Background Papers

- 14.1. [Cabinet Agenda 4 December 2023 - A County Deal for Norfolk - Page 31](#)
- 14.2. [Infrastructure & Development Committee Agenda 15 November 2023 - County Deal Update - Page 13](#)
- 14.3. [Cabinet Agenda 5 June 2023 – A County Deal for Norfolk – Public Consultation and Equality Impact Assessment](#)
- 14.4. [Norfolk devolution deal \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

Officer Contact

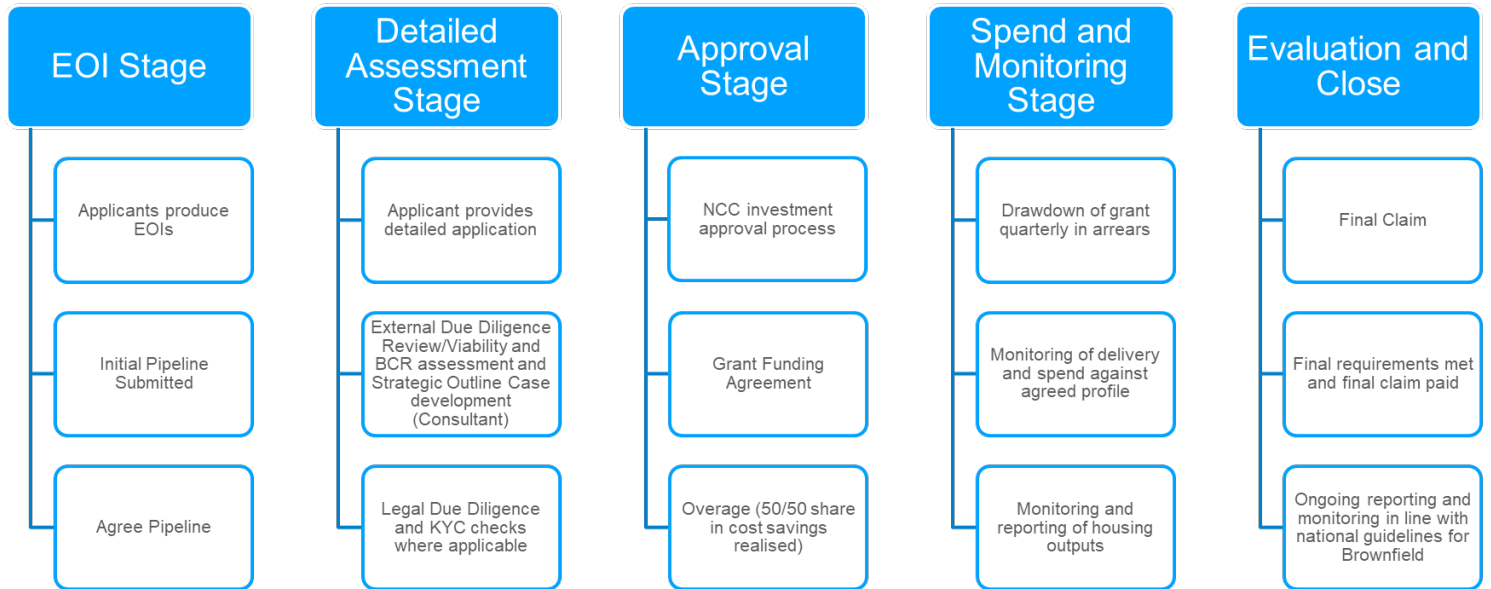
If you have any questions about matters contained within this paper, please get in touch with:

Officer name: Markella Papageorgiou
Telephone no.: 01603 224345
Email: markella.papageorgiou@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 1



Appendix 2

Norfolk County Deal Brownfield Housing Fund

Initial Expression of Interest (EOI) Form

Please complete this form with the information requested completing the 'white' boxes in the tables. Norfolk County Council will use the information, and may request additional information, to assess your project at this initial stage to confirm its compliance and deliverability.

Project Summary and Contact Information

Scheme/Project Name	
Site location and address (incl. postcode)	
Applicant name	
Applicant lead contact details	
Gross site area (hectares)	
Details of land ownership (if not under your control please outline current ownership and acquisition status/risks)	
Current planning status of scheme (i.e. allocated/outline/full consent)	
Total number of housing units to be delivered (incl. breakdown of tenure and affordable provision)	
Total sq. m (NIA) of commercial/other space to be delivered (please specify)	
Is the site brownfield? Please provide details of the previous/current use of the site to evidence this.	
Brownfield Housing fund request	

Project Description

<p>Brief project description and objectives (guide 200 words)</p>	
<p>Evidence of the market failure and need for public sector intervention. Why is there a viability gap? (guide 200 words)</p>	
<p>Alignment to local housing strategy and evidence of need for proposed scheme (guide 250 words)</p>	

Project outputs/wider outcomes	
Brief summary of proposed sustainability/low carbon credentials (if applicable)	

Project Costs, Funding and Viability

	£	Status of funding
Estimated total scheme cost		n/a
NCC Brownfield Funding request		Applied for
Local Authority funding		
Registered Provider funding		
Homes England funding		
Developer/private sector funding		

Delivery Structure

Please detail the delivery structure for the scheme including the role of the applicant and other key delivery partners, proposed contractual arrangements and legal structure and exit strategy (guide 200 words)	
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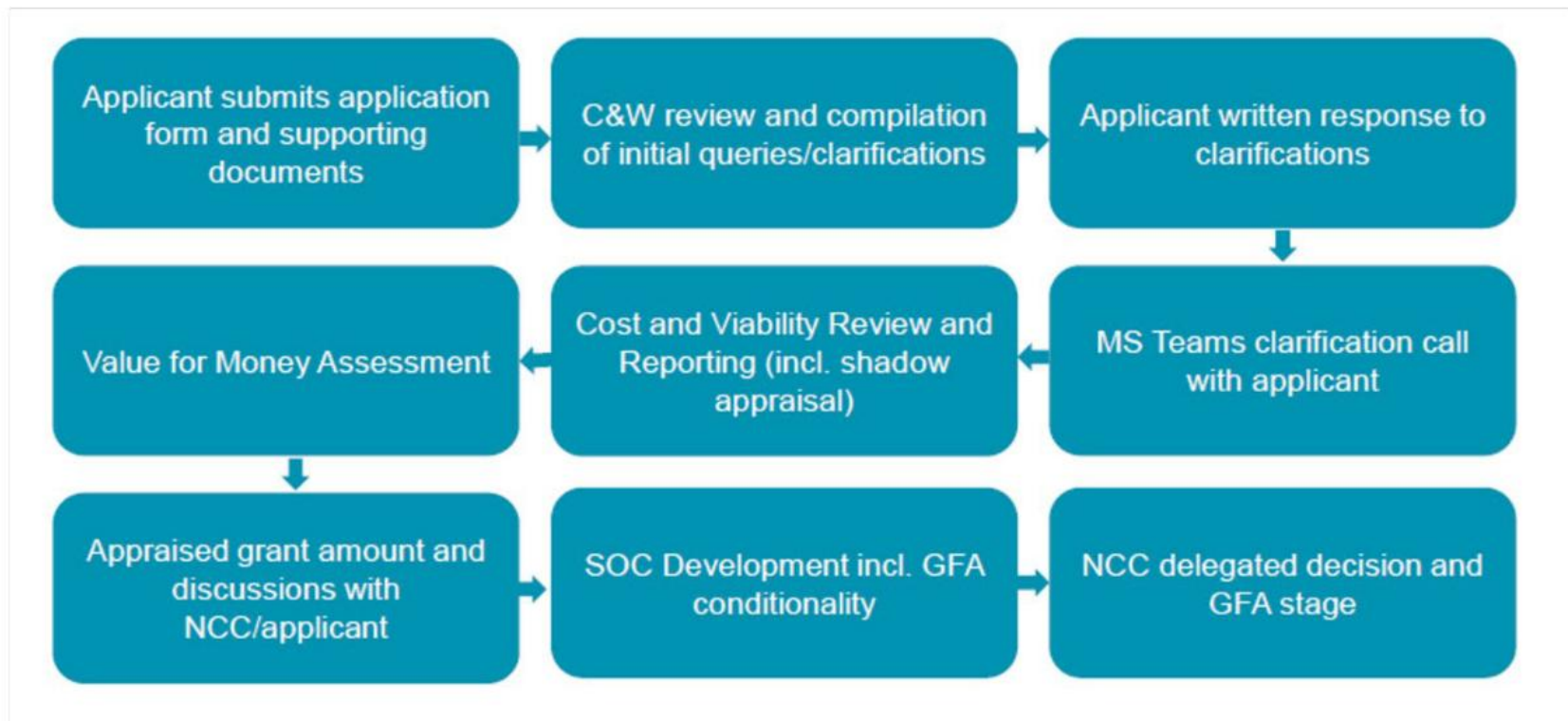
Delivery Programme

Milestone	Date completed/forecast (please complete)
Site acquisition	
Outline planning consent	
RIBA Stage 3 design	
RIBA Stage 4 design	
Full planning consent / Reserved Matters	
Construction contract tender issued	
Construction contract tender awarded	
Start on site – enabling works	
Start on site - housebuilding	
Practical Completion of housing units	

Delivery Risks

<p>Please describe any key delivery risks to the successful delivery of your scheme (e.g. planning, infrastructure, market demand, ownership, legal, cost, funding etc (guide 200 words))</p>	
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Application Process



Infrastructure and Development Select Committee

Item No: 9

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

Date of Meeting: 15 May 2024

Responsible Cabinet Member: Cllr Fabian Eagle (Cabinet Member for Growing the Economy)

**Responsible Director:
Paul Cracknell, Executive Director for Strategy & Transformation
Chris Starkie, Director for Growth & Investment**

Executive Summary

On 8 December 2022, Norfolk County Council signed an 'in-principle' Level 3 devolution County Deal for Norfolk which, if agreed, will give Norfolk with new powers, devolved funding and additional investment to help us boost our economy through jobs, training and development, improve our transport network and support our environment.

As part of this deal, devolution of the Adult Skills Budget (formerly known as the Adult Education Budget) would enable us to deliver education provision aligned to meet the needs of Norfolk people, places, businesses and employers.

Adult Skills funding is an important component of our Norfolk deal, it includes £12.85m of devolved funding per annum to fund statutory learning for residents aged 19+, as well as work with industry and education providers to commission training locally. The devolved funding will be a key part of how we realise our ambitions for Norfolk, increasing access to training and raising the county skills and qualification levels.

Norfolk County Council have been liaising with businesses, providers, Department of Work and Pensions, Districts and other key stakeholders such as local VCSE organisations, to shape our skills priorities into a Strategic Skills Plan (SSP) by considering the needs of residents and industry and by analysing data. Engagement work has been undertaken through individual meetings and in workshops convened for the development of the Norfolk Economic Strategy that have been held across individual districts of Norfolk to capture local voice to shape our priorities.

It is essential that there is alignment between economic priorities and skills. At present, until the Norfolk Economic Strategy is adopted by Full Council later in 2025, the SSP refers to draft priorities in the emerging Norfolk Economic Strategy.

The devolution of Adult Skills Funding (formerly known as Adult Education Budget), the Free Courses for Jobs Offer and Tailored Learning (formerly known as Community Learning), subject to the July 2024 Norfolk County Council vote to change governance, will be released in August 2025. This funding is collectively worth £12.85m for the academic year 2025/26.

The funding is also subject to NCC meeting the requirements of operational readiness conditions, as defined by the Department for Education (DfE), by 3 June 2024. The SSP forms part of the readiness conditions, in addition to the development of funding rules and provider management processes to support delivery of the plan's objectives.

Recommendations

The Select Committee is asked to:

- 1. Support the collaborative and evidenced based approach undertaken across Norfolk to build and develop our Strategic Skills Plan.**
- 2. Offer thoughts and feedback on the proposal and associated information provided within this report.**
- 3. Review and comment upon NCC Adult Skills readiness condition status, which includes the Strategic Skills Plan, to date.**
- 4. Make any recommendations to Cabinet.**

Background and Purpose

- 1.1. County Deals' are part of the Government's agenda "to spread opportunity equally across the UK" through greater devolution of powers and funding (as set out in the [2022 Levelling Up White Paper](#))
- 1.2. Devolution deals offer a significant opportunity to unlock long-term funding and gain greater freedom to decide how best to support businesses to grow, meet local needs and create new opportunities for the people who live and work in Norfolk.
- 1.3. On 8 December 2022, the Secretary of State for Levelling Up, Housing and Communities announced that the Government was "minded to" enter into a County Deal for Norfolk, under which the County would benefit from £600m of new Government investment over the next 30 years and an additional £12.9m during the current Spending Review period to fund local priorities to produce growth. In addition, the Deal will also devolve a number of powers, as well as provide the Council with an additional £1.632m capacity funding over 2023/24 and 2024/25 to support implementation.
- 1.4. On 12 December 2023, the Council resolved that the Deal should be accepted and agreed that the election for the Directly Elected Leader should be held alongside the county council elections in May 2025 to enable the

widest possible engagement with the electorate. Council also agreed that the resolution adopting the new governance arrangements should be brought to the Full Council Meeting on 23 July 2024 to facilitate that election date.

- 1.5. The purpose of this report is to update the committee 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 (SSP).

2. Devolved Adult Skills Funding

2.1 Benefits and approach

Devolution of funding and powers for delivering Adult Skills is a key lever for us to strategically shape and deliver generational change for Norfolk:-

- 2.1.1 Devolved Adult Skills Funding affords NCC the status as a system-wide commissioner of education and skills activity for those aged 19+ across the whole of Norfolk. We can strategically steer and fund adult learning across adult education providers in the county, including the NCC Adult Learning Service, FE Colleges and an anticipated range of Independent Training Providers (ITPs) and VCSE organisations.
- 2.1.2 Our draft SSP (Appendix 1) shows how we intend to improve the delivery of adult skills to Norfolk residents. It focuses on areas of evidenced need and the targeting of funding in a truly place-based approach that recognises and responds to Norfolk's unique challenges and opportunities.
- 2.1.3 Our initial SSP focus is a 2-year span informed by evidence to date, known policies, plans and priorities, and engagement with key stakeholders. In the short term, key areas of focus will be ensuring stability of the provider market, setting up robust systems and engaging with our partners to identify and agree how we can best maximise our contribution and impact within the wider skills system and evidenced needs of Norfolk.
- 2.1.4 The ongoing development of the SSP is informed by continued collaboration with key stakeholders, alignment with other key strategies such as the Norfolk and Suffolk Local Skills Improvement Plan and the emerging Economic Strategy for Norfolk, and by developing our evidence base for Norfolk. This approach will ensure that we deliver education provision aligned to the evidenced needs and priorities of Norfolk people, places, businesses and employers.
- 2.1.5 The remit includes the development of funding rules, rates and formula which direct the use and eligibility of funding and the financial values applied to specific qualifications. Types of courses can vary but are essentially broken down into statutory provision, for example, giving adults the opportunity to

achieve English or maths at a GCSE level 2 (grade C or '4'), or those that we have flexibility as funder to shape.

Norfolk Funding rules provide the opportunity to include flexibilities, prioritising services and the targeting of funding to specific Norfolk geographies and cohorts. Examples within the Norfolk AEB funding rules include the financial uplift for learners from disadvantaged localities, with 34 LSOA's of skills deprivation identified, and the fully funded provision for Armed Forces personnel and their family members, aligning to Norfolk's [Armed Forces Covenant](#).

- 2.1.6 As a funder we will have the power to commission training for adults to target Norfolk challenges. We will work with providers and local businesses to shape provision to help to fill skills gaps, or support growth areas and inward investment opportunities. We can also target training to better support people into work who are furthest from employment, applying flexibilities and financial uplift towards cohorts or areas of skills deprivation in the county.

The analysis of previous AEB delivery indicates that 175 national providers received funding for Norfolk learners in 2022/23, In this year 5200 participants undertook training provided by Learning Providers who are based outside of the County totalling £2,585,639.52. This was 36% of the participants enrolled in Adult Skills that year and 31% of the Adult Skills budget (excluding the Community Learning theme)

Norfolk AEB proposes to introduce an Innovation Fund, offering up to 3% of Grant holder contract value in the creating of new in county provision. This funding will equip providers developing local provision and establish the opportunities for residents to receive local training in key and high demand qualifications. This aims to develop the Norfolk skills infrastructure, facilities and tutor workforce, reducing the migration of learners and AEB funding from the county.

- 2.1.7 Within the wider context of devolution, when combined with devolution of other elements such as affordable housing, strategic control of infrastructure, and the investment fund, Norfolk will have powerful tools for impacting place-based challenges.
- 2.1.8 The requirements related to readiness conditions has ensured that NCC due diligence is evidenced, robust and agreed by both parties.

2.2 Readiness requirements – overview of government conditions

- 2.2.1 Significant preparation has been required to prepare for the devolution of Adult Skills. This is recognised by DfE and their agreement to provide NCC with implementation funding of £331,381.98 in response to our successful bid

for funding. This includes financial support for new roles detailed in 8.1. This amount is matched funded by NCC, mainly by using existing staff time as match funding in kind.

- 2.2.2 This preparation includes NCC diligence in a series of requirements specified by DfE in their 'Readiness Conditions' (Appendix 2). This Appendix shows our work to date in preparing for receipt of this devolved funding. These are operational requirements that show we are prepared to receive the funding and assure central government that we are competent to perform the function previously undertaken nationally by the Education and Skills Funding Agency.
- 2.2.3 The status of NCC's readiness has been assessed by Norfolk Audit Services in their review of adherence to the mandated DfE requirements and organisational risk. The Adult Skills Funding work to date was passed as 'Acceptable' with such status scheduled to be recognised by Internal Audit committee on the 30/04/2024. Further details about audit and other activities can be seen in Appendix 2.
- 2.2.4 The national deadline for submission for these conditions is 31 May 2024, however, we have successfully negotiated an extended deadline of 3 June 2024 to align with our own internal governance processes.

3. Proposal

- 3.1 For Norfolk County Council to approve submission on 3 June 2024 to DfE of the Strategic Skills Plan for Norfolk and our proposed approach to implementation of this funding as detailed in the Readiness Conditions for consideration by central government.
- 3.2 To note that subject to a Full Council vote, currently scheduled for July 2024, to proceed with a change of governance for NCC, and associated Statutory Instruments being issued, Norfolk will receive devolved funding to enact these powers, expected to be c£12.85m for the academic year 25/26.

4. Impact of the Proposal

- 4.1 Devolution of c£12.85m for NCC to spend on training for adults aged 19+.
- 4.2 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.
- 4.3 As outlined in the [Norfolk Devolution Deal](#). Devolving Adult Skills funding and powers will help Norfolk with its ambition to level up its skills, productivity and wage gaps with other parts of the country.

- 4.4 Adult Skills Funding from the first round of devolution enables NCC to prove its ability to drive the adult skills agenda for Norfolk. Success in the initial stages allows for confidence to be built with central government in order to seek further devolved powers if desired. In areas with deeper devolution arrangements, this has involved powers around Apprenticeships and 16-19 learning.

5. Activities and evidence to date

SSP

- 5.1 The approach to the Strategic Skills Plan (SSP) addresses the challenges for people and skills identified from the evidence base prepared as part of the work for the emerging Norfolk Economic Strategy (NES). This is an extensive piece of research produced by the Norfolk Office of Data and Analytics, which will be shared with partners and stakeholders in due course.
- 5.2 The SSP is also based on evidence presented in the Local Skill Improvement Plan (LSIP) commissioned locally as part of the Skills Act 2022 that underpins central government's approach to transformation of post-16 education and skills as set out in the Skills for Job's White Paper. The [Norfolk and Suffolk LSIP](#) was developed by Norfolk Chamber of Commerce, Industry and Education and supported by Norfolk County Council, it also draws upon data and research from the LEP, now integrated into NCC and Suffolk County Council Skills Hub arrangements, and within the DfE commissioned Local Skills Report.
- 5.3 The Skills agenda is being recognised as one of the key pillars for economic growth in the emerging Norfolk Economic Strategy (NES). The initial thinking from various NES workshops, combined with the evidence base has informed our SSP. A list of the workshops is in Appendix 3. Further details about the NES, including priorities around skills, will be brought to a future Committee.
- 5.4 Priorities emerging from the NES development that will directly align to the SSP include:
- Inspiring life-long learning and workforce training.
 - Building the talent and supply of appropriately skilled new entrants to the workforce.
 - Equipping and future-proofing the Norfolk workforce to take advantage of digital and emerging green technologies.
 - Supporting collaboration, efficiency, and skills system leadership. (This has emerged recently from the workshops and is now being developed as a further priority for the SSP).
- The emerging economic vision will be added to the SSP once agreed.

Operational Readiness Conditions

- 5.5 Operationalising Adult Skills has been challenging. To ensure the right approach has been taken, the Skills team gathered evidence for good practice

by liaison with DfE and associated support groups, as well as engaging with other devolved and devolving authorities to share thinking, successes and challenges.

- 5.6 The project team has also attended all 13 AEB readiness knowledge sessions provided by DfE to take an informed approach to the development of readiness condition preparation. An appropriate group of colleagues was also convened to outline initial approaches, potential impacts and ensure internal expertise.
- 5.7 Evidence for our approach to process design was supported by an Organisation Business Analyst from Strategy, Design and Delivery to create process maps showing current processes used by three other devolved authorities. The Business Analyst then worked with internal NCC colleagues in relevant teams as well as the AEB and Devolution Programme teams to identify future processes that would be required for AEB. This work ensures that plans are evidence based and rooted in practical delivery options to safeguard that processes will be ready for launch in August 2025. Deeper sub-processes are then identified and mapped to ensure readiness.
- 5.8 This work was also used to develop requirements for a system build to handle incoming data from the DfE. The programme has collaborated with the Digital Team from the outset of this work to ensure that a digital solution was accurately defined with at least a year to develop prior to August 2025. This work is now being prepared to be undertaken by the digital team and is on their book of work, balancing the need to be ready to meet the readiness conditions by the 3 June 2024 deadline with the July 2024 vote to change governance that is still to be taken.
- 5.9 Additional work has been taken by working in close collaboration with teams. The actions taken to meet the readiness conditions are shown in Appendix 3.

6. Alternative Options

- 6.1 The Deal for Norfolk is 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.
- 6.2 If Council do not agree to change the model of governance, then the alternative option would be not to proceed with the devolution agreement.

7. Financial Implications

- 7.1 NCC have received implementation funding from the DfE to support preparation work as specified in section 2.2.

7.2 It is standard practice to utilise a proportion of the funding itself to perform the AEB function in devolved authorities. This is typically 5% of the fund which, for the expected funding amounts, would be approximately £642,500 to spend on staffing and running costs after August 2025. This would ensure sustainable, financial self-sufficiency for this function and remain in line with similar proportional staffing arrangements in place in other devolved areas.

8. Resource Implications

8.1 Staff:

A dedicated staff team has been established to ensure initial NCC readiness for Adult Skills devolution activity. This includes Strategy Manager – Adult Education, Policy and Performance Officer, Project Officer, and Data Analyst roles. In advance of August 2025 and operational requirements, capacity in finance monitoring and contract management functions are anticipated for recruitment, and this will be scoped out in due course. Recruitment to these new roles took place in December 2023, funded by DfE Implementation funding until August 2025.

8.2 Property:

There are currently no resource impacts to property as the delivery team is already allocated space in County Hall.

8.3 IT:

Process map work has enabled the completion of a list of IT system requirements that is being supported for delivery by the NCC digital team. This is already included on their internal book of work.

9. Other Implications

9.1 Legal Implications:

Adult Skills Funding will be underpinned by a Memorandum of Understanding between Norfolk County Council and the Department for Education. Obligations and course-specific requirements between Norfolk County Council and providers, will be captured in separate legal agreements that are being developed with NP Law.

9.2 Human Rights Implications:

The right to work and education is supported by devolved funding for adult learning and skills for the county. Areas of social and skills deprivation across Norfolk are being targeted and there is an intent to provide an uplift to providers who support delivery in these areas, focusing support to those who may find it hardest to work and learn.

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

A comprehensive range of evidence was gathered and analysed, to enable the Council to develop a sound equality impact assessment about the likely impacts of the Deal on people with protected characteristics. This involved reviewing data about people and services that might be affected, contextual information and commissioned research about local areas and populations.

The equality impact assessment conducted as part of the public consultation on the County Deal, identified that the Deal has the potential to significantly enhance access for disabled and older people in Norfolk - and equality of opportunity for people with other protected characteristics. This will continue to be relevant to all aspects of the work to implement the County Deal and to inform implementation plans.

The devolution of Adult Skills funding to Norfolk can position Norfolk to address one of the 'grand challenges' which impacts on our residents with protected characteristics – access to high quality adult education. This is because access to adult education is well documented to have a fundamental impact on the life chances of people with protected characteristics – particularly people from ethnic minority groups, disabled people, women, older people and people who are lesbian, gay, bisexual, transgender or non-binary.

The full equality impact assessment is included in the Cabinet papers for 5 June 2023, see section 12 below.

9.4 Data Protection Impact Assessments (DPIA):

It has been confirmed with NCC's Compliance Team that a DPIA is not required for the current activities that these functions involve.

9.5 Health and Safety implications (where appropriate):

Not applicable

9.6 Sustainability implications (where appropriate):

The opportunity to impact the development of green skills for residents is increased by the receipt of Adult Skills Funding as it allows for targeted commissioning against priorities, including net-zero.

9.7 Any Other Implications: Not applicable

10. Risk Implications / Assessment

10.1 Destabilisation of the skills ecosystem . The pending Adult Skills programme places priority on ensuring the financial stability of providers and learners. This is recognised with SSP commissioning principles and the Provider management framework. NCC are committed to ensure that current FE

Colleges and Adult Learning contract values are maintained through transition, reflecting Norfolk learner numbers, ensuring that stability and resilience is in place for contracted and grant awarded organisations.

11. Recommendations

The Select Committee is asked to:

1. Support the collaborative and evidenced based approach undertaken across Norfolk to build and develop our Strategic Skills Plan
2. Offer thoughts and feedback on the proposal and associated information provided within this report.
3. Review and comment upon NCC Adult Skills readiness condition status to date.
4. Make any recommendations to Cabinet

12. Background Papers

12.1 [2022 Levelling Up White Paper](#)

12.2 [Norfolk Devolution Deal](#)

12.3 [Full Council Agenda 12 December 2023](#) Consideration of a County Deal for Norfolk

12.4 [Norfolk and Suffolk LSIP - Norfolk Chamber of Commerce](#)

12.5 [Cabinet Agenda 5 June 2023](#) – A County Deal for Norfolk – Public Consultation and Equality Impact Assessment

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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.

NORFOLK COUNTY COUNCIL

ADULT EDUCATION BUDGET

STRATEGIC SKILLS PLAN 2024-2026

(DRAFT)

Contents

Introduction.....	2
Norfolk County Context.....	3
Norfolk Skills context.....	4
Norfolk Economic Vision	6
Changing Policy Landscape.....	7
Key Employment Sectors.....	9
Norfolk: Challenges and Opportunities	11
Allocation and Data.....	19
Funding Allocation.....	19
Provider Base.....	19
Enrolments	20
Enrolments by Subject Sector Area	21
Enrolments by district	22
Enrolments by level and Qualification Type	22
Enrolments by age & gender	23
Achievements & Outcomes.....	24
Strategic Approach for the Adult Education Budget.....	27
Devolved AEB Flexibilities.....	28
Strategic Priorities.....	30
Objectives in the Devolved delivery of the Adult Skills Fund	31
Principles for Commissioning	33
Provider Delivery Plans	35
Stakeholder Engagement	37

Introduction

Devolution of the Adult Education Budget (AEB) enables us to deliver education provision which is aligned to meet the needs of Norfolk people, places, businesses and employers.

Norfolk County Council (NCC) management of the programme offers the opportunity to target this funding in a truly place-based approach, able to recognise and respond to the unique challenges and opportunities for Norfolk. These challenges are often best supported by the excellent colleges, universities, training providers and voluntary sector organisations within our county, equipped with the immediate knowledge, expertise and commitment to support our residents towards new skills and career potential.

AEB will be an effective vehicle in addressing the barriers to learning experienced by our lower skilled residents. The programme will have the central objective of supporting those who are unemployed, economically inactive (and want to work) and those who are disadvantaged. It will focus on residents living in some of Norfolk's most deprived areas, in addition to supporting our more rural areas, within which residents often struggle to access training, employment support and professional development opportunity.

The Norfolk programme will also focus acutely on the needs of our businesses.

Our research and that of partners such as the Local Skills Improvement Plan, indicates a range of profound skills needs amongst our workforce, with many employers having difficulty in recruiting the skills they need to enable their business to grow. AEB will play a vital role in engaging with employers and responding to these needs, working closely with training providers to design and develop the skills and qualifications required. Norfolk AEB will be designed and delivered directly to meet the needs of our businesses and further support their contribution to a vibrant Norfolk economy.

Norfolk is home to a strong agricultural and Agri-Tech sector, contributing significantly to both the history of our region and economic future. The county hosts some of the largest offshore wind and solar farm developments within Europe, generating carbon free energy and supporting our collective net zero ambitions.

Our county has an invaluable digital sector, generating increasing national significance in software development, game design and cyber security. Our construction sector continues to grow exponentially in new home build and future home design, placing increasing demand for traditional building skills in addition to skills in new home build methods.

In this context, we aim to maximise the impact of the learning we fund to deliver tangible economic and social outcomes for Norfolk, mobilising our residents and workforce into higher skills and earning potential.

AEB funding will be transferred to NCC for delivery from August 2025 and from this stage the county council will become the commissioner of adult learning. To achieve these aims the programme needs close and continued collaboration with our education providers, jointly focussed and with the agility to respond to the dynamic changes taking place within our economy.

Our shared ambition from the outset will be the relationship and stability of our provider base, working together to develop the innovations required to maximise the adult skills opportunity for Norfolk.

Norfolk County Context

Norfolk is a long-established county in the East of England. The administrative county comprises of Norfolk County Council and seven districts: Breckland, Broadland, North Norfolk, and South Norfolk; the boroughs of Great Yarmouth and King's Lynn and West Norfolk; and the city of Norwich.

Norfolk has one of the largest county economies, worth £19bn¹ and our employment figures are among the best in the country. However, overall skills and productivity levels are below the national average and there are significant differences across the district areas.

The county has great assets which include two award-winning universities, 6 enterprise zones and world leading research clusters. Together with natural assets such as 100 miles of coastline, agricultural strengths and a rich cultural, environmental and historic heritage, these provide significant local opportunities for people to live, learn and do business. They also provide a wealth of opportunities for us to grow our skills base and increase local job opportunities e.g. around clean energy, Agri-Tech and sustainable tourism.

Norfolk is the fifth largest shire county in England by area, with a growing population, currently just over 916,000.² The overall population density is low and spread across a diverse range and mix of rural and coastal communities, market towns and urban centres, which provides challenges for service provision and delivery relating to access, infrastructure and economies of scale.

There is a need to develop and deliver targeted provision to address the unique and very different challenges across such a large and diverse county.

Significant variations across Norfolk also include demographic profiles, levels of deprivation, educational attainment, productivity and earnings:

- Over 135,000 people live in areas classed as the 20% most deprived areas in the country, with major pockets in Great Yarmouth, Norwich and King's Lynn, as well as some market towns and rural areas. Conversely, around 117,000 of the Norfolk population live in the 20% relatively least deprived areas, which are mainly in South Norfolk and, outside Norwich, in Broadland.³
- Productivity levels in Norfolk stand at 71% of the national average - £21,440 vs £30,239⁴, even though we contributed £19bn to the UK economy. This contribution has significant regional variations across the County, with Norwich and Broadland making a significantly higher contribution to the economy (£4bn and £3bn per year) than North Norfolk and Great Yarmouth (£1.6bn and £1.8bn per year)⁵. Increasing our productivity levels to the UK average would contribute an additional £4bn gross value per annum to the regional economy.
- Median annual earnings of £25,860 are lower than those of the East of England (£28,836) and there is significant variation across our district areas.

¹ ONS, Regional Gross Value Added (2019); ONS, Mid-Year population Estimates (2019)

² ONS, Annual Population Survey

³ [Norfolk County Council English Indices of Multiple Deprivation 2019](#)

⁴ ONS, Regional Gross Value Added (2019); ONS, Mid-Year population Estimates (2019)

⁵ ONS, Regional Gross Value Added (2019)

Overall, the county has a higher proportion of over 50s than the national average for whom we need to provide a range of opportunities that enable them to upskill, reskill and access employment. Additionally, 25% of Norfolk's residents are aged 65+ (vs 19% nationally)⁶, leading to increasing demand and labour market shortages in our counties health care and service sectors

Accelerating trends in remote working, digitalisation and push to net zero is changing the nature of jobs at all levels but presents significant opportunity for investing in technical, digital skills and the creation of higher value roles in all sectors.

Norfolk Skills context

Norfolk is categorised as a diverse and varied economy, with no sector or industry disproportionately dominating skills demand. Key underpinning sectors drive our local economy: Energy, ICT and creative, financial services and insurance, construction, advanced manufacturing and engineering, and agri-food. There are ambitious plans to further develop our first emerging net-zero industries and reinforce support for the increasing skills demand within health & social care workforce.

The statistical skills context for the County is referenced in recent analysis, prominently the Local Skills Report and Local Skills Improvement Plan (LSIP). These indicate a strong demand from the employer base for higher technical skills in the Advanced Manufacturing, Agritech, Digital sectors, in addition to fast emerging demand across Norfolk's Net-Zero industries.

The LSIP reinforces evidence of the low skills status of the County, illustrating the need to upskill our residents and employees in key themes such as soft/employability skills and the increasing digital skills demanded across the breadth of the workforce.

The county has an enviable further education structure and is home to three FE colleges, each making an integral contribution to support the skills pipeline for Norfolk's industries.

- City College Norwich with excellent digital teaching facilities.
- The College of West Anglia with excellent health & social care teaching facilities.
- East Coast College with excellent skills in net zero teaching facilities.

Norfolk is home to two universities, providing excellent higher education opportunities for the future workforce:

The University of East Anglia (UEA)

UEA ranked in the top 25 UK's universities and world top 200. It has as global attraction with students drawn to specialisms that include computing science, computer systems engineering, business information systems, computer graphics, imaging and multimedia, data mining, engineering and environmental science. It is ideally located on the Norwich Research Park, a world-leading centre for environment, health and plant science research, and home to the Norfolk and Norwich University Hospital.

Norwich University of the Arts (NUA)

NUA has established itself in arts, design and media education for more than 170 years. It has a strong reputation as an innovative and creative academic community, with a firm commitment to

⁶ ONS, Broad Age Group Population Projections

offering vocational, practice-based courses that afford students space to develop their skills and pursue their passions.

NUA has gained national recognition for its user experience and digital design courses and is home to the Ideas Factory incubation centre for digital creative businesses and a user experience lab.

- Norfolk benefits from a nationally awarded Adult Learning Service (ALS), equipped with a good Ofsted rating. The service provides high quality provision across the county geography and through extensive online learning options. In addition to the provision of statutory delivery, ALS offer a broad range of employability and vocational courses, also offering a wide range of health, digital and family learning opportunities for residents.
- The County has an active and vibrant independent training provider (ITP) network, offering a range of commercial training opportunities to the Norfolk workforce in addition to bespoke adult and young people's learning services. This network provides a strong reach into the business community to support future engagement.
- Norfolk has a strengthening Skills Ecosystem through which employers, providers, the LSIP and local authorities collaborate in the identification of skills needs and the investment & development of local provision.

Employer-led skills groups are in place across a range of key economic industry sectors, providing direct engagement with each respective workforce. District skills assemblies are in place for the majority of Norfolk areas, providing direct insight into specific geographical skills requirements.

NCC, led by the New Anglia LEP and in partnership with Suffolk County Council has implemented a successful Skills Bootcamp programme, developing key training interventions across a range of sector areas – this work in addition to valuable training outcomes, continues to develop close partnership Norfolk businesses in identifying and addressing skills shortages.

Norfolk Economic Vision

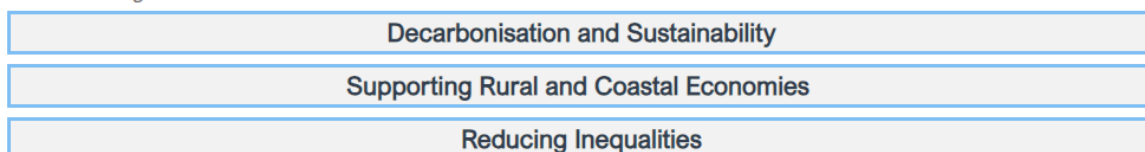
The [Norfolk Economic Strategy](#) sets out the vision, objectives, and priorities to grow our local economy, improve our infrastructure, attract investment to our county and improve the quality of life for everyone who lives and works here. It has been co-developed through a wide partnership of different sectors who share pride and ambition for our county and its unique assets and opportunities.

Our Economic Themes, or priorities, represent the most important groups, issues and goals that we need to invest in and nurture, to achieve a more prosperous and inclusive future.

Themes of the Economic Strategy



Crosscutting themes:



Norfolk's devolution deal offers a once in a lifetime opportunity for change, to help deliver the long-term vision of the county. A flexible investment fund, the adult education budget, brownfield funding and integrated transport budgets, underpinned and focused by the Economic Strategy, give Norfolk a way to target local needs and priorities directly.

We Want Norfolk to be:

- UK leader in Clean energy production, supporting UK's transition to Net Zero
- An inclusive economy, supporting an enterprising culture and helping people into work.
- Centre for UK's Agrifood/ Agri-tech
- Norwich to Cambridge and London growth corridor
- Centre for excellence in Innovation, supporting high growth start-ups and businesses to locate and grow in Norfolk.

To be completed

The Norfolk Economic Strategy is currently in development.

Changing Policy Landscape

The devolution of the Adult Education Budget (AEB) from central government to Norfolk is a key means of enabling a more joined up and system wide education, skills and employment offer to meet the needs of Norfolk people, places, businesses and employers.

It is being introduced during a changing policy landscape which locally includes the development of the [County Deal for Norfolk](#) and integration of the Local Enterprise Partnership (LEP) into Norfolk.

Our initial strategic skills plan (SSP) is informed by known policies and priorities and is being positioned to align with Norfolk specific priorities that will be set out during the development of a new overarching Economic Strategy for Norfolk. Our aspirations reflect wider policy considerations, however, in the short term, the focus will be upon ensuring stability of the provider market, setting up robust systems and engaging with our partners to identify and agree how we can best maximise our contribution and impact within the wider skills system and evidenced needs of Norfolk.

Policy context which has informed the development of our SSP includes:

- Government aspirations such as those set out in the Skills and Post-16 Education Act 2022 and the Levelling Up and Regeneration Act 2023. We share ambitions to help ensure that everyone in Norfolk has the opportunity to flourish and that local skills provision meets local needs.
- Regional priorities as identified relating to skills and the economy, as set out by New Anglia LEP in their [Norfolk and Suffolk Economic strategy](#) and [Sector Skills Plans](#) and in the recent government approved [Norfolk and Suffolk Local Skills Improvement Plan](#) led by Norfolk Chambers of Commerce. These have informed our priority sectors and the need for local collaboration to create pathways and skills opportunities to bridge known skills gaps, boost productivity and provide closer matches between current skills provision and employers' skills needs.
- The development of a County Deal for Norfolk and integration of the LEP into Norfolk County Council. This has informed the inclusion of the devolved AEB and strategic skills plan governance within the wider Norfolk Employment and Skills Board, which together with Norfolk Business and Investment Boards will be working together for the best interests of Norfolk. Additionally, new Norfolk specific policies will enable Norfolk to have more local control and influence, for example, the new Economic Strategy for Norfolk, which encompasses skills strategy development, LEP integration, strategic economic and infrastructure planning, is being developed alongside our SSP delivery plans.
- Current Norfolk policies and ongoing engagement with a range of stakeholders by sector and place to ensure a systems-wide approach and to encourage skills for now and for the future. We recognise that skills planning and provision is co-dependent upon collective approaches, so there is a need to inform and influence other factors that affect access to provision such as infrastructure, transport and digital access; plus to encourage local aspirations and identify pathways that encompass lifelong learning for all ages and stages of life.
- District level and place based policies and plans which encompass urban, rural and coastal areas and have differing priorities and needs.

We also recognise that there will be competing demands upon the limited adult education budget and are working with key partners to identify and agree how we can best maximise our current and future contribution and impact within the wider skills system.

Our commissioning priorities and delivery plans will be regularly reviewed so that we can continue to respond flexibly to evolving needs and to address evidenced short and longer term priorities. We will utilise data analysis, performance management, growth requests and future procurement rounds to continually evaluate our total funding allocations - taking into account feedback from key stakeholders, collective strategic priorities and the balance of our district area needs.

Local strategies, plans and evidence bases informing our priorities, approach and potential influence within the wider system include:

- [Norfolk and Suffolk Economic Strategy](#) to inform key sector and skills priorities.
- [Norfolk Investment Framework](#) to contribute towards the key grand challenge to create new opportunities for Norfolk's residents by increasing skills and labour market dynamism.
- [Norfolk Climate strategy](#) to help Norfolk to get equipped with the skills to harness net zero priorities and opportunities and establish the county as a sustainable tourism destination.
- [Norfolk Strategic Infrastructure Development Plan \(IDP\)](#) to make links to what is needed to help accelerate infrastructure delivery to support growth.
- [The Norfolk & Suffolk LSIP Report: Local Skills Improvement Plans \(LSIPs\)](#) to inform key skills priorities.
- [New Anglia LEP Local Skills Report](#) including sector priorities and future employment demands.
- [NCC Apprenticeship Strategy 2023-2025](#): Apprenticeships will be an attractive offer that young people and adults aspire to as a high quality and prestigious path to a successful career
- [Better Together for Norfolk](#) The county council plan for Norfolk focusing on inclusive growth, improving social mobility, investing in benefitting people's lives and delivering outcomes that will create the impetus for our future economic and social wellbeing.
- Norfolk District, Borough and City Local Plans
- [Local Transport Plan](#) which impacts upon access to skills.
- [Norfolk Rural Strategy](#), to help address the rural skills divide.
- [Flourishing in Norfolk: Children and Young People Partnership strategy](#) to help identify pathways, priorities and support so that young people are ready for education, training and/or employment.

Key Employment Sectors

Working with our skills providers, local businesses, colleges and universities, we aim to collectively deliver a more responsive adult skills programme for our employment growth sectors.

Identified within the Local Skills Report and Local Skills Improvement Plan, the Norfolk economy has a range of key and underpinning employment sectors which include:

- Advanced Manufacturing and Engineering
- Health & Social care
- Construction
- Creative Industries
- Financial, Insurance and Professional Services
- Life Sciences and Bio-Tech
- Visitor Economy

In supporting Norfolk's foundation employment sectors and those with projected growth opportunity, we anticipate AEB will make key interventions in the sector areas:

Clean Energy (Net Zero/Green Skills)

Norfolk has over 100 miles of coastline and is the epicentre of the world's largest market for offshore wind energy. Our energy sector has transformed Great Yarmouth and nearby Lowestoft into a major logistics and support centre serving clients in the North Sea and worldwide.

The current acceleration of demand around sustainable business practice and the drive to net zero is in those growth technologies around construction sustainability innovation, such as energy efficiency and structural design as well as the manufacturing and fitting of new technologies. It is essential that the county looks forward to understanding the increasing demand and how to maximise the employment & skills opportunity.

The New Anglia Local Skills Report identified that the clean energy sector has the potential for an increased volume of employment over the next decade with pay above the local median wage. In sector growth opportunities include offshore wind farms, solar energy generation and across residential and commercial retrofit.

HM Government's 10-point plan for a green industrial revolution provides additional context for Norfolk to engage with clean energy sectors and explore opportunities for increased green/de-carbonisation skills, ascertain higher technical requirements and drive job creation.

Agri-food

Norfolk has an advanced and nationally significant agri-food and drink sector, with globally renowned companies and a world-leading research base, at the forefront of global food and health research.

Norfolk is in an excellent position to increase value-added processing, exports and embed sustainable practices throughout the food chain. The significant employer drive for food chain automation, Brexit adjustment and food price/energy pressures, reflected within our Local Skills Improvement Plan and for priority focus.

The Local Skills Improvement Plan outlined substantial opportunity for workforce development in the sector, utilising the higher skills requirements of increasingly automated practices.

ICT and Digital

Norfolk has significant assets in emerging sectors such as creative digital where innovative, productive companies host thousands of well paid, knowledge-economy jobs.

The Digital & Creative sector is forecast to grow by 3% over the next 5 years both nationally and in the Eastern Region.

Data on job vacancies suggests that significant specialist skills requirements were advertised job vacancies in Norfolk in 2023 were digital-related (job vacancies for ‘programmers and software development professionals’, ‘web design and development professionals’ and ‘IT business analysts, architects and systems designers’ are especially prominent).

The sector depends on the mix of skills, as well as those which are highly specialist. Developing a mix of science, technology, engineering, art and design, maths and manufacturing, as well as softer skills are critical in supporting workforce growth.

Health & Social Care sector

Norfolk has substantial primary care presence, with large hospitals and teaching provision located in Norwich, King’s Lynn and Great Yarmouth, in addition to an increasing social care and health support network throughout the geography.

Norfolk’s largest employment sector, this sector is forecast to experience significant employment growth of 15,200 jobs by 2040 and already is Norfolk’s largest sector (59,000 employees). Projected to experience 53% GVA growth over this same period.

The sector has significant challenges in maintaining workforce levels and to scale recruitment requirements.

A significant contributor to Norfolk employment, the sector is a key foundation employer across all areas of the county, supporting significant opportunities from entry level to higher qualified and earning potential.

Norfolk: Challenges and Opportunities

Norfolk has a large and diverse economy. However, it faces challenges of low productivity and pay, linked to a range of issues, including a deficit of skills and increasing economic inactivity.

Despite progress in the County skills and employment levels, structural challenges remain which have been exacerbated by local and national economic uncertainty. These include:

- Skills miss-matches with skills shortages in some sectors, but also within geographic and demographic communities where individuals struggle to access opportunities.
- Wage and occupational inequality and lack of progression in work.
- Growing polarisation between higher and lower skilled occupations.
- Geographical inequalities, including health and wellbeing, and profound in some areas of skills deprivation.

In supporting key infrastructure projects across the region over the next 15 years, we estimate that over 45,000 jobs will be required in the Energy, Construction and Advanced manufacturing sectors alone. Post-16 research indicates that providers are already experiencing excess demand for courses relating to these sectors and that certain courses are severely oversubscribed.

In addition to upskilling the talent available for Norfolk employers, we recognise the requirement to maximise such inward investment opportunities for the County, attracting new employers with the offer of a progressive and future focussed workforce.

Norfolk supports the ambitious goal to be net zero carbon by 2050. To achieve this target a further 40,000 total retrofit jobs are projected to be required across green skilled sectors, with such roles currently making up less than 1% of our workforce. This represents a significant opportunity for our residents to upskill and retrain towards the higher paid and technical roles in these sectors, supporting the local growth and employment opportunities.

The speed of Digital transformation is a particular challenge across County employers and residents, in terms of both workforce upskilling and entering employment. Digital skills are now essential to participate in many aspects of society and support business growth, with the high proportions of lower skilled Norfolk residents particularly at risk of being left behind.

Deprivation and Adult skills

Norfolk has pockets of geographic deprivation and in certain wards of the County, amongst the highest in the Country. These high levels of deprivation are negatively associated with many outcomes such as life expectancy, educational attainment, wellbeing, and physical & mental health.

Across Norfolk several Lower Super Output Areas (area localities) are identified within the 10% most deprived in England, these indicate the lack of educational attainment and skills in the local population and of all deprivation domains. In terms of educational (skills) deprivation Norfolk is ranked the lowest of all deprivation domains, with a rank of 34 amongst 151 authorities.

Residents in these areas have reduced social mobility, fewer options for better paid work and less opportunity to reach their potential. Adult Skills, through AEB provision will place a focus on supporting outcomes in these localities.

Norfolk rank by index of multiple deprivation domain, 2019.

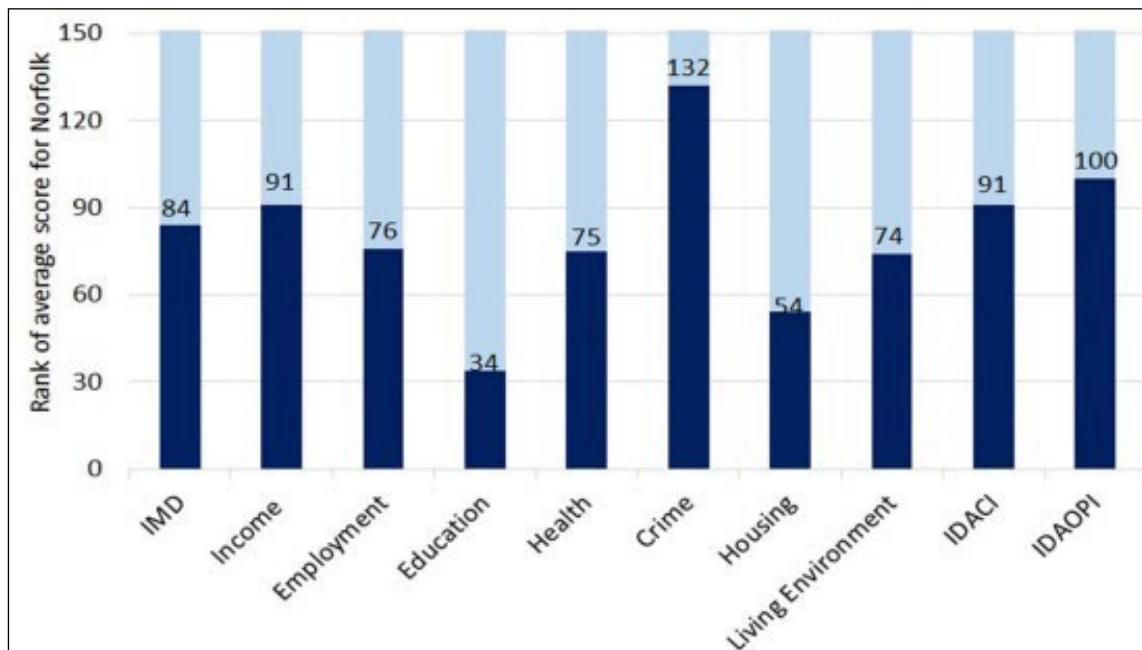
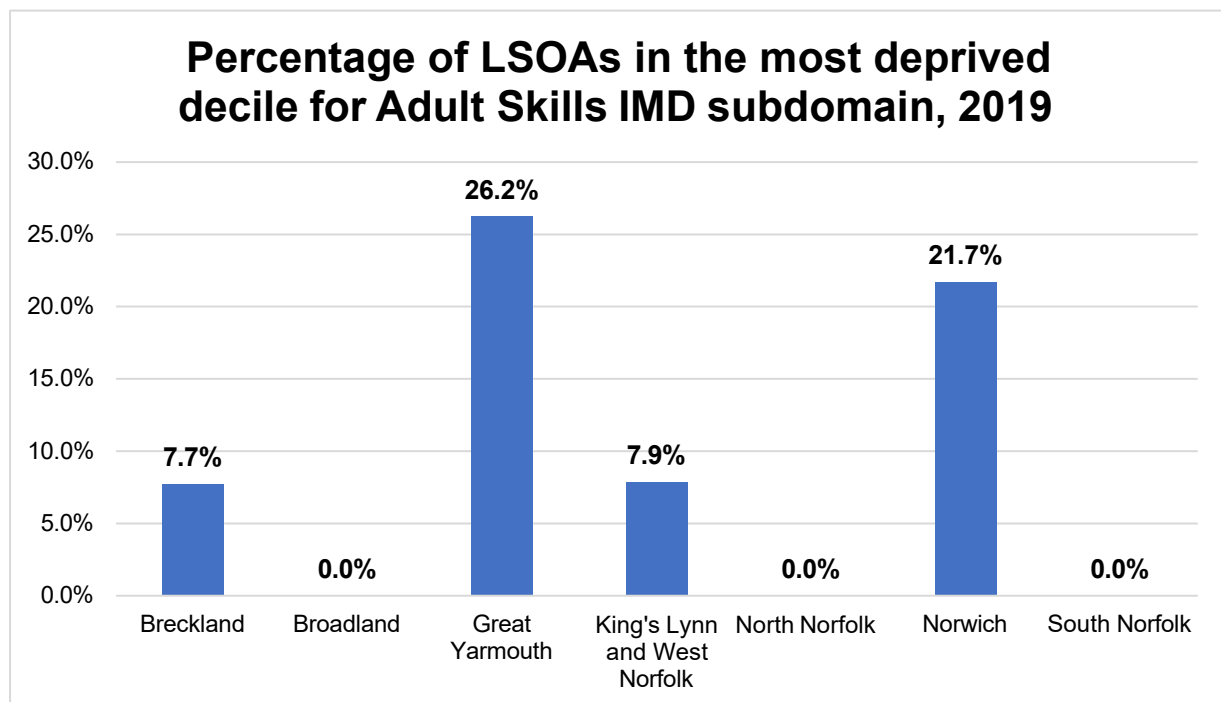


Figure 1: Norfolk rank for each domain of the indices of multiple deprivation, 2019. Rank of 1 indicates the most deprived upper tier local authority, relatively, while rank 151 indicates the least.



Broadland, North Norfolk, and South Norfolk have no LSOAs within the most deprived 10% nationally for Adult Skills. However, the remaining 4 Norfolk districts have proportions that are above the East of England average (5%)⁷, with Great Yarmouth the only district within the East of England to have a proportion higher than 25%. Over a quarter of Great Yarmouth’s LSOAs fall within the most deprived 10%, nationally, for Adult Skills.

⁷ [IMD - Adult Skills Sub-domain - proportion of LSOAs in most deprived 10% nationally in Breckland | LG Inform \(local.gov.uk\)](https://www.local.gov.uk)

Norfolk Earnings

Defined as a low-wage, low-skills economy the working population of the county has seen a 6.8% increase over the last decade. This context drives the tangible need for better employment opportunities with training pathways for employees, raising our workforce skill levels and the associated increase in earnings.

Annual earnings in Norfolk remain relatively low with median gross pay of £25,860. This figure compares unfavourably with the equivalent for East region £28,836 and England £28,000

While all Norfolk areas showed earning growth in the latest year, the largest rate of 17.4% was Great Yarmouth, increasing from £22,283 in 2021 to £26,164 in 2022. The growth rate within Norfolk of 6.4% was lower than that experienced nationally and regionally, 6.8% and 7.4% respectively.

Annual median gross pay for residents, 2022

Area	Median gross annual pay (£)	Annual percentage change (%)
Breckland	24,659	2.1
Broadland	27,028	9.1
Great Yarmouth	26,164	17.4
King's Lynn & West Norfolk	24,778	9.5
North Norfolk	23,864	4.8
Norwich	25,802	2.5
South Norfolk	26,654	0.3
Norfolk	25,860	6.4
East of England	28,836	7.4
England	28,000	6.8

Source: Annual Survey of Hours and Earnings (ASHE), ONS

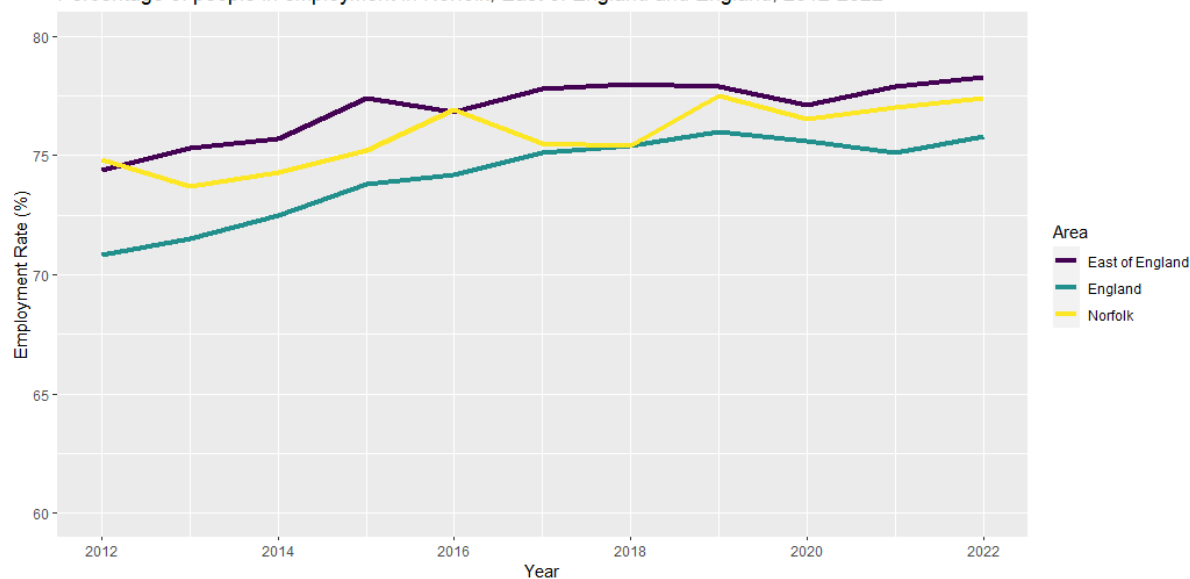
Employment

Norfolk's employment levels are amongst the best in the county, but skill levels and productivity remain below average. Over this previous 10-year period, the county's employment rates have been above those of England, but below those of East of England, with employment rates in steady rise towards pre-pandemic levels.

However, certain geographies still reside below the national employment level, particularly areas of higher deprivation, which indicates barriers into work, including lower jobs density levels and reinforces the importance of job creation, as well as training, as an important component of up-skilling in these areas.

FIGURE 2: EMPLOYMENT RATES IN NORFOLK, EAST OF ENGLAND AND ENGLAND FROM 2012 TO 2022.

Percentage of people in employment in Norfolk, East of England and England, 2012-2022



Source: ONS annual population survey, from NOMIS

Employment rates of residents, 2022

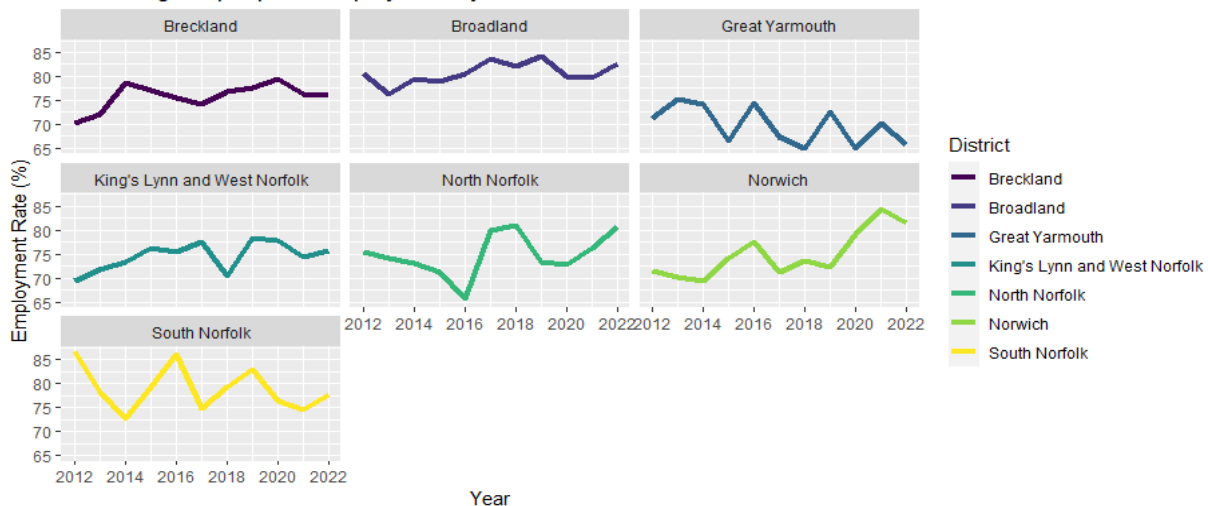
Area	Employment Rate (%)	Annual Percentage Change (%)
Breckland	76.0	-0.4
Broadland	82.6	3.6
Great Yarmouth	65.9	-6.3
King's Lynn & West Norfolk	75.6	1.7
North Norfolk	80.6	5.8
Norwich	81.5	-3.3
South Norfolk	77.7	4.3
Norfolk	77.4	0.5
East of England	78.3	0.5
England	75.8	0.9

Source: ONS Annual Population Survey, NOMIS

Employment rates are variable across district boundaries, with the Great Yarmouth level consistently below that of the rest of Norfolk. All districts, with the exception of Great Yarmouth and Norwich, have shown an upwards or constant trend in employment rate, though Norwich's most recent decline is following two years of considerable increase.

FIGURE 3: EMPLOYMENT RATES FOR EACH NORFOLK DISTRICT, FROM 2012 TO 2022

Percentage of people in employment by Norfolk district, 2012-2022



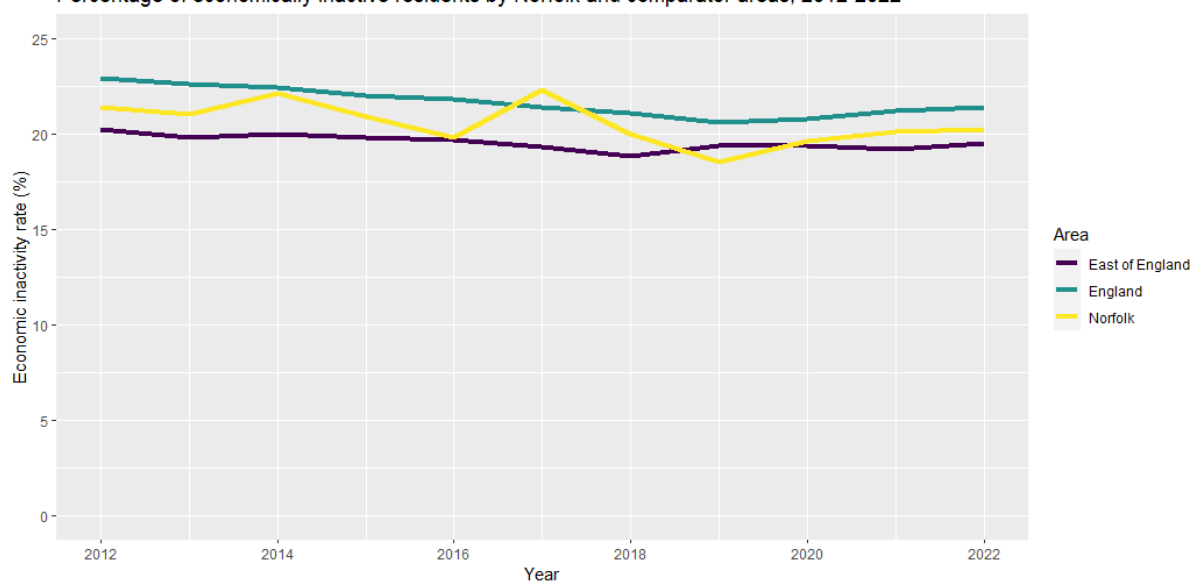
Source: ONS annual population survey, from NOMIS

Economic Inactivity

In the 12 months to March 2022, 20.2% of the working age population in Norfolk were economically inactive compared to 21.4% in England. Since 2020 the county inactivity rate has risen above that of the East of England rate of 19.5%

FIGURE 4: ECONOMIC INACTIVITY RATES FOR NORFOLK, EAST OF ENGLAND, AND ENGLAND; FROM 2012 TO 2022

Percentage of economically inactive residents by Norfolk and comparator areas, 2012-2022

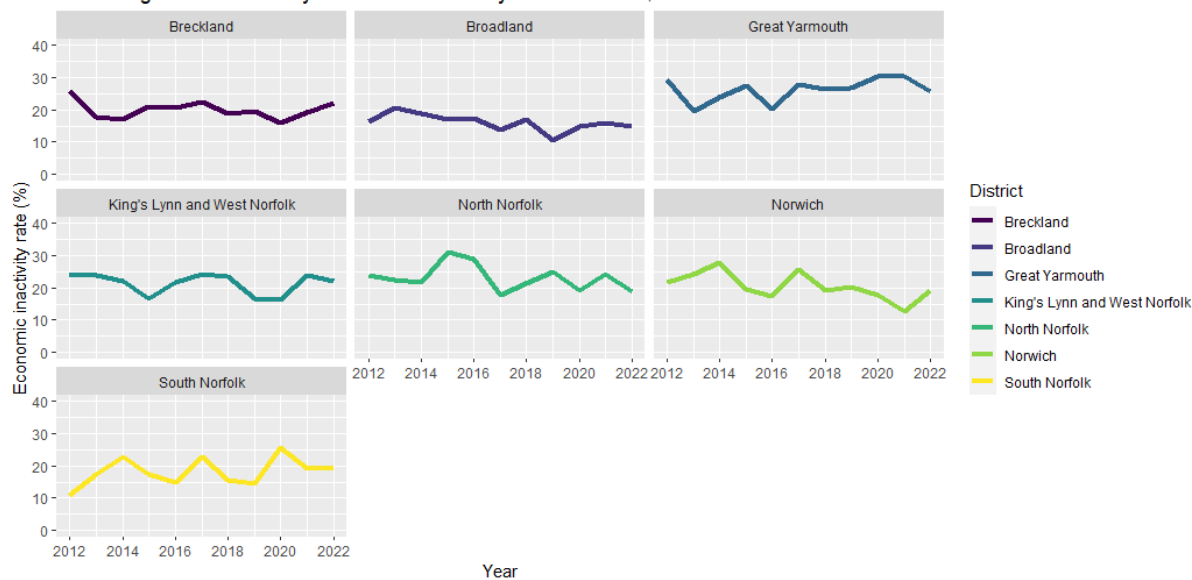


Source: ONS annual population survey, from NOMIS

Most Norfolk districts have a relatively constant overarching trend in economic inactivity, with Great Yarmouth having the highest rates consistently since 2012. Norwich and Breckland economic inactivity rates have seen a marked increase since 2021.

FIGURE 5: ECONOMIC INACTIVITY RATES FOR EACH NORFOLK DISTRICT, FROM 2012 TO 2022

Percentage of economically inactive residents by Norfolk district, 2012-2022



Source: ONS annual population survey, from NOMIS

Percentage of economically inactive residents, 2022

Area	Economic inactivity rate (%)	Annual percentage change (%)
Breckland	22.0	14.6
Broadland	14.8	-7.5
Great Yarmouth	25.7	-15.5
King's Lynn & West Norfolk	22.1	-7.9
North Norfolk	19.0	-22.1
Norwich	19.1	51.6
South Norfolk	19.2	0
Norfolk	20.2	0.5
East of England	19.5	1.6
England	21.4	0.9

Source: ONS Annual Population Survey, NOMIS

Resident Skills and qualification levels

The Norfolk population is lower skilled by both regional and national comparison.

The County has a mixed skills base with 182,400 (33.1%) of the working age population qualified to level 4+ compared to the national average of 43.2%

7% of the Norfolk population have no qualifications or have achieved only at NVQ level 1. ⁸ This is the 3rd highest non-qualified percentage of population in the East region and 2nd largest resident cohort at 36, 500 residents (Essex highest at 43,900 residents). The proportion of residents holding no qualifications is highest in Great Yarmouth (11%) compared to a much lower level in South Norfolk (4%). These rates compare to 6% in the East of England and 6% in England.

A large skills inequality exists across the Norfolk geography, with large variation in skills and qualifications attainment from one district to another. While 47% of residents in South Norfolk hold degree level qualifications, only 18% hold the equivalent in Great Yarmouth. This compares to 39% in the East of England and 43% in England.

Norfolk also has lower proportions of people with NVQ1, NVQ2 and NVQ3 level qualifications than regional and national averages, as the highest qualification held:

NVQ level	Norfolk		East of England		England	
	Count	%	Count	%	Count	%
NVQ4+	182,400	33.1	1,484,300	39.6	14,886,100	43.2
NVQ3+	292,800	56.6	2,189,500	58.2	21,296,900	61.4
NVQ2+	390,400	75.4	2,906,000	76.7	27,158,800	78.1
no qualifications (NVQ)	35,100	7.0	210,400	5.8	2,153,900	6.4

The rate of participation of young people in higher education in Norfolk is also below average. Norfolk has an average POLAR4 quintile score of 2.3 which is lower than the East of England (3.0) and England (3.1) averages, the rate of higher education participation is particularly low in Great Yarmouth (1.5) and King's Lynn and West Norfolk (1.7).

⁸ ONS, Annual Population Survey

⁸ POLAR4 Quintile score

Workforce Skill levels

The Norfolk workforce is lower qualified compared to both regional and national averages in two key qualification measures.

- Level 4+ qualification and entry to higher technical and managerial roles, 31.91% of the Norfolk workforce holding this level of qualification compared to 42.01% nationally.
- No qualification of level one achievement. In this measure 11.35% of the Norfolk workforce have a level one qualification as the highest qualification held, compared to 9.06% nationally.

In the context of the digitalisation, automation and higher skill demands of the Norfolk economy, these are significant drivers in the delivery of AEB in raising access to initial learning and increasing pathways to higher skilled levels.

Annual median Gross	Composite index score	LA rank by Score (1-337)	Proportion of Workforce						
			No quals (%)	Level 1 (%)	Level 2 (%)	Apprenticeship (%)	Level 3 (%)	Level 4+ (%)	Other (%)
Norwich	2.8407	132	9.23%	9.09%	12.72%	4.03%	19.96%	42.97%	2.00%
South Norfolk	2.8156	152	7.29%	9.58%	15.70%	5.27%	21.89%	38.60%	1.67%
Broadland	2.7263	211	7.11%	10.77%	17.35%	6.29%	23.75%	33.26%	1.47%
North Norfolk	2.5872	285	9.45%	12.12%	17.86%	6.25%	22.57%	29.92%	1.85%
King's Lynn and West Norfolk	2.4959	314	11.73%	12.42%	17.35%	5.79%	21.88%	28.26%	2.56%
Breckland	2.4859	316	11.83%	12.24%	17.67%	6.28%	22.02%	27.49%	2.46%
Great Yarmouth	2.3593	329	13.70%	13.27%	18.22%	6.64%	21.88%	23.56%	2.72%
Norfolk			10.04%	11.35%				31.91%	
East of England	2.7519	-	9.00%	10.31%	15.09%	4.90%	20.18%	38.42%	2.09%
England	2.8313	-	8.94%	9.06%	13.59%	4.65%	19.72%	42.01%	2.55%

ONS Qualification Census 2023

This is reflected in the increasing demand and employment opportunities for higher skill levels. Since January 2017 the county, in line with national trend has seen an increasing demand for higher education levels across job (vacancy) postings, particularly at levels 3 & 4+.

Demand for skills and talent in Norfolk is strong, with local employers advertising approximately 254,569 vacancies in 2021 and 289,812 vacancies in 2023 and seeking employees with skills through from Entry Level to Post-Graduate Level (Level 7).

Some sectors such as health and social care, had skills shortages before the pandemic which have since increased, while other sectors such as hospitality and tourism, agriculture and logistics, have been particularly impacted by the loss of EU workers and employees transitioning to other sectors.

Skill levels within the Norfolk workforce evidence the need to utilise AEB in the driving the achievement of higher technical qualifications, raising progression and earning potential within the county's business base.

Allocation and Data

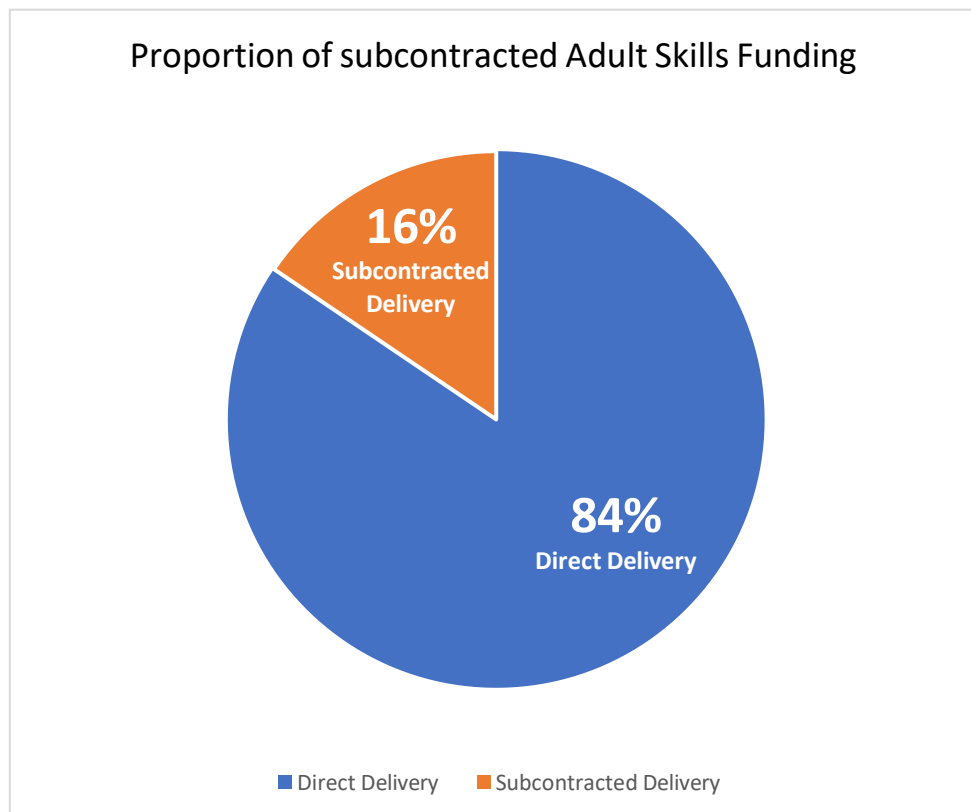
NCC's indicative devolved AEB will be approximately £12.3 million. This is based on the 2017/18 data. HM Government have used academic year 2017/18 as the baseline for all devolved combined authorities as this is the most recent year where a full data set is available and using this as a baseline will provide stability across devolved and non-devolved participation budgets.

Analysis of the academic year 2022/23

In preparing for the implementation of the AEB from August 2025, we have undertaken robust analysis of the most recent 2022/23 full year data including a review of the provider base delivering provision to Norfolk residents, funding allocations and what skills and qualifications are currently being delivered.

Funding Allocation

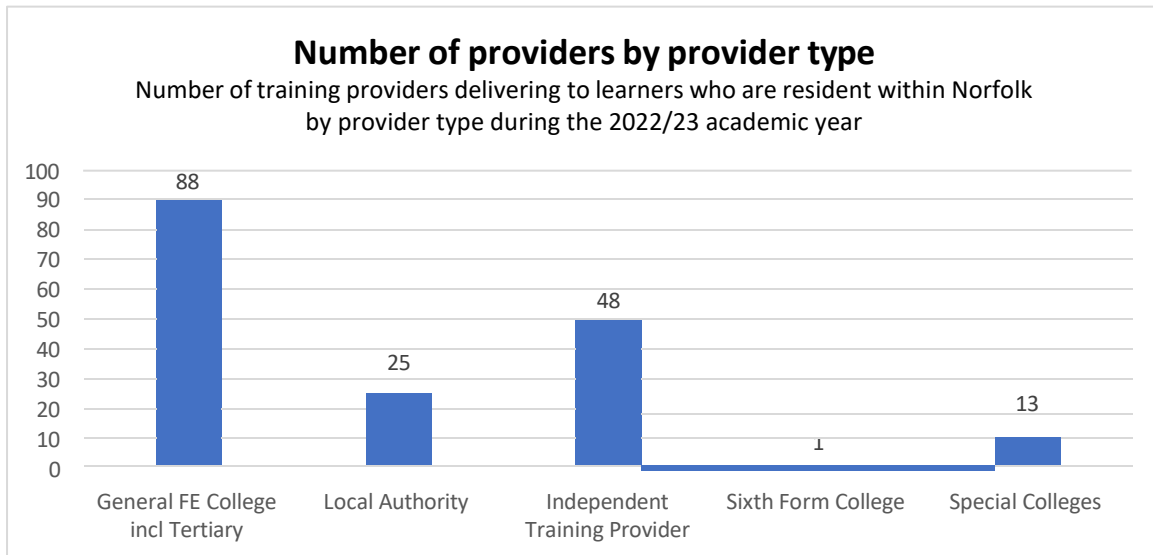
During the 2022/23 academic 84% of Adult Skills funding was delivered directly by training providers, whereas 16% was subcontracted to other providers. This equated to 88% of learners supported by grant allocated and contracted providers (12,497) with 12% learning through subcontracted delivery (1726).



ESFA Localities Data Cube Analysis on the Individual Learner Record for Norfolk Combined Authority

Provider Base

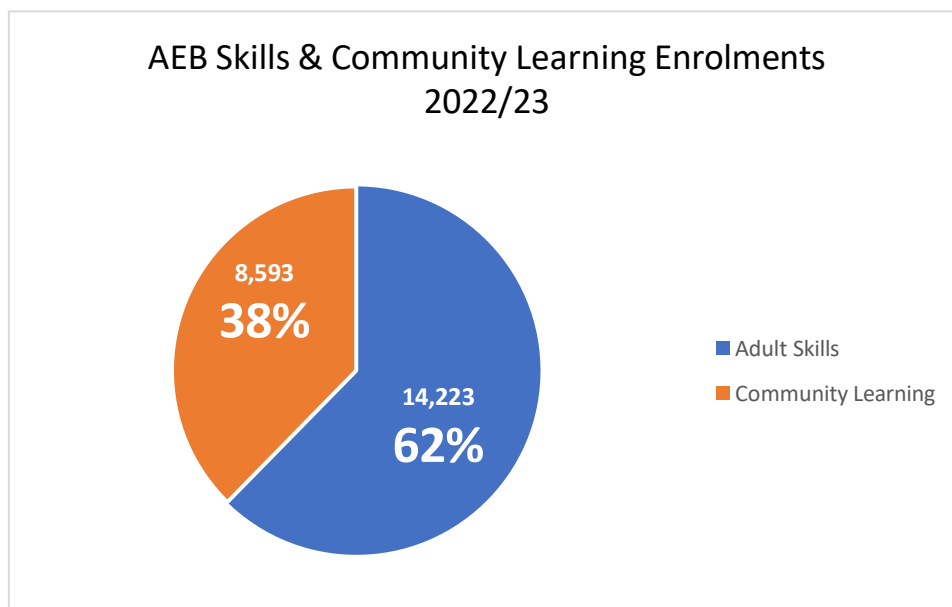
A significant number of providers delivered to learners in Norfolk within the Adult Skills and Community Learning provision, many located nationally. During the 2022/23 academic year, 175 training providers trained Norfolk residents, with 88 of those being FE colleges located nationally.



Funding allocations to providers for the Adult Skills provision ranged from less than £100 to over £1.9m, with around 62% of total funds going to further education colleges, 24% to local authorities and 13% to independent providers.

Enrolments

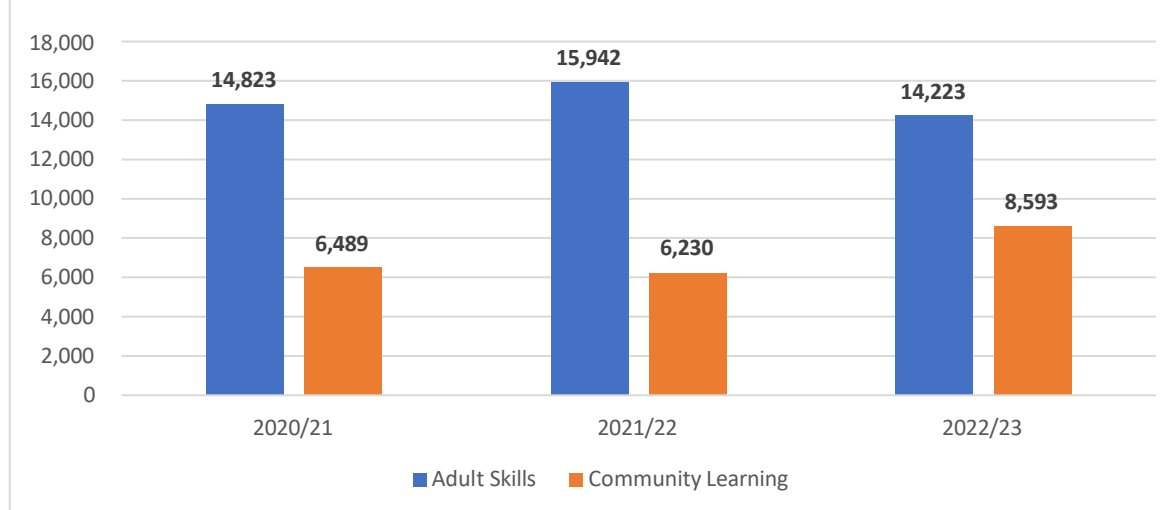
During the 2022/23 academic year there were a total of 14,223 AEB enrolments of Norfolk based residents. Adult Skills learning accounted for 62% of the enrolments within Norfolk, with Community Learning the remaining 38%.



The proportion of enrolments within the Community Learning provision has increased over the past three years, rising from 6,489 enrolments during the 2020/21 academic year to 8,593 during 2022/23, with enrolments within the Adult Skills provision falling in the latest year from 15,942 to 14,223.

Number of enrolments by funding model and year, 2020/21 - 2022/23

NUMBER OF ENROLMENTS WITHIN THE ADULT SKILLS AND COMMUNITY LEARNING PROVISIONS DURING THE PAST THREE ACADEMIC YEARS.



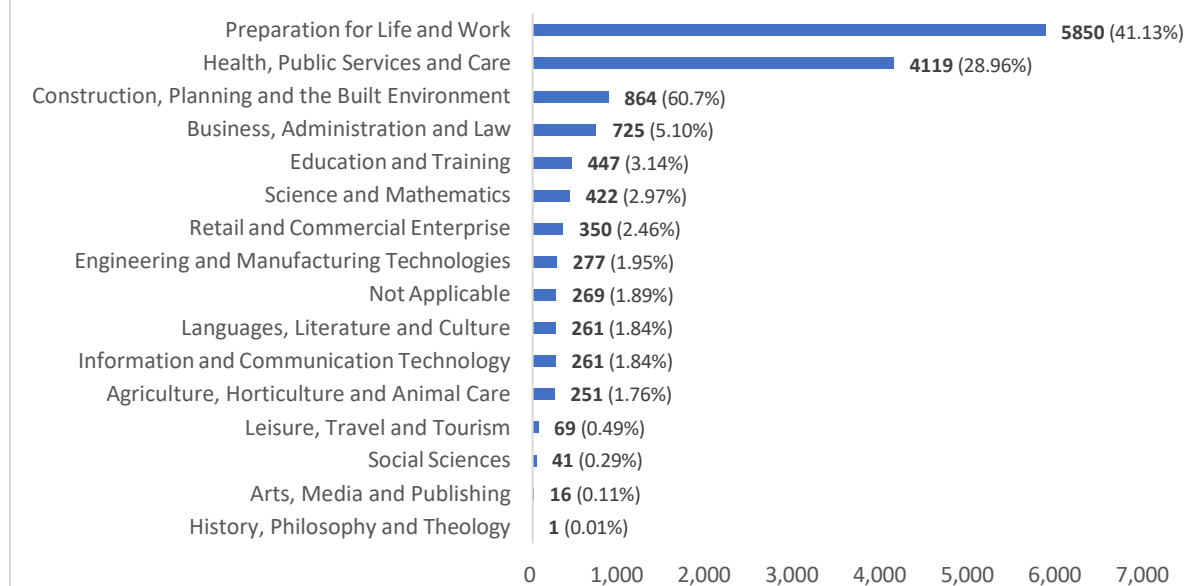
Enrolments by Subject Sector Area

In 2022/23 “Preparation for Life and Work” accounted for the highest proportion of enrolments at 41.13%, or 5,850 learners, with the second largest share within the “Health, Public Services and Care” sector at 28.96%, or 4,119 learners.

All remaining sectors have a 6% or less share of the overall enrolments within Norfolk, with between 1 learner within “History, Philosophy and Theology” and 864 within “Construction, Planning and the Built Environment”.

Enrolments by sector subject area, 2022/23

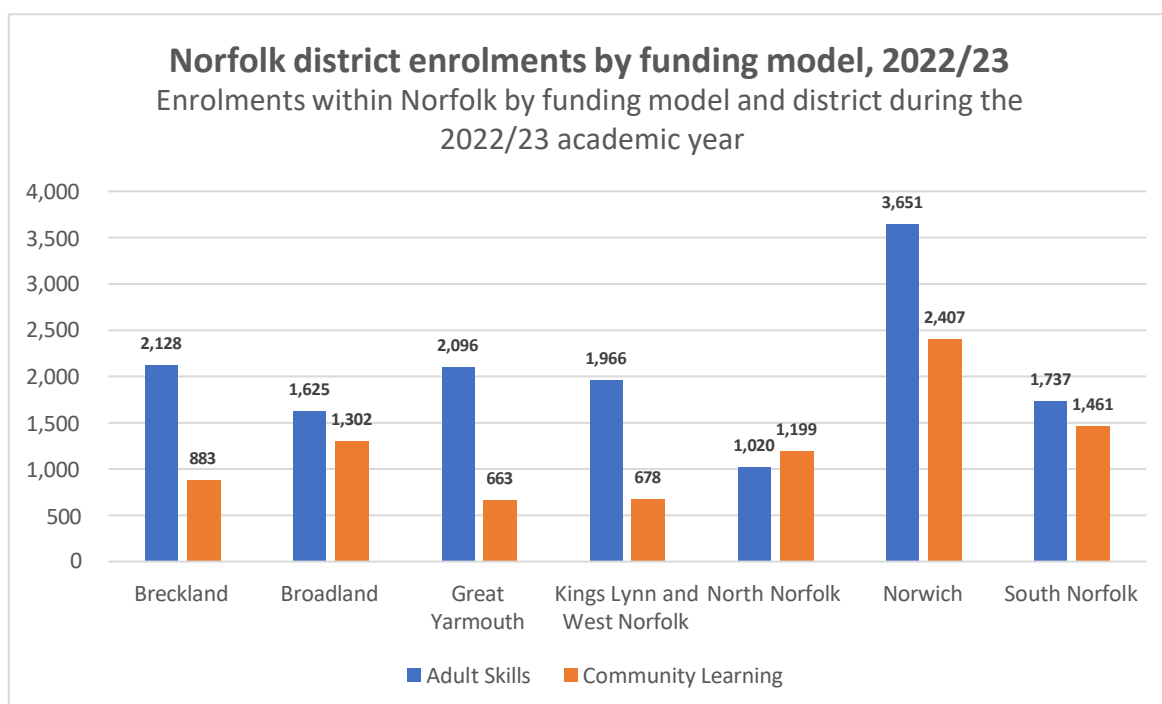
Enrolments within Norfolk by sector subject area during the 2022/23 academic year



Enrolments by district

Of total enrolments, Norwich has the highest total enrolments across both provisions, at 6,058 and North Norfolk the lowest at 2,219.

Adults Skills contributes a larger proportion of enrolments than Community Learning across most districts, with this being the most pronounced within Great Yarmouth where 76% of enrolments are within Adult Skills. However, within North Norfolk, the number of enrolments within the Community Learning provision was more than that of Adult Skills (1,199 compared to 1,020 respectively). The highest number of Community Learning enrolments was within Norwich, where 2,407 learners enrolled, representing a 40% share of total enrolments within Norwich.

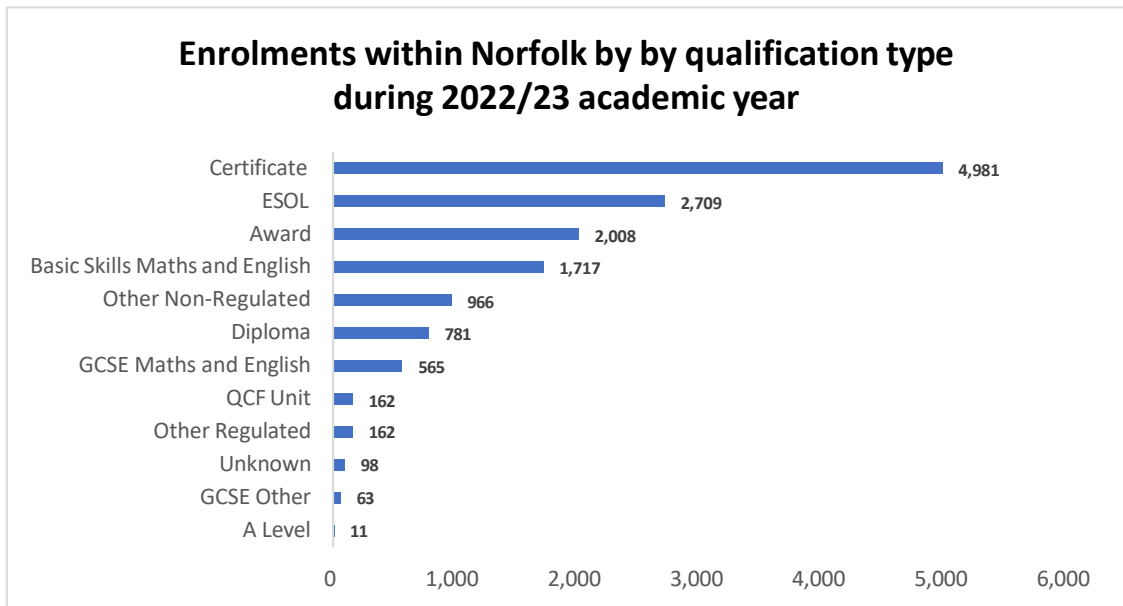


Enrolments by level and Qualification Type

The majority of the learning funded through AEB for Norfolk residents is in low level and non-technical areas.

The largest proportion of enrolments were with at below level 2 at 51.33%, or 7301, below level 2 at 44.13%, or 6277, and level 3 at 4.04%, or 575 learners. The unassigned level (representing some of the Community Learning enrolments) were at 0.49%, or 70 learners.

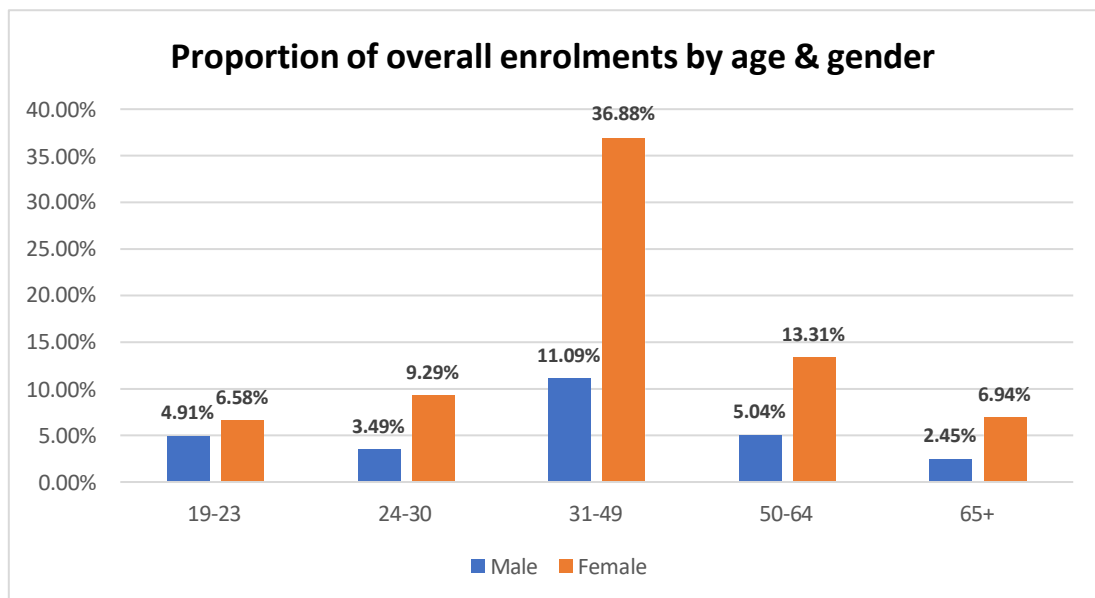
A significant proportion (35.02%) are “Certificate” which are accounted for within the AEB provision. “English for Speakers of other Languages” accounts for 19.05% of enrolments, with Award qualifications at 14.12% and “Basic Skills Maths and English” at 12.07%.



Enrolments by age & gender

73% of enrolments during 2022/23 were female; in terms of age range the 31-49 age group has the highest proportion of enrolments across both male and female learners at 36.88% and 11.09% respectively.

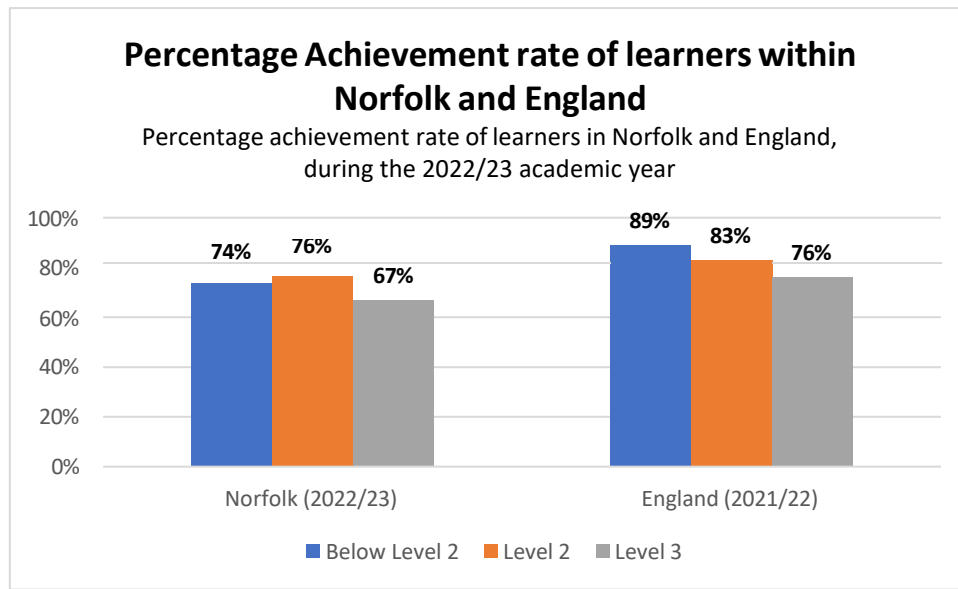
The 65+ age bracket showed the lowest proportion of learners for males at 2.45% with 19-23 the lowest age bracket for females at 6.58%. All age groups showed a higher proportion of females to males with this being the most pronounced within the 31-49 age bracket. The only group showing a relatively equal split was 19-23 with 4.91% for males and 6.58% for females.



Achievements & Outcomes

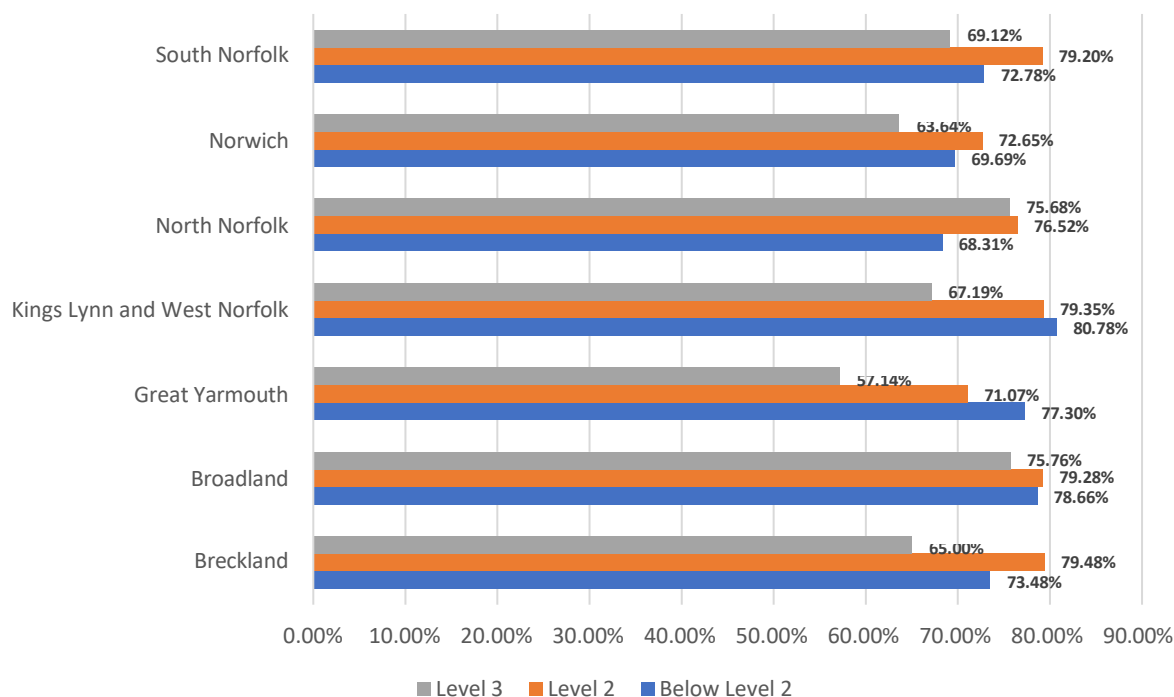
AEB delivery in Norfolk indicates a lower achievement rate across all levels relative to the national average, particularly below level 2 where Norfolk is at 74% compared to 89% nationally ⁹.

In Norfolk, level 2 has the highest achievement rate, followed by below level 2 and level 3 qualifications. Meanwhile at national level, below level 2 qualifications have the highest achievement rate followed by level 2 and level 3 qualifications.



AEB outcomes fluctuate substantially across Norfolk delivery. Great Yarmouth has the lowest average achievement rate across all levels, with 57% at level 3 and 71% at level 2. North Norfolk has the lowest achievement rate of 69% in 'below level 2' qualification. King's Lynn and West Norfolk has the highest achievement rate of 81% at below level 2. Broadland has the highest achievement rate in level 2 and level 3 qualifications, with a rate of 79% and 76% respectively.

PERCENTAGE ACHIEVEMENT RATE OF LEARNERS IN NORFOLK'S DISTRICTS WITHIN THE ADULT SKILLS AND COMMUNITY LEARNING PROVISION, DURING THE 2022/23 ACADEMIC YEAR.



Participation and achievements within Norfolk, the East of England and England during the 2022/23 year ¹⁰

	AEB Delivery 2022/23		
	Participation	Achievement	Achievement Rate
Breckland	1,530	1,100	72%
Broadland	1,230	880	72%
Great Yarmouth	1,400	1,030	74%
King's Lynn and West Norfolk	1,590	1,180	74%
North Norfolk	820	580	71%
Norwich	2,350	1,630	69%
South Norfolk	1,390	1,030	74%
Norfolk	10,310	7,420	72%
East of England	77,760	57,630	74%
England	953,840	745,550	78%

An inconsistent trend exists across all districts when comparing the achievement rate across levels: for example, North Norfolk shows the highest achievement rate in level 3, and the lowest in below

level 2, whereas other districts tend to have a relatively lower achievement rate at level 3, and higher at level 2.

Norfolk is below the regional and national average achievement rates at 72% compared to 74% and 78% respectively. Moreover, North Norfolk and Norwich have achievement rates lower than the county average at 71% and 69% respectively. Great Yarmouth, King's Lynn and West Norfolk, and South Norfolk all have higher achievement rates at 74% which is equal to the regional average for the same period.

Strategic Approach for the Adult Education Budget

In the initial year 2025/26, NCC's strategic approach to devolved AEB is informed by assessment of the full academic year data (2022/23) and the skills priorities identified through evidenced based approach of the County's resident & workforce requirements.

This evidence base contains a number of key messages in relation to the labour market and business demand and the demographics of the County's population which NCC is seeking to respond to. It will continue to be informed through engagement with stakeholders, providers and the broader skills landscape.

The principle purpose of the AEB is to engage adults and provide them with the skills needed for entering and sustaining better paid work. We aim for AEB to be available to all people in our county regardless of circumstances, however, we recognise that there are defined barriers that need addressing, for example, amongst economically inactive residents who have no qualifications and unable to enter the labour market or those in employment whose low skills prevent their progressing to higher paid opportunities.

Our economic forecasts suggest a continued shift towards a high skilled economy, driving the need to create learning pathways into sustainable employment for our residents by providing the right training opportunities. A range of softer skills such as communication, numeracy, literacy and interpersonal skills, continue to be highly demanded by employers and will continue to form a key part of our adult education offer.

Norfolk's adult education provision seeks to enable the objectives outlined below through the active engagement of our priority residents and the effective programmes of study to support them to progress. It is recognised as a key and integrated component of NCC's portfolio of initiatives to support our residents into pathway that secures good jobs and progressive training opportunities.

AEB delivery will support key elements with the Norfolk Economic Strategy, the emerging NCC Skills Strategy and play a central role in NCC's economic growth agenda.

The devolved Adult Education Budget will enable us to:

- Establish a strategic partnership with providers and stakeholders, able to collaborate with a specific place-based focus on Norfolk's skills needs.
- Develop and commission delivery of a local offer with the agility to respond to employer demand.
- Focus provision and learner support to areas of high skills deprivation, supporting the social mobility of residents in these areas.
- Focus skills provision on key Norfolk industry sectors, supporting growth and inward investment opportunity.
- Establish joint working protocols across post-16 skills activity, bringing clarity on devolved and non-devolved funding and ensuring complementary provision.

Devolved AEB Flexibilities.

Devolved AEB provides an opportunity to make commissioning decisions based upon local need. This enables NCC to utilise evidence from residents and businesses in the design and delivering of provision, tailoring contracted learner outcomes and funding rates according to our county's skills objectives.

Throughout future delivery and in line with the strength of evidenced rationale, we anticipate utilising these flexibilities fully, targeting and both unemployed and working cohorts where priority is indicated.

Development of Norfolk AEB over this initial Strategic Skills Plan period includes the requirement to build and continually inform the evidence base for adopting local flexibilities. This includes the close working with internal colleagues, providers and key stakeholders from across the Norfolk Skills System.

Whilst building evidence and rationale for further flexibilities and to maintain the important stability in the system, NCC will:

- Align devolved AEB with the current ESFA funding eligibilities and rates, in line with national funding policies, and **continue to deliver the statutory entitlements** in line with national funding arrangements and requirements.

The Adult Education Budget includes support for 4 statutory requirements, offering fully funded learning to eligible adult learners.

- English and maths, up to and including level 2, for individuals aged 19 and over, who have not previously attained a GCSE grade 4 (C), or higher, and/or
 - First full qualification at level 2 for individuals aged 19 to 23
 - First full qualification at level 3 for individuals aged 19 to 23
 - Essential digital skills qualifications, up to and including level 1, for individuals aged 19 and over, who have digital skills assessed at below level 1
-
- **Provide full funding for eligible learners.**
 - 24+ who are unemployed – if one or more of the following apply: Employment and Support Allowance; Universal Credit; Jobseekers Allowance including those receiving National Insurance Credits only.
 - English for speakers of other languages (ESOL) if unemployed, co-funded if employed.
 - Learning aims up to and including Level 2 if the resident is unemployed and has already achieved a First Full Level 2 or above.

Throughout AEB implementation period NCC will assess the evidence base, rationale and projected impact of a range of flexibilities, which include:

- Funding uplift for learners within the most deprived Norfolk postcodes.
- Funding for certain teacher/tutor training pathways.
- Fuller Funding for adults who earn less than the 'real' living wage (low wage subsidy).
- Fully funded First Level 2 and 3 qualifications for all adults.
- A second Level 3 qualification offer for unemployed or economically inactive to reskill and enter a growth or foundational sector in Norfolk or for employed learners reskilling.
- The Norfolk Youth Offer - additional funding for 19-24 year old Entitlement for Enrichment activities that support progression and personal development.
- Care Leavers aged 19-22 – Bursary and extended offer.
- Support for Veterans – Funding for veterans and families.
- Funding for residents with additional barriers to work through mental/physical health or substance misuse challenges.

Following feasibility assessment, NCC may make provision for pilot activity in the delivery of flexibilities which may include the trialling new of payment models, rates and eligibility for specified activity, pilot niche provision or delivery models, and scale up existing activity for cohorts of priority learners/employment sectors.

The detail and definition of such activity will be set out in full within NCC's performance management and funding rules.

Strategic Priorities

The priorities for devolved AEB will reinforce delivery toward the four Norfolk Strategic Skills Aims and embedded within the Norfolk Economic Strategy.

NORFOLK SKILLS PRIORITY: Inspire life-long learning and workforce training.

Theme 1: Upskilling our workforce to improve business productivity, increase earnings and grow the economy.

Theme 2: Supporting the out of work & low qualified into the labour market, to drive social mobility.

Theme 3: Closing labour market gaps and workforce supply within Norfolk's main employment and growth sectors, serving the social & infrastructural needs of the county.

NORFOLK SKILLS PRIORITY: Build the talent and supply of appropriately skilled new entrants to the workforce.

Theme 1: Aspiring to education excellence and an agile skills system.

Theme 2: A vibrant & productive future workforce, with well-developed transferable & work-ready skills

NORFOLK SKILLS PRIORITY: Equip and future-proof the Norfolk Workforce to take full advantage of digital and emerging green technologies and innovation.

Theme 1: Increasing achievements in our digital and STEM skills.

Theme 2: Developing Green Skills provision in line with requirements demands to meet Net-Zero

NORFOLK SKILLS AIM: Supporting collaboration, efficiency and skills system leadership

Theme 1: Industry engagement in provision and delivery.

Theme 2: Improving skills system functionality and leadership.

Theme 3: Working with providers to increase the breadth and volume of learning opportunities to Norfolk residents.

These aims have been identified as the committed steps towards achieving the long-term strategic skills aspirations of the County. Success towards these aims is considered in both short & long-term context, recognising that areas of success may be generational in nature.

NCC's Strategic aims in the adoption of devolved AEB include:

- Closing the gap between national and local productivity levels, significantly increasing our contribution to the UK economy.
- Closing the gap between national and local L4+ attainment
- Closing the gap between national and local skill levels for residents who are low qualified (non-qualified or at level one only).
- Growing a local skills infrastructure, more closely aligned to local business need.
- Reducing recruitment challenges and recruitment "lag" in key sectors.

Objectives in the Devolved delivery of the Adult Skills Fund

We have identified five objectives through which to target Norfolk AEB delivery. These form the initial objectives for the academic year 2025 -2026 and will focus provision towards supporting different entry and further progression routes.

Objective 1:

Support engagement and entry into learning opportunity for disadvantaged residents, providing focus on areas and cohorts of skills deprivation.

Engagement Provision

This provision is Intended to support residents facing various forms of disadvantage or with low levels of prior attainment to re-engage in education and towards a desirable destination. These destination outcomes will include Improved health & wellbeing, independent living, employment or further/higher education.

Objective 2:

Support the unemployed, economically inactive and NEET (aged 19-24) towards employment.

Employability Provision

Employability provision is intended to equip unemployed residents with the knowledge, skills and experience they need to secure employment. The majority of learners benefitting from employability provision will be either unemployed or economically inactive.

Objective 3 – Support workforce skill levels across key economic sectors.

Skills for Work

Skills for Work provision is primarily intended to support residents who are employed but require additional support in order to secure 'better' employment. Resident outcomes will include more sustainable employment, higher skills and higher salary potential upon leaving learning. This provision may also support individuals who are unemployed but deemed to be very close to becoming work-ready and need only specific skills or qualifications to secure a job.

Objective 4 – Develop learner pathways towards higher achievement levels.

Learning for Personal Development

This provision intended equip residents with the skills required to progress within their career, retrain to change career and/or secure better employment. This will also include enrolments

undertaken for personal reasons (including learning for learning's sake), which may provide access to Higher Education in funded or co-funded nature.

Objective 5 – Develop flexible and responsive training methods, supporting employers to upskill in line with business need.

Response to Workforce Need (Higher Skills in Work)

This provision aims to improve business resilience by identifying and delivering the skills needed in the immediate and future. Responsive provision is allocated to meet the dynamic needs of the Norfolk workforce, commissioned and utilised in areas where training intervention is identified to meet employer demand or in support of inward investment opportunity.

The diagram below summarises Adult Education Budget objectives and alignment with NCC strategic skills priorities:

NCC Strategic Priorities	AEB Objectives
<p>Inspire life-long learning and workforce training.</p>	<p>Support the unemployed, economically inactive and NEET (aged 19-24) towards employment.</p> <p>Support workforce skill levels across key economic sectors.</p> <p>Develop learner pathways towards higher achievement.</p>
<p>Build the talent and supply of appropriately skilled new entrants to the workforce.</p>	<p>Support engagement and entry into learning for disadvantaged residents, providing focus on areas and cohorts of skills deprivation.</p> <p>Support the unemployed, economically inactive and NEET (aged 19-24) towards employment.</p>
<p>Equip and future-proof the Norfolk Workforce to take full advantage of digital & emerging green technologies and innovation.</p>	<p>Support workforce skill levels across key economic sectors.</p> <p>Develop learner pathways towards higher achievement.</p> <p>Develop flexible and responsive training methods, supporting employers to upskill in line with business need.</p>
<p>Supporting collaboration, efficiency and skills system leadership.</p>	<p>Support workforce skill levels across key economic sectors.</p> <p>Develop learner pathways towards higher achievement.</p> <p>Develop flexible and responsive training methods, supporting employers to upskill in line with business need.</p>

These are underpinned by a range of operational objectives in the delivery of devolved AEB, supporting the local skills system and in securing outcomes for residents:

- Full and measurable engagement with Norfolk employers, providing visibility and establishing clarity on workforce training requirements for AEB response.
- Continued close alignment with the Local Skills Improvement Plan, ensuring employer requirements are translated and actioned where AEB is identified as an eligible and appropriate training vehicle.
- Operational partnership with Norfolk District Authorities, supporting skills forum and ensuring highly localised needs are recognised, including those at LSOA level and with specific key employers.
- Collaboration with Norfolk Further Education establishments and key providers, developing shared principles in the stability of the local arrangements and future working.

Principles for Commissioning

Ensuring stability with the Norfolk provider base will be a key priority of the programme. NCC will continue to maintain and develop the trusted relationships held with our key FE and independent providers, utilising these in the ongoing development of provision.

In addition to historical learning outcomes, the Norfolk AEB programme will utilise the devolution opportunity to drive both economic and social outcomes, creating fuller benefit for our economy and in an inclusive growth approach.

NCC recognises the value Community Learning can play in engaging with residents, building confidence, resilience and the potential to start an employment journey, the Norfolk programme will build upon this asset in commissioning, seeking to increase points of access and breadth of offer for learners.

In Adult skills provision we will seek to align commissioning with the defined Norfolk AEB objectives, recognising the potential of different provider strengths to support resident outcomes in these themes.

We will aim to reduce duplication in the Norfolk system, creating progression pathways and with the visibility and consideration of complementary funding themes (Devolved & non-devolved), considering any externally funded programmes alongside AEB commissioned provision.

Our principles in commissioning devolved AEB include:

- Establishing and maintaining effective, high trust relationships with providers to deliver positive long-term impact for residents and the economy.
- An expectation that providers will develop an innovative, place-based curriculum offer and wrap-around support with a clear focus on learner progression.
- Investment in the capacity of the provider base, particularly those working with hard-to-reach groups.
- Work towards longer-term contracts and grant allocations as ways of achieving efficiency, effectiveness, and stability.

In exercising the commissioning function, NCC will provide consideration too:

- Ensuring that commissioning arrangements for securing and funding provision are fair and reasonable and that demands made of providers are clear, transparent and timely.
- Operating with fairness, reasonableness and proportionality of our requests to providers through consideration of the entirety of that provider's overall business.
- Ensuring that all providers are given an equal opportunity to compete for funds in any competitive process (in contracted services)
- Our commissioning approach aligns to the existing adult education funding key milestones that a provider operates under.
- When deviating from the previous ESFA commissioning process to give a reasonable notice period to allow providers to adapt.

NCC Commitment to:

Build and Maintain Positive Relationships.

Enable Providers to understand and meet NCC needs.

Understand what providers need to plan and respond properly to deliver Adult Education for NCC.

Funding allocation arrangements

NCC's indicative devolved AEB will be approximately £12.4m per annum. This is based on the AY 2017-18 data which Government have used as the baseline for all devolved combined authority AEB allocations.

Underpinned by data and NCC's ambitions for the fund, we have the opportunity to make an immediate and positive impact on the provision offered to Norfolk residents whilst providing stability to the provider base thereby minimising the risk to continuity of provision for learners.

The Proposal is to fund provision via two routes:

Route One: Strategic Plan led Grant Allocation

Establishing grant funding agreements with in-scope grant providers will provide stability for residents and ensure that appropriate levels of statutory entitlement provision and community learning is available.

In-scope grant providers includes those who are wholly or mainly funded by the public purse; are currently grant funded; have an established place-based approach which supports NCC priorities; and deliver significant volumes of activity within the county geography and support existing travel to learn patterns e.g. FE Colleges and the Local Authorities.

Route Two: Contract for services

Securing the remaining AEB funds via an open and competitive procurement process open to all skills providers will provide a sustainable and responsive skills offer aligned to specific, localised skills needs which maximise employment opportunities for Norfolk residents. They will also enable NCC to test and pilot innovative new methods of delivery. This approach provides the opportunity to join up the area's skills and training offer, reduce duplication and reach communities most disadvantaged.

These approaches provide stability for the current provider base, ensuring continuity for learners and constancy of provision. We will also open new opportunities for the provider base to make

innovative, high value proposals - utilising local knowledge and assets to develop provision that is best placed to meet Norfolk resident need.

In supporting development and response to Local Skills Improvement Plan and recognised demand, NCC will access flexibility through which grant funded providers may utilise a percentage of their AEB grant allocation in the development of new innovative provision.

The NCC Commissioning approach will:

- Provide stability in the prominent local provider base.
- Provide alignment with the currently identified skills needs of Norfolk residents and workforce.
- Be in direct accordance with the stated economic ambitions of the county.
- Provide breadth and reach through sub-contracting opportunities.
- Offer agility in meeting dynamic skills demand.
- Include risk managed approach in local context.

Provider Delivery Plans

Irrespective of funded route providers will develop an Annual Delivery Plan, including expected volumes of learners by sector and level, profile of delivery across the year and all planned subcontracting arrangements.

Providers delivery plans will be performance managed in-year and at year end. This process of review will provide a comprehensive evidence base which evidences the most effective support for residents and will inform future commissioning decisions.

Further details will be available in provider Grant Agreements and Contracts and the Funding and Performance Management Rules issued by NCC.

Delivery Plan alignment to key priorities for Norfolk AEB

The table below illustrates the key priorities for AEB and how provider AEB delivery plans may respond:

Key Strategic Priority	Provider delivery plans may respond.
<p>Inspire life-long learning and workforce training.</p>	<p>Demonstration that providers have a strong knowledge of workforce skills demand, including understanding of Local Skills Improvement Plan objectives.</p> <p>Demonstration that providers have insight into specific sector skills demand.</p> <p>Proposed capability in the delivery of specific and tailored qualifications to dynamic workforce need.</p>

	Demonstration of learner pathways and capacity to progress learners through progression routes.
Build the talent and supply of appropriately skilled new entrants to the workforce.	<p>Demonstration that providers can provide fuller access for disadvantaged residents, with capacity to remove situational barriers to learning.</p> <p>Delivering learning aims up to Level 2 for adults who wish to improve their English, Maths and Digital skills, improving resident employability.</p> <p>Apply focus and expertise in supporting specific cohorts, for example - young people in Jobs without training or resident aged 50+ and retraining.</p> <p>Community learning activity that has the primary aim of engaging residents, providing outreach into disadvantaged communities, support to engage our residents, build confidence and improve life chances.</p> <p>Focus on geographical areas of high skills deprivation, engaging with residents with methods to enter learning.</p> <p>Programmes with the primary aim of supporting those in work who have low qualifications, low earnings, or work in vulnerable occupations to help them progress into better paid and more secure employment.</p>
Equip and future-proof the Norfolk Workforce to take full advantage of digital & emerging green technologies and innovation.	<p>Preparedness to deliver qualifications equipping residents with the technical skills needed for a changing economy including low carbon economy and digital skills.</p> <p>Proposal for the development of pathways to higher technical subject areas, supporting skill levels in Norfolk's priority sectors.</p>
Supporting collaboration, efficiency and skills system leadership.	<p>Engagement & reference to the Local Skills Improvement Plan (Workforce Skills demand)</p> <p>Engagement with District/Borough Skills Forum/Assemblies (Local skills context)</p> <p>Collaboration with Local Authority Skills Team.</p>

Stakeholder Engagement

Engagement with stakeholders continues to develop our fuller understanding of post-16 provision and the relationship that providers have with the resident and workforce communities.

NCC is committed to working collaboratively with our stakeholders to maximise the impact of devolution on individuals and businesses. In developing the AEB programme through the initial two-year delivery period we will work collectively to refine the priorities for adult skills over the medium and longer term.

In preparation for devolved AEB, a range of market engagement, procurement and provider onboarding workshops will take place.

NCC's approach to stakeholder engagement has and will continue to include:

1. Establishing effective working relationships with providers to gain insight and intelligence to inform funding flexibilities and additional provision to be made available through the AEB.
2. Maintaining regular contact with relevant stakeholders including, for example, Local Authorities, Skills Providers, Provider Representative Bodies (the Association of Colleges, the Association of Learning Providers and the New Anglia Learning Provider Network), the Department for Work and Pensions (DWP), the Department for Education (DfE), Employer Representative Bodies (Norfolk Chamber of Commerce, Federation of Small Businesses), Employers and the VCSE sector, to support co-ordination of recruitment opportunities and skills development.
3. Attend regular meetings with DfE and other devolved Authorities to share information and best practice.
4. Work collaboratively with national strategic partners and local stakeholders to align the devolved AEB with other funding streams and activity to ensure it complements, rather than duplicates the wider learning experiences and opportunities aimed at supporting residents to progress in learning and to move towards, or into productive and sustained employment.

NCC will work closely with local stakeholders, rationalising the provider base and targeting provision in line with local need and high-quality standards of delivery.

Adult Education Budget (AEB) devolution readiness: self-assessment evidence checklist - Draft

To demonstrate readiness for AEB devolution from the academic year 2025/26, you will need to submit the following to the Department for Education by **31 May 2024**:

1. A letter from your CEO (or equivalent) which confirms
 - a. how you will improve the delivery of adult education functions in your area and associated improvement of outcomes for residents
 - b. how you will effectively deliver the operational processes and functions to support this
 - c. that you are content the area will be ready to deliver the function to your residents from academic year 2025/26

2. Your AEB strategic skills plan (SSP), as described at Section 2, to support statement a.
Evidence to support statements a, b and c. (Our suggestions for evidence you could consider to support this statement are listed in Section 2)

Section 1 – Improving adult education delivery to your residents

The Secretary of State (SoS) may only make the order to devolve statutory functions to a Mayoral Combined Authority (MCA), Combined County Authority (CCA) or Local Authority as applicable, if they consider that the making of the order is “likely to improve the exercise of those functions in the area or areas to which the order relates.”

Please note that the Levelling Up and Regeneration Bill will amend the test under section 105B Local Democracy, Economic Development and Construction Act 2009 for the making of an order. This will be that the Secretary of State considers that the making of the statutory instrument “is likely to improve the economic, social and environmental wellbeing of some or all of the people who live or work in the area or areas to which the order relates”. Providing this Bill passes, we will be applying this test to areas in accordance with the Bill.

AEB strategic skills plans (SSPs) will be considered as **your evidence** to support your CEO's statement and to demonstrate this to the SoS. They are an opportunity for you to show how you can improve the delivery of adult education to your residents and improve outcomes for them.

They should show:

- a) Evidence base used to determine priorities for example
 - have you drawn on data and research from the LEP in your area's plans (including that funded by DfE via the SAPs programme up until March 2023), if so, how?
 - have you assessed current delivery/set any benchmarks for improvements?
- b) how the AEB will be used to achieve your objectives;
- c) how you will support national objectives;
- d) the impact of your decision-making on learners, employers and learning providers;
- e) preparation has been taken to reflect your intentions with regard to commissioning provision and that you are engaging with local stakeholders in doing so;
- f) links, where appropriate, to intelligence and recommendations set out in Local Skills Improvement Plans developed by designated employer representative bodies.
- g) links to, and builds on, broader economic growth plans for the area – please specify which plans you are drawing upon
- h) How will you ensure you have robust local accountability and assurance processes in place to support the expectations set out within the English Devolution Accountability Framework'?

Section 2 – Suggested evidence

Your CEO should in their letter state that your area will be ready to deliver adult education functions to your residents from academic year 2025/26.

The evidence **suggested** below is intended to support this statement. We do not expect you to have all processes, communications, documentation, etc. for 2025/26 finalised by this point. However, the evidence you provide will need to clearly demonstrate how you will arrive at a satisfactory position, if these things are not already in place in time for assuming the functions. You are also welcome to set out what additional requirements you anticipate needing from DfE/ESFA in order to arrive at a satisfactory position in time for devolution.

For each theme below, please:

- give a **brief answer**




- include descriptions of the **products and outputs** that support your answer **and attach evidence**, if available
- include hyperlinks (web addresses) for **evidence you have already published**
- state who will give **final approval** for the products and outputs, and the governance processes you will use to get that approval, wherever appropriate

Section 3: Estimated timescales and next steps


Areas whose deals are commencing 1 August 2025: The window for you to develop your readiness criteria will be open from September 2023 to May 2024, following which we will be assessing the submission from June to July 2024, after which we will notify you about whether you have successfully met the criteria. Our approval of the readiness criteria could be conditional on changes we want you to make to current systems, processes or structures or where you have interim or draft systems, processes or structures in place, having final versions in place once the devolved authority has been created and prior to funding being devolved to you in August 2025. These conditions will be clearly set out in the Notification Letter we send once we have assessed and approved your readiness.

- **Governance**

Information requirement. <ul style="list-style-type: none"> • Categories where we require a final or most current version of by the time readiness criteria are submitted are in bold, accepting that some of these will change by the time your devolution deal begins • Please note that if the devolved authority has not been established by the time you submit your readiness criteria, you can send documentation or processes from the accountable body leading on implementation 	Current Position – are arrangements in place (Y/N)	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation on what you are planning to do/put in place	Target date for completion if requirement not yet in place

<p>1.A clear constitution (or similar document) which details:</p> <ul style="list-style-type: none"> • the governance framework and operating principles, including investigations/complaints whistleblowing policy <ul style="list-style-type: none"> • currently in place • (if different to the above) which will be in place once the AEB has been devolved 	<p>Y</p>	<p>As an existing County Council, Norfolk County Council has a governance framework and scrutiny structure that includes a constitution and relevant associated policies to ensure robust governance. This is included below:</p> <p> Norfolk_County_Council_Constitution_agr</p> <p> code-of-corporate-governance_1.pdf</p> <p> Whistleblowing_Policy (1).pdf</p> <p>Corporate Complaints Policy - Norfolk County Council</p> <p>In line with the English devolution accountability framework Norfolk County Council have developed the local assurance framework in the management and accountability of devolved funding. The Local Assurance Framework includes the governance of adult skills funding and outlines the following:</p> <ul style="list-style-type: none"> • Local scrutiny, checks and balances 	<p>To note, subject to a Full Council vote on 23.07.24, governance will be amended to reflect the decision to have a Directly Elected Leader model that will instigate devolution for Norfolk. The constitution will be amended at this point.</p>	<p>Constitution to be updated once decision to devolve has been taken - 31.08.24</p>
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		<ul style="list-style-type: none"> • Accountability to the public • Accountability to central government <p>The NCC Local Assurance Framework will be included below.</p>		
<p>2.Internal Audit Committee awareness of the AEB devolution project</p> <p>Is the project on your risk register and has it been audited (or is due to be) and a report made</p>	Y	<p>The Audit and Governance Committee are aware of NCC's current and future responsibilities relating to AEB.</p> <p>The NAS quarterly report taken to Audit and Governance Committee on 15 February 24 included narrative around the project including the risk and auditing requirements and that it will feature in the Internal Audit Strategy and Plan 2024-25. This is described in pages 28 and 33 of the Audit and Governance Committee report A&G Committee report February 2024.</p> <p>An NCC organisational and programme risk register is in place, this ensures that risks associated with AEB are monitored at both corporate and local level.</p> <p>An internal audit has been carried out in assessment of NCC's AEB</p>	NCC notes that external audit arrangements will need to be procured and in the interest of provider consistency are in discussion with both CPCA and SCC.	N/A

		<p>readiness by NCC internal audit staff. This work had the objective of providing high level assurance that the project is well managed, governed and reported to ensure that the approach sufficiently robust and evidenced. This work was undertaken in late February/early March 2024.</p> <p>The overall audit opinion was 'Acceptable'.</p> <p>The outcome of this audit was reported to the Audit and Governance Committee on 30 April 2024 (link to be provided once committee have met)</p> <p>NCC can confirm that:</p> <ol style="list-style-type: none"> 1. the programme is on the organisational risk register, this is included below. <div style="text-align: center;">  <p>NCC Adult Education Budget Risk Register</p> </div> <ol style="list-style-type: none"> 2. NCC's AEB readiness has been internally audited and report developed. 3. Remedial actions relating to the internal audit have been 		
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		carried out in entirety, this includes any required staff resilience arrangements.		
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- **Financial**

Information requirement	Current Position – are arrangements in place (Y/N)	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation on what you are planning to do/put in place	Target date for completion if requirement not yet in place
3.Compliance with the Local Audit and Accountability Act 2014¹	Y	<p>NCC will remain in full compliance of the Local Audit and Accountability Act 2014.</p> <p>The External Auditors completed their work on the 2021-2022 accounts in January 2024 and reported the draft results to the Audit and Governance Committee on 14 February 2024. Their report provides an unqualified audit opinion for the Council's 2021-22 financial statements. This demonstrates compliance with the Local Audit and Accountability Act 2014. See page 105.</p>		

¹ This Act requires you to have in place an external audit arrangement to annually report on whether your accounts and statements present fairly the financial position and whether you have put in place proper arrangements for securing economy, efficiency and effectiveness in the use of resources to secure value for money.



240215 Audit and
Governance Agenda.p

The final audit certificate for 2021-22 has not yet been completed by the External Auditors, however the draft results on the annual accounts referred to above (see page 186 on the link) make no recommendations to Norfolk County Council as no issues were identified.

The Council's accounts for 2022-23 were certified by the Director of Strategic Finance on 31 May 2023 as giving a true and fair view of the financial position of the Council at 31 March 2023. These draft accounts are still subject to audit by the Council's External Auditors. Once the External Auditors have completed their work on the 2022-23 accounts, the results of this work will be reported to the Audit and Governance Committee, followed by publication of the final audited accounts.



Letter from CEO to be attached once agreed


<p>4. Please provide confirmation that your Internal Audit team are aware of their responsibilities towards this funding stream to verify processes and controls.</p>	<p>Y</p>	<p>The Internal Audit team are aware of their responsibilities towards this funding stream to verify processes and controls.</p> <p>The internal Audit Strategy which was considered and agreed by the Audit and Governance Committee on 30 April 2024 includes the requirement for future audit work in relation to AEB and preparations for this have been included with the internal audit team throughout AEB implementation 2024-25.</p> <p>The Internal audit team will support the AEB Team to implement plans to obtain ongoing assurance. In AEB assurance from 2025/26 onwards.</p> <p>In future audit arrangements and assurance NCC will develop a procurement specification and procure external Audit providers to assist in developing an assurance framework in relation to the devolved Adult Skills Fund and carry out the audits required. At least two providers will be required to ensure that there is no conflict of interest between the auditors and</p>		
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		<p>the providers. The work programmes designed by the ESFA would be used as a starting point for funding assurance reviews to test substantively a sample of learners across the learner population. Scope of future audit arrangements will also include Sample testing, PDSAT review and specific review of sub-contracting arrangements and associated payments.</p> <p>Copy of internal audit strategy/ plan to be attached – expected on 02/05/24 from audit team</p> <p>Minutes of audit committee 30/04/2024 in recognition to be attached – expected on 02/05/24 from audit team</p>		
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- **Procurement**

Information requirement	Current Position – are the requirements in place (Y/N) if no please provide brief explanation	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation on what you are planning to do/put in place	Target date for completion if requirement not in place
5.What plans, systems and processes you will have for procuring/commissioning AEB provision and how will you ensure	Y	NCC's procurement arrangements will take account of the requirements for Adult Skills Funding provision and have the	We anticipate that the procurement process will begin in Oct 2024. Procured contracts will be	30/09/2024


<p>compliance with the appropriate legal regulations for procurement.</p>		<p>appropriate legal and finance resources in place to ensure compliance with the Public Procurement regime.</p> <p>The Adult Skills team will be supported by the NCC Procurement Team with dedicated procurement staffing in resource.</p> <p>We propose an Open Procurement Process, inviting a range of providers to tender to be one of a number of providers selected to deliver AEB provision.</p> <p>Documents attached are examples of our procurement documentation:</p> <p>Attachments:</p> <p>1) NCC AEB ITT</p> <p></p> <p>NCC ITT - Adult Education Budget.doc</p> <p>2) NCC AEB Specification</p> <p></p> <p>NCC Specification - Adult Education Budg</p>	<p>issued in April 2025 to commence in August 2025.</p> <p>We anticipate grant holders for the 2025/26 academic year, to be notified in January 2025.</p>	
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		<p>3) Commissioning Strategy</p> <p> Procurement Strategy 2023-2026 -</p> <p>The legal and policy requirements in addition to adherence with NCC's commissioning strategy will be directly supported by the Authority's Head of Complex Transactions and Sourcing.</p>		
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• **Contracting and funding agreements**

Information requirement	Current Position – are the requirements in place (Y/N) if no please provide brief explanation	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation on what you are planning to do/put in place	Target date for completion if requirement not in place
6. Are contracting arrangements planned which: <ul style="list-style-type: none"> reflect the type of organisation you are contracting with (i.e. not for profit organisation) 	Y	NCC propose to fund providers via 2 routes:	Grant agreements and contract for services will be finalised by NCC legal services	





<p>- college/local authority or commercial provider)</p> <ul style="list-style-type: none"> • define the terms and conditions for provision funded through the AEB? • allow for varying contracts, if required • the standards you expect providers to adhere to • how you will audit providers • steps you would take in the event that you identify they have not complied with your contractual requirements. 		<p>Route One: Plan Led Grant Allocations Establishing funding agreements with in-scope grant providers will provide stability for residents and ensure that appropriate levels of Statutory entitlement provision and Tailored learning are available.</p> <p>In-scope grant providers includes those who are wholly or mainly funded by the public purse; are currently grant funded; have an established place-based approach which supports NCC Strategic Skills priorities. These providers will deliver significant volumes of activity within Norfolk and support existing travel to learn patterns – e.g. Colleges and the Local Authorities.</p> <p>Route Two: Contract for services Securing the remaining Adult Skills Funds via an open and competitive procurement process.</p> <p>Copies of NCC’s Contract for service and Grant Funding agreement are included below:</p>	<p>(NPLAW) post readiness submission and completed by July 2024.</p>	
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		 <p>NCC Grant Agreement - Draft.doc</p> <p>The contract documents define the terms and conditions for the AEB funding.</p> <p>The expected standards of AEB delivery and financial management are included within the Grant Agreement, Contract for Services and the NCC Performance Management Framework.</p> <p>Outline preparations for Audit plans for 25/26 are indicated above.</p> <p>Draft contract for services to be included once returned from NPLAW</p>		
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- **Payments**

Information requirement	Current Position – are the requirements in place (Y/N) if no please provide brief explanation	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation on what you are planning to do/put in place	Target date for completion if requirement not in place




<p>7.Planned processes to make payments against <i>your</i> AEB policy and funding rules</p>	<p>Y</p>	<p>To support provider payments and quality assurance NCC will implement an Azure SQL platform.</p> <p>This platform will receive, maintain and monitor the occupancy and funding reports received on a monthly basis. A specific staffing resource will also be applied in contingency. The SQL system will interface with NCC's internal finance system (myOracle) and with support from NCC Finance staff (in diligence and checking) process monthly payments to providers against either grant allocation profile or contracted actual outcomes.</p> <p>Reflected in contract arrangements NCC will manage payments to grant holders through monthly profile and to contract holders by monthly payment against actuals.</p> <p>In the initial year of AEB delivery, Norfolk will align to national funding rates with a number of local flexibilities for example disadvantage uplift.</p> <p>In preparation for the effective payment systems and monitoring of</p>		
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		<p>AEB performance NCC have developed specific internal processes to ensure robust delivery.</p> <ul style="list-style-type: none">• AEB Future State (Operating systems and processes)• Forecasting/spend sub process• External Payments process• Performance and reporting process <p> NCC AEB Future State Process v0.2.pdf</p> <p> NCC AEB Sub Process External Paym</p> <p> NCC AEB Sub Process Forecasting S</p> <p> NCC AEB Sub Process Performance</p>		
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		<p>NCC have significant experience in the delivery and management of employment and skills programmes.</p> <p>NCC successfully operates as the Managing Authority of the France Channel England (FCE) programme. This programme with a value in excess of €223m, awards and processes payments to grant holders in England and mainland Europe. NCC have successfully managed a substantial European Social Fund (ESF) portfolio totalling over £20m which included contractual arrangements and associated payments to a broad range of delivery partners.</p> <p>The systems and process indicated will be utilised to calculate and ensure correct payments are made to providers and effective performance monitoring of the service is in place. These systems will be comprehensively tested from June 2024 and towards Norfolk's AEB go live 2025. NCC will ensure that these systems are effective from the start of 2025/26 academic year.</p>		
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- AEB policy: funding rules and learner eligibility. Provider allocations and Funding Formula and Rates**

Information requirement	Current Position – are the requirements in place (Y/N) if no please provide brief explanation	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation on what you are planning to do/put in place	Target date for completion if requirement not in place
<p>8. Clear draft documented rules and principles that safeguard public funding. The rules should confirm how funding is earned, learner eligibility, contracting and sub-contracting, evidence requirements, payment and performance management arrangements for AEB funding.</p> <p>Please explain how you will ensure your rules/process are workable for providers? What processes will you have for consulting with them?</p>	<p>Y</p>	<p>NCC have developed Funding Rates and Formula, Funding Rules and accompanying technical notes. These are embedded below.</p> <p>To ensure full and ongoing consultation with the key AEB providers in Norfolk, NCC will establish and support an Adult Skills Principals Forum. The Forum comprising senior representation from AEB Grant holders which includes the county's three further education colleges and the Norfolk Adult Learning Service.</p> <p>The Adult Skills Principals Forum will hold a formal role of advice and influence relating to Adult Skills delivery and will take representation in the Norfolk and Employment Skills Board.</p>		

		<p>NCC will also establish a wider AEB provider group ensuring that independent training providers (ITP's) and contracted VCSE organisations have consultation opportunity throughout the programme.</p> <p> NCC Funding Rates and Formula 2025-20</p> <p> NCC Technical Note - Monitoring Fields & C</p> <p> NCC Funding and Performance Manage</p> <p>We anticipate the further development and potential modification of our funding rules in collaboration with providers throughout the implementation period June 2024 onwards.</p>		
<p>9. How and when will you publish funding rules, provider funding agreements or contracts and their allocations</p>	<p>Y</p>	<p>NCC will indicate Funding Rules, Funding Rates and Formula within procurement and grant award allocations from October 2024. We anticipate that grant holders will be in receipt of indicative grant values from</p>		

		January 2025 in preparation of their respective provider delivery plans. Following the procurement process for the academic year 2025/26 we anticipate contract holders to be notified from April 2025.		
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- **Data Collection and Reporting**


Information requirement	Current Position – are the requirements in place (Y/N) if no please provide brief explanation	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation on what you are planning to do/put in place	Target date for completion if requirement not in place
10. Do you have a data sharing agreement in place with the department?	Y	NCC can confirm the receipt of the DfE data sharing agreement which the authority has assigned and returned. This will provide NCC with the permitted use of DfE data extracts.	NCC awaits the signed copy from DfE.	04/06/2024
11. Do you have additional requirements for data held / not held by the department to support your operational processes? If yes, have you balanced the need for this data against the possible impact on providers?	Y	Destination Data We are exploring a number of commercial and in house options to secure destination data for the 2025/26 academic year onwards. NCC will continue to work in close association with Local		

		<p>Skills Improvement plan in the statistical assessment of employer skills demand.</p> <p>GLH We plan to use GLH and delivery hours as an element of quality assurance. Providers are able to share this from their existing timetabling systems so is not onerous for them to collect. It is existing available information.</p>		
<p>12.Do you have plans in place to monitor and evaluate the effectiveness of the education and training funded through the AEB? What data would you draw upon to achieve this? How would you measure the satisfaction of learners/other stakeholders?</p> <p>How would you drive improvements over time/measure improvements?</p>	Y	<p>NCC will utilise ILR data to monitor the effectiveness of AEB delivery on a monthly, quarterly and annual basis. As set out within NCC local assurance framework, the authority will provide DfE with an annual assessment of the outcomes, performance and value indication of the Norfolk AEB programme. NCC will carry out learner and stakeholder surveys in the measurement of learner satisfaction in their experience of the programme. NCC will also work with providers in</p>		

		developing a Norfolk AEB learner forum, utilised to support high standards and positive learner experience.		
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- **Provider Management**

Information requirement	Current Position – are the requirements in place (Y/N) if no please provide brief explanation	If yes, evidence to support requirement <i>could</i> include	If no please provide brief explanation on what you are planning to do/put in place	Target date for completion if requirement not in place
<p>13.Provider Management arrangements which plan to assess provider performance including: Financial Health and intervention</p> <p>Arrangements for handling provider failure and how you would protect the interests of learners in such a scenario</p>	Y	<p>NCC’s Provider Performance Management Framework is embedded below.</p> <p>This outlines the performance monitoring review and quality standards in AEB delivery for providers. This also outlines the process for informal, formal and potential national intervention.</p> <p style="text-align: center;">  NCC Provider Performance Manage </p>		

		<p>NCC anticipate the full cooperation from providers in the event of provider failure. NCC anticipate working closely with providers to minimise disruption to learners and provider staff where possible.</p> <p>In diligence and responsibility of in management of Adult Skills Funding NCC have developed a Due Diligence framework for providers and stakeholders for the academic year 2025/26.</p> <p>This is embedded below:</p>  <p>Norfolk County Council-AEB Due Dilig</p>		
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Economic Strategy Stakeholder Workshops

Date	District	Workshop/Business Breakfast	Location	Time
30/01/2024	North Norfolk	Workshop 1	Council Offices, Holt Rd, Cromer NR27 9EN	08:00 - 10:00
23/01/2024	West Norfolk	Workshop 1	Guildhall, 29 King Street, King's Lynn, Norfolk, PE30 1HA	14:00 - 16:00
24/01/2024	Norwich	Workshop 1	The King's Centre, 63-75 King St, Norwich NR1 1PH	14:00 - 16:00
08/02/2024	South Norfolk & Broadland	Workshop 1	Horizon Building, Broadland Business Park, Peachman Way, Norwich, NR7 0WF	10:00-16:00
30/01/2024	Great Yarmouth	Workshop 1	Hall Plain, Great Yarmouth NR30 2QF	12:30:-14:00
31/01/2024	Breckland	Workshop 1	Elizabeth House, Walpole Loke, Dereham, NR19 1EE	14:00 - 16:00
01/02/2024	Online	Workshop 1	Virtual	14:00 - 16:00
Date	District	Workshop/Business Breakfast	Location	Time
26/03/2024	Breckland	Workshop 2	Elizabeth House, Walpole Loke, Dereham, NR19 1EE	14:30 - 16:30
27/03/2024	King's Lynn/ West Norfolk	Workshop 2	King's Lynn Town Hall	15:00 - 17:00
18/04/2024	South Norfolk & Broadland	Workshop 2	The Horizon Centre	09:30-11:30
18/04/2024	Norwich	Workshop 2	The King's Centre, 63-75 King St, Norwich NR1 1PH	14:00 - 16:00

19/04/2024	NNDC	Workshop 2	Sheringham Golf Club	10:00 - 12:00
23/04/2024	Great Yarmouth	Workshop 2	Great Yarmouth Council	10:00-12:00
25/04/2024	Online	Workshop 2	Virtual	14:00 - 16:00

Infrastructure and Development Select Committee

Item No: 10

Report Title: Planning Obligation Standards 2024

Date of Meeting: 15 May 2024

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

Responsible Director: Chris Starkie (Director of Growth and Investment)

Executive Summary

Norfolk County Council is a statutory consultee on housing and other commercial planning applications, which are determined by District Councils, as local planning authorities. The County Council as a statutory consultee can seek to secure necessary infrastructure and services needed to directly mitigate the impact of any proposed new development, through planning obligations.

Planning obligations provide a clear and effective mechanism for securing developer funding towards infrastructure needed to support and mitigate the impact of new residential development. The Planning Obligation Standards focus on developer funding towards County Council infrastructure such as education, library, green infrastructure, and fire service provision (fire hydrants secured through planning condition) required as a consequence of new residential development. These obligations are only sought for housing development of 20 dwellings or over.

Since 2000 the Planning Obligation Standards (the Standards) have supported the County Council in securing over £189 million in developer contributions to fund the delivery of necessary infrastructure, which includes new primary schools, school extensions and improvements, new libraries, new stock and equipment for libraries, new footpaths, and improved connectivity to existing green infrastructure.

The Standards are updated annually, and the 2024 amendments include:

1. To secure a new obligation for home to school transport
2. An increased cost per place for education
3. An increased amount sought for libraries
4. An increased amount sought for monitoring fee.

Recommendations

The Select Committee is asked to:

- 1. To review and comment on the amended 2024 Planning Obligations Standards prior to consideration by Cabinet.**

1. Background and Purpose

- 1.1. Norfolk County Council is a statutory consultee on housing and other commercial planning applications determined by District Councils. The County Council as a consultee can seek to secure necessary infrastructure and services needed to mitigate the impact of any proposed new development.
- 1.2. Planning obligations provide a clear and effective mechanism for securing funding from housing developers to fund infrastructure needed to support and mitigate the impact of new residential development. Planning obligations are agreed under section 106 of the Town and Country Planning Act 1990, Section 106 (S106) agreements are legally binding and run with the land.
- 1.3. The purpose of this report is to consider proposed amendments to the Standards, which were first introduced in 2000 and have been subsequently updated on an annual basis thereafter. The Standards primarily focus on developer funding towards County Council infrastructure such as education, library, green infrastructure, and fire service provision (fire hydrants secured through planning condition) required as a consequence of new residential development. Highway and transport infrastructure while referred to in the Standards are not directly covered by any standard costs as they are negotiated on a site-by-site basis, by the Highway Authority, and generally use different legislation to secure developer funding towards transport infrastructure (Section 278 of Highways Act 1980).
- 1.4. The obligations sought must meet the three tests as set out in the National Planning Policy Framework (NPPF) (2023) paragraph 57 these tests are:
 - a) necessary to make the development acceptable in planning terms;
 - b) directly related to the development; and
 - c) fairly and reasonably related in scale and kind to the development.
- 1.5. The County Council has two methods to secure mitigation towards County Council infrastructure, these are S106 agreements and the Community Infrastructure Levy (CIL). The Standards set out the obligations that the County Council can seek to be secured through S106 agreements, CIL is applied separately through either the Greater Norwich Growth Board or the Borough Council of King's Lynn and West Norfolk. But land for schools and

libraries (plus other services) can be secured in CIL areas through S106 agreements. Also, strategic sites in King's Lynn and the unparished area of King's Lynn are exempt from CIL so S106 can be sought in these areas.

- 1.6. S106 Local Planning Authorities include:
- Breckland District Council
 - Great Yarmouth Borough Council
 - North Norfolk District Council
- 1.7. The Strategic Planning Team has signed 483 S106 agreements since 2000 securing almost £190 million in planning obligations since 2000, see table 1, below.

Table 1 Total Value of Obligations Secured Since 2000

Education	Library	Green Infrastructure	Monitoring Fees	Total Secured
£182,347,589.68	£5,011,002.00	£1,338,867.62	£132,950.00	£189,830,409.30

- 1.8. Fire hydrants are secured through planning condition, some 1,094 fire hydrants have been secured since 2000.
- 1.9. The County Council has received planning obligation contributions totalling almost £89 million since 2000, see table 2 below. The majority of the payments received are for education.

Table 2 Total Contributions Paid Since 2000

Education	Library	Green Infrastructure	Monitoring Fees	Total Paid
£86,574,599.93	£1,911,264.11	£432,756.10	£35,170.30	£88,953,790.44

- 1.10. The County Council has also secured land for new schools and new libraries through S106 agreements, since 2001 24 new primary school sites have been secured through S106 agreements and to date 10 new primary schools have been built, with contributions through S106 agreements. A further 13 primary schools have been delivered through other organisations or funding sources.
- 1.11. Housing developers are aware of these obligations, the S106 agreements are often signed prior to the house builder purchasing the development site. The contributions sought are necessary as they enable the County Council to provide access to school places, libraries, and green infrastructure provision to current and new residents of Norfolk. These obligations are only sought on developments of over 20 dwellings or more.

Update from 2023 Planning Obligation Standards

- 1.12. Special education needs and disabilities (SEND) obligations have been sought since 2023, the I&D Select Committee and subsequent Cabinet agreed the previous year's updates to the Planning Obligation Standards 2023. Since Children's Services have been able to seek obligations for SEND places. Children's Services has sought SEND obligations for 12 sites totalling £391,831.60 in obligations. One S106 agreement has been signed which has secured SEND obligations, in addition to other education and library obligations. This SEND obligation enables Children's Services to reduce the shortfall in SEND funding, ensuring that high quality education facilities are provided for all Norfolk pupils.

2. Proposal

- 2.1. Officers have been reviewing government guidance and comparing our obligations with other County Councils. Other County Councils in the region seek home to school transport contributions and higher monitoring fees, therefore, Norfolk County Council contributions should be increased to align with those sought throughout the region.
- 2.2. The following changes are proposed to be made to the Standards 2024:
- To secure a new obligation for home to school transport
 - An increased cost per place for education
 - An increased amount sought for libraries
 - An increased amount sought for monitoring fees, seeking the monitoring per trigger secured.
- 2.3. No changes are proposed to be made to the fire hydrant requirements or the green infrastructure costs sought.

Home to School Transport

- 2.4. The County Council has not previously sought obligations for home to school transport. But due to increasing costs in transporting pupils to school the County Council has assessed this as a viable option to reduce the deficit in the public transport budget.
- 2.5. Paragraph 45 of the [securing developer contributions for education guidance document \(2023\)](#) states that home to school transport contributions can be sought where there is no suitable solution for sustainable access to school. The document also states that 'It remains our preference for new school places arising from housing development to be created only in sustainable locations, accessible either via a safe active travel route or by public transport' which is also the preference of the County Council.

- 2.6. Home to school transport contributions cannot be used to make a proposal for the new housing development that is in an unsustainable location sustainable, it will always be the County Council's priority to support sites which are proposed in sustainable locations with safe walking routes to schools. The home to school transport contributions is a method to recoup additional costs incurred by the County Council if a housing development outside of the safe walking distances to schools is approved by the local planning authority.
- 2.7. Norfolk County Council is required to provide home to school travel under The Education Act 1996, as amended by Part 6 of the Education and Inspections Act 2006, which places a duty on Local Authorities to make suitable travel arrangements free of charge for eligible children. Eligibility is based on if a child is attending a qualifying school (normally the nearest or nearest catchment school) and if they live more than the statutory walking distance from that school.
- 2.8. Statutory walking distances are set out in the [travel to school for children of compulsory school age statutory guidance for local authorities](#) document. If a child lives within the statutory walking distance, then they are not automatically eligible for free home to school transport. But if the child lives over the statutory walking distances, as set out below, the County Council is required to provide home to school transport:
- a) A child under the age of 8 is eligible for free travel to their nearest catchment or nearest suitable school if it is more than 2 miles from their home.
 - b) A child aged 8 years or over is eligible for free travel to their nearest catchment or nearest suitable school if it is more than 3 miles from their home, or if they are on low income this is reduced to 2 miles.
 - c) A child who requires transportation to a special educational needs and disabilities (SEND) school, if eligible.
 - d) A child from a family on low income is also eligible for free travel if they are attending one of three appropriate schools closest to their home where that school is more than 2 but less than 6 miles away.
- 2.9. The statutory walking distances are measured by the shortest available walking route. An 'available route' is one which a child, accompanied as necessary, may walk with reasonable safety to school.
- 2.10. The presumption would be that all pupils arising from a proposed new development will be able to access schools within safe walking distances which will minimise the length and number of journeys, however this is not always going to be the case, particularly for high school children.
- 2.11. Where a new housing development is proposed and such walking routes are not available, Norfolk County Council may seek additional developer

contributions to mitigate the impact of additional school-aged children living in an area, that in school transport terms is deemed unsustainable.

- 2.12. Contributions may be required to reduce travel distances and/or improve safety and/or provide transport where:
- There is not a safe walking route within the statutory walking distance.
 - A development is located over the statutory walking distance.
 - The catchment school does not have places in the interim, and children will have to be transported to surrounding schools.
 - Children need to attend an alternative school due to their needs (e.g., a SEND school)
- 2.13. The obligation sought will extend for the life of the child place in the phase of education to which it relates. For primary phase it will be charged annually for 7 years and for secondary phase charged annually for 5 years.

School Transport Calculation

- 2.14. The school transport obligation is calculated using the average cost for transporting pupils in the previous financial year multiplied by the number of children generated (see table 3). Contributions will be assessed on a site-by-site basis and will be sought for Primary, Secondary and SEND pupils.
- 2.15. The contributions sought are set out in table 3 below.

Table 3 Home to School Transport Cost per Pupil

School Sector (age range)	Average Cost per Pupil per Year (2023)	Average Daily Cost (2023)	Cost per Pupil Generated (2023)
Primary (4-11)	£2,751.28	£14.48	£19,258.40
Secondary (11-16)	£1,066.18	£5.61	£5,329.50
SEND (5-16)	£8,857.26	£46.62	£88,578

The average cost per pupil will be reviewed on an annual basis and is based on the home to school transport costs from the previous financial year.

- 2.16. The calculation of school transport contributions is based on 190 days per year over 7 years for primary school children, and 190 days per year over 5 years for secondary school children, and 190 day per year over 10 years for SEND pupils.
- 2.17. A school transport obligation may be sought on the following:
1. Housing developments that are further than the statutory walking distance from their nearest or nearest catchment school
 2. Housing developments that are less than the statutory walking distance from their nearest or nearest catchment school but there is no available walking route.

- 2.18. It should be noted that seeking a school transport contribution is not a mechanism to make new housing developments sustainable and in the first instance the County Council will support development proposals which are sustainably located and offer safe walking routes to school for any additional pupils. In the event a development proposal is permitted that cannot provide this the County Council would then utilise the option to seek school transport contributions to ensure children can get to and from school in a sustainable way.
- 2.19. An example of the amount of income this obligation could bring into the County Council is approximately £1m per annum, from 2026. This covers all the sites currently allocated/permitted where the charge could apply so is the absolute maximum. This calculation used a 10% build out rate per year and allowing that sites may take a couple of years for children to occupy the dwellings.

Libraries

- 2.20. Libraries obligations sought were last increased last year in the 2023 Standards, since then new guidelines have been produced.
- 2.21. New [guidance on seeking and securing developer contributions for library and archive provision in England](#) was published by the Arts Council England in November 2023, stating new calculations to be used when seeking S106 contributions for libraries.
- 2.22. Library colleagues have utilised this guidance to update the amounts sought for libraries in Norfolk. When applying the Norfolk population data and following the calculations as set out in the guidance.
- 2.23. We have also updated the project titles to align with the guidance.
- 2.24. The following amounts are increased, see table 4:

Table 4 New Library Project Names and Costs Sought

Previous Library Project Name	Old Cost Sought	New Cost Sought
A new library and stock	To be negotiated	To be negotiated
Library extension and fitting out	£320	£520
Major Capital Project to existing library	£320	£520
Upgrading of existing library facilities and/or fitting out extension	£130	£215
Equipment and/or stock	£100	£185

Monitoring Fees

- 2.25. Monitoring Fees were sought between 2010 and 2014, and again from 2019. These fees are secured to fund the monitoring of sites ensuring payments are received on time, spent on the specified project, spent on time, and chasing up outstanding payments.
- 2.26. Monitoring fees have been sought by the County Council since 2019, The rate was initially set to £500 per obligation sought, indexed linked. The amount secured has not been increased since 2019. When assessing the amounts sought compared with other County Councils in the region the County Council falls below the regional average, as most other County Councils secures monitoring fees on a per trigger basis, rather than a per obligation basis as is currently sought by the County Council.
- 2.27. On average since 2019, we have signed 31 S106 agreements which secure monitoring fees, totalling £102,750.00 (this includes the £60,000 which was secured for the Attleborough SUE). Without the Attleborough SUE monitoring fee we secured £42,750.00 in monitoring fees since 2019.
- 2.28. Based on an average of 6 S106 agreements signed which secured monitoring fees since 2019. We secured on average £17,125.00 in monitoring fees (including the Attleborough SUE) per annum. And £7,125.00 per annum in monitoring fees (excluding the Attleborough SUE).
- 2.29. There are 58 planning applications which are yet to be determined that the County Council has sought monitoring fees for which totals £65,500.

Monitoring Fee Amount Increase

- 2.30. Using a standard example of the County Council seeking education contributions for primary and secondary schools, to increase the capacity of the schools, and contributions to increase the capacity of a library.
- 2.31. Under the new proposals this would be dependent on how many triggers were used in the S106 agreement. Usually, education triggers are payable at 25% and 75% of occupations and therefore each education obligation secured would garner a monitoring fee of £1,000. Library obligations usually only have one trigger, due to the amount being smaller than for education contributions, this would therefore usually be a monitoring fee of £500.
- 2.32. If an obligation was secured for two different school sectors based on the above would garner a monitoring fee of £2,000 total. And libraries would be a monitoring fee of £500.

- 2.33. Therefore, based on the scenario above the monitoring fees amount sought would be increase by £500-£1,000 per S106 agreement signed. Which based off of the average amounts sought since 2019 factoring in the increase equals increase to £15,000 per annum.

3. Impact of the Proposal

- 3.1. The proposed amendments will ensure that S106 contributions continue to be sought effectively to address the impacts on County Council services arising from new development. The new home to school transport obligations will support the public transport team to deliver home to school transport and aid the County Council in meeting the public transport budget deficit. Increased education cost per place will continue to enable Children's Services to improve education facilities across Norfolk. The increased monitoring fee obligation will enable the planning obligations team to deliver its functions. And the increased libraries obligations will enable the library service to continue to deliver improved provision in the climate of increased costs.
- 3.2. The amendments provide greater certainty and clarification surrounding what obligations the County Council could seek from new development of 20 dwellings or more.

4. Evidence and Reasons for Decision

- 4.1. 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.

5. Alternative Options

- 5.1. 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.

6. Financial Implications

- 6.1 The proposed amendments will ensure that S106 contributions continue to be sought effectively in order to address the impacts on County Council services arising from new housing developments.

7. Resource Implications

7.1 Staff: None

7.2 Property: None

7.3 IT: None

8. Other Implications

8.1 Legal Implications: Contributions sought in S106 agreements must be compliant with the legal tests set in Reg 122 of the CIL Regulations (2010). The Standards are considered to be compliant with these tests and specific reference to them is made in the Standards.

8.2 Human Rights Implications: None

8.3 Equality Impact Assessment (EqIA) (this must be included): No EqIA issues have been identified.

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

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

8.6 Sustainability implications (where appropriate): N/A

8.7 Any Other Implications: N/A

9. Risk Implications / Assessment

9.1 The proposed amendments to the County Council's Planning Obligations Standards are required to ensure that S106 contributions continue to be sought effectively to address the impacts on County Council services arising from new development.

10. Recommendations

The Select Committee is asked to:

1. To review and comment on the amended 2024 Planning Obligations Standards prior to consideration by Cabinet.

11. Background Papers

- Appendix A Draft Planning Obligations Standards 2024
- [Norfolk County Council Planning Obligations Standards 2023](#)

Officer Contact

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

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



Norfolk County Council

Draft Planning Obligation Standards April 2024

Contents

1.0 Introduction.....	1
2.0 National Guidance.....	2
3.0 County Advice	4
4.0 Education	6
5.0 Home to School Travel Contribution.....	14
6.0 Library.....	17
7.0 Adult Social Care and Public Health.....	19
8.0 Fire	21
9.0 Green Infrastructure.....	23
10.0 Highways & Transport and other Potential Contributions	26
11.0 Contacts	28

1.0 Introduction

- 1.1. The purpose of this document is to set out the planning obligations requirements the County Council may seek in association with new housing developments.
- 1.2. These standards apply to the following County Council services:
 - Children's Services
 - Library Service
 - Norfolk Fire and Rescue Service
 - Community Services – Adult Care
 - Green Infrastructure and Public Rights of Way
 - A monitoring fee may also be sought
- 1.3. The highway and transport infrastructure and services directly required from new development will continue to be negotiated on a site-by-site basis, by the Highways Authority (see section 9).
- 1.4. Other infrastructure and service requirements will be sought by District Councils for affordable housing, play space, and open space etc. In addition, other service providers, such as the Police and the various Health Bodies may also seek developer contributions towards improvements to their services directly.

2.0 National Guidance

- 2.1. All infrastructure requirements must be compliant with the legal tests set out in Regulation 122 of the Community Infrastructure Levy (CIL) Regulations 2010 (as amended) and be:
 - Necessary to make the development acceptable in planning terms
 - Directly related to the development
 - Fairly and reasonably related in scale and kind to the development.
- 2.2. The Community Infrastructure Levy (Amendment) (England) (No. 2) Regulations 2019, came into force on 1 September 2019. The key amendments were:
 - Lifting of the pooling restrictions on Section 106 (S106)
 - The introduction of monitoring fees
 - Allowing the use of both S106 agreements and the CIL to fund the same infrastructure
 - Introducing the requirement to produce an Infrastructure Funding Statement.
- 2.3. These reforms have been included within the CIL Regulations 2010 (as amended). The County Council's Planning Obligations Standards reflect the lifting of the pooling restrictions and the clarification regarding monitoring charges. The County Council is also working closely with all District Councils on other aspects of the CIL reforms.
- 2.4. The County Council will continue to provide a detailed justification/explanation of any contributions it seeks. The Standard Charges detailed in this document illustrate the range of contributions, which may be expected from developers as a consequence of new housing development. Developers will be expected to enter into a Section 106 legal agreement (S106 agreement) with the County Council regarding the contributions sought or will be obliged through a planning condition to deliver the on-site infrastructure requirements.
- 2.5. The Planning Obligations Standards are revised annually considering:
 - Changes in national guidance/standards
 - Inflation – where cost have changed
 - Any other material considerations.
- 2.6. The following national guidance has been considered:
 - National Planning Policy Framework (December 2023)
 - The Planning Act (2008) – this provides ministers with the power to make the CIL Regulations.
- 2.7. The Government ran a consultation on the proposed [Infrastructure Levy](#) in 2023. Proposing reforms to the existing system of developer contributions, including S106 agreements and CIL. These reforms will take a number of years to come into force, so the planning obligation standards remain valid until any new regulations/legislation are formally adopted.

Community Infrastructure Levy

- 2.8. The County Council will provide comments on the Local Planning Authority (LPA) CIL Charging Schedules and rates as required. In the meantime, the County Council will continue to use the Standards until the respective CIL Charging Schedules are implemented. Even when CIL is implemented there may still be a need for the County Council to use S106 agreements:
- To secure infrastructure which is not identified as being entirely funded through CIL and/or
 - To deal with the transfer of land (e.g., land may be required for a new school).
- 2.9. In addition, the CIL Regulations 2010 (as amended) allow authorities to use funds from both CIL and S106 agreements to fund the same piece of infrastructure.
- 2.10. Therefore, in those LPAs areas where CIL has been introduced which includes Norwich City Council, South Norfolk District Council, Broadland District Council, and King's Lynn, and West Norfolk Borough Council, the Standards below would not normally be applied except where:
- There is agreement with the LPA to use both CIL and an S106 agreement for the same piece of infrastructure;
 - The site is in a zero-rated CIL location, and is reliant on S106 to deliver necessary infrastructure; or
 - The contribution relates to the transfer of land.
- 2.11. The County Council will expect to be consulted at the application stage on planning applications likely to have an impact on County Council infrastructure and services by those LPAs who have adopted CIL Charging Schedules.
- 2.12. The County Council is working closely with those LPAs who have adopted CIL, as well as those intending to develop CIL, to ensure that necessary County Council infrastructure is secured and delivered through CIL.

3.0 County Advice

Dealing with Major Urban Regeneration Sites

- 3.1. The County Council recognises that there will be occasions when not all the infrastructure and services required by the development will be able to be provided by the developer. This may be the case on major urban regeneration sites where there may be exceptional costs associated with site clearance and possibly decontamination.
- 3.2. In such circumstances it may be appropriate for the local authority and other public sector agencies to assist and facilitate in the development coming forward. This may involve a reduction in the level of contributions normally sought. This would in practice mean the County Council or other service providers being required to fund in part the infrastructure and services needed.
- 3.3. However, in such circumstances the County Council would need clear evidence that:
 - The economics of the site do not allow for all contributions to be met. The County Council would want to see the viability assessment (VA) produced and would need to be satisfied with the VA before waiving any contribution sought; and
 - The development is in the wider public interest i.e., will provide a wide range of community benefits such as the removal of derelict land and will provide local services (e.g., schools and healthcare provision) accessible to the community as a whole.

In the event contributions are waived or reduced on viability grounds the County Council will work closely with the District Council and Developer to ensure any future increase in funding available is directed towards these contributions originally sought.

Use of Bonds

- 3.4. The County Council may seek from developers, where appropriate, the use of bonds to act as a guarantee where large contributions have been negotiated through the S106 process towards for example, schools, travel planning and transport schemes.

Phasing of payments

- 3.5. Agreed planning obligations contributions will typically be paid to the County Council in a series of phased payments to be agreed with the applicant and determining authority.

Indexation

- 3.6. All obligations secured will be subject to indexation to account for inflation. Indexation using the Building Cost Information Service (BCIS) All-in Tender Price Index. Indexation normally runs from the date set out in the S106 agreement until the date of invoice.

Potential Claw-back of Payments

- 3.7. Where contributions have been made, the County Council will normally be expected to use the sum of monies received for the purposes agreed within 5 years of final occupation. However, for some large-scale developments the period may be extended. If the County Council has not spent the money in this time, then some or all of the contributions will be returned to the developer as agreed in the S106 agreement.

Legal Charges

- 3.8. The developer will be required to pay the County Council's legal fees for drafting and negotiating the S106 agreement and a solicitor's undertaking must be supplied to the County Council's legal team before any legal work is carried out.

Monitoring Charges

- 3.9. The County Council seeks a charge towards the administration of S106 agreements to cover the administration costs incurred in the preparation and monitoring of the obligations secured (i.e., covering monitoring of S106 agreements, invoicing, the production of an Infrastructure Funding Statement, and chasing up any outstanding payments).
- 3.10. The charge will generally be levied at a rate of £500 per trigger and be indexed linked. For example, two different trigger points for the same infrastructure project due at different stages of the development, i.e., 25% and 75% of occupations, would attract a monitoring fee of £1,000.
- 3.11. On more complex sites the charge will be levied at a rate of 1% of the County Council's total obligations up to a maximum of £10,000 per agreement.
- 3.12. On major strategic housing sites (typically over 1,000 dwellings), the monitoring fee will be negotiated on a site-by-site basis reflecting any potential complexities associated with the S106 agreement and the additional work involved in monitoring the agreement over a lengthy time period.
- 3.13. The monitoring charge will be payable prior to the commencement of the development.
- 3.14. The County Council will closely monitor the contributions secured and ensure that monies are collected on time and are spent in accordance with the S106 agreement.
- 3.15. In relation to S106 Travel Plan monitoring fees (see section 9.0) these will be based on separate cost figures, details of which are provided in the [County Council's Travel Plan Guidance](#).

4.0 Education

- 4.1. The County Council has a statutory responsibility to ensure there are sufficient school places in the county for children between the ages of 4 and 16 years old. The County Council works with partners to ensure a sufficient supply of 16-19-year-old places many of which are integrated in 11-19 year schools. In addition, the County Council has a statutory duty to ensure a sufficient supply of Early Education and Childcare places, for children aged three and four. There is also a duty to ensure there are sufficient funded childcare places for eligible two-year olds. Contributions for pre-school provision may be required either for existing pre-school provision or purpose-built new facilities on a separate site, possibly shared with a school. To enable this, primary phase schools are now able to extend their age range to encompass two and three-year-olds.
- 4.2. The Education Act 2006 gives the County Council the duty to secure sufficient places in its area. Subsequent legislation has created a platform for the development of a more diverse and more locally accountable school system, supported by a wider range of providers than in the past, particularly through multi-academy trusts.
- 4.3. In addition to the County Council's statutory obligation to provide sufficient school places to meet the needs of the population, it also has a statutory duty to provide suitable education placement for children and young people with Special Education Needs and Disabilities (SEND) to all aged 0-25.
- 4.4. National Planning Policy Guidance (NPPG) states the importance that there are a sufficient choice of school places available to meet the needs of existing and new communities. Local planning authorities should take a proactive, positive and collaborative approach to meeting this requirement, and to development that will widen the choice of education. They should:
 - 4.5. - give great weight to the need to create, expand or alter schools through preparation of plans and decisions on applications; and
 - 4.6. - work with school promoters, delivery partners and statutory bodies to identify and resolve key planning issues before applications are submitted.
- 4.7. NPPG confirms the expectation that as well as securing developer contributions towards mainstream and early years education, local authorities should also ensure they secure contributions towards additional cost of providing facilities for children and young people with SEND.
- 4.8. The County Council maintains (funds) community schools, voluntary controlled schools, and community special schools. Statutory regulation ensures that governing bodies have delegated authority to run schools. The County Council and the Department for Education (DfE) have the right and duty to intervene where a school is at risk of failing. The County Council acts as admissions authority for community and voluntary controlled mainstream schools and co-ordinates "applications and offers" for all mainstream schools, including free schools and academies. This co-ordination ensures a fair process for parents and their children, offers an accessible school place to all applicants, and seeks to meet parental preference as far as possible.
- 4.9. The County Council acts as a champion for all Norfolk residents, in respect of all children and young people and their parents/carers. In a diverse educational context, it will broker partnerships to support governors, school leaders, and providers in securing the best for the community they serve. Its partnership, school improvement and school intervention activity are exercised in pursuit of the highest quality school provision in all schools in Norfolk.

- 4.10. The DFE’s Basic Need grant, free school programme and other capital funding do not negate housing developers’ responsibility to mitigate the impact of their development on education. The County Council would expect land and contributions to be received in order to support education place making.
- 4.11. The County Council is also, under the Education Act 2006, as amended by the Academies Act 2010, a commissioner rather than a provider of new schools. It has the power to set out the characteristics of a school needed for a new community in order that providers may identify their capacity to provide that school. All new schools commissioned in this way will be established as Free schools (in law academies). The County Council must provide the site and funds for such a school, although these will usually be expected to come from the developer contributions. The County Council will procure the school building through the Major Construction Works compliant contractor framework and will provide the new building for the successful free school sponsor (multi-academy trust) to occupy.
- 4.12. New Free schools can also be approved by the Secretary of State. These can add to the supply of places but also can increase the diversity of provision in an area. Where they meet a shortfall of places, they would be supported by the County Council.
- 4.13. To assess the number of new children likely to arise from a new development the County Council undertook an analysis of development in the county in 2022 this data was cross checked with Health Authority and School Census data. This analysis produced the following pupil generation figures (based on expected children per 100 dwellings), see table 1. This data is checked annually and remains valid.

Table 1 Pupil Generation Figures

Age range	No. years cohorts	Type of school	Multiplier (no. of Children) based on a 100-dwelling development	No. of Children Generated Per Dwelling
2 - 4	2	Early Education	8.0	0.08
4 - 7	3	Infant	12.9	0.129
7 - 11	4	Junior	15.2	0.152
4 - 11	7	Primary	28.1	0.281
11 - 16	5	High	14.5	0.145
16 - 18	2	Sixth Form	1.5	0.015
0 - 25	14	SEND	6.0	0.06

- 4.14. For the avoidance of doubt the above multipliers have been generated as an average child yield across the whole of Norfolk and will be used to calculate developer contributions for all residential developments. The County Council reserves the right to use more “local multipliers” if the evidence is available to show that the multipliers are more likely to provide an accurate prediction of pupil numbers in the school system.
- 4.15. The SEND multiplier has been based on the proportion of pupils with an Education Health and Care Plan (EHCP) against that of the number of children in mainstream school from January 2023.

The following allowances are:

- No children are assumed on developments comprising of 1-bed accommodation,

student accommodation, sheltered housing, or care homes where there is an age-related occupancy condition e.g., restricted to the over 50s. In these circumstances no education contributions will be sought.

- For flats, apartments, and maisonettes the above multipliers are discounted by a factor of 50% reflecting the fact that fewer children are likely to arise from these types of dwellings.

Catchment Schools

- 4.16. The County Council will plan on the basis that pupils generated from any new development would attend the catchment school as set out in its statutory admissions documentation. However, if the catchment school is at full capacity, the County Council may, at its full and sole discretion, consider the next nearest school with places providing:
1. The school lies within the statutory maximum distance a child would be expected to travel (i.e., 2 miles for pupils aged 4-8 and 3 miles for pupils aged 8-16)
 2. The school, if primary phase, is within the same high school designated area as set out in the statutory admissions documentation
 3. There will be no adverse impact on the pupils affected in terms of splitting peer groups or siblings
 4. Existing and planned investment in local schools is not compromised
 5. The route to the school is adequate and safe. Where there is inadequate access the County Council may seek developer contributions towards safe routes to school
 6. The developer addresses the impact of those children having to commute further to school e.g., through the provision of cycle storage and/or contributions towards safe routes to school (see 5 above).
 - 7.

Types of Infrastructure Projects

- 4.17. New housing development will typically put additional pressure on existing schools, which may require the developer to provide funding towards one of the following school projects listed below. It should be noted that the list of projects below is not exhaustive.
- 4.18. These projects will need to demonstrate that they satisfy and are compliant with Regulation 122 (legal tests) of the CIL Regulations 2010 (as amended). Developer funding will be sought for the following types of infrastructure project at a named catchment school/s, or the school/s serving the development:
- New self-contained class block
 - Extension to provide additional classroom(s)
 - Internal remodelling to provide additional class places
 - Additional toilet provision
 - Additional group room provision
 - Additional curriculum support space
 - Additional staff accommodation
 - New/extended hall space
 - New/extended sports hall

- Multi use games area (MUGA)
- Improvement/extension to outdoor learning space/classroom
- Playground extension
- Provision or extension of changing rooms and/or cloakroom
- New/extended dining capacity
- Kitchen facilities
- Extension or adaptation of science laboratory
- Extension or adaptation of technology rooms
- Additional car parking; and/or cycle storage facilities
- Extension or refurbishment of early years provision
- Specialist accommodation for children with additional needs by extension or adaptation.

4.19. The County Council will not typically identify the precise project at the named catchment school/s, or school/s serving the development. It is expected that the S106 agreement will indicate that contributions will be spent at a specific school in order to increase pupil capacity.

Costs of Infrastructure Projects

4.20. The charges for both extension and new build works (e.g., [new classrooms](#)) are derived from a “basic need average cost” produced by the DfE. The DfE costs are based on building cost information received from local authorities across the country. The figures consider regional variations in prices.

4.21. The costs produced which reflect the different school phases of education and age range have been translated into a charge per dwelling (see table 2 below), pupil forecasts information will also be considered.

4.22. The secondary school basic need charge is based on the primary rate but uplifted by the DfE by 30% to reflect the higher costs associated with creating secondary school places, this will be evidenced in the overall cost to deliver a larger school having a higher number of cohorts. The DfE also uplifts funding rates by 10% to support costs associated with achieving improved sustainability standards. These sustainability standards are essential to meet the councils target of carbon zero by 2030, biodiversity net gain and the need to manage a more efficient and well-equipped school estate for the future.

4.23. The cost of providing a SEND place is greater than that of a mainstream schooling place, but this will depend on the type of need to be met. The average cost for SEND places is taken from the . [The NCC SEND Sufficiency Strategy](#) highlighted in 2021 the significant increase in pupils eligible and in receipt of EHCP’s. A direct result is the SEND provision across the County must improve and increase to accommodate what is expected to be a continuous need at a higher rate, which the County Council must try to manage.

4.24. The cost per place as set out in table 2 indicates a total of the standard charge per dwelling. When responding to applications the County Council assesses the capacity at each school sector and will only seek contributions for those sectors that are deemed to be at full capacity. The cost per place is comparable to neighbouring County Councils.

Table 2 Cost Per Place

School Sector (age range)	Cost Per Pupil Place (2024)	Standard Charge per dwelling (2024)
Early Education (2-4)	£25,065	£1,776
Infant (4-7)	£25,065	£2,864
Junior (7-11)	£25,065	£3,374
Primary School (4-11)	£25,065	£6,238
High School (11-16)	£32,584	£3,901
Sixth Form (16-18)	£32,584	£404
SEND (0-25)	£96,806	£749

New School Requirements

- 4.23. The building of a new school or pre-school facility will be sought where there is a significant number of new houses proposed.
- 4.24. When building a new school, the County Council will consider the wider community use of both the school buildings and playing fields, but the use of these facilities will be for the Governing Board or Academy Trust to determine.
- 4.25. Developer contributions towards a new school will be sought when:
- The existing catchment area school cannot be expanded any further (e.g., insufficient usable land area); and/or
 - The proposed residential development is of a scale that a new school can be justified. For the purposes of a new primary school the typical threshold needed to sustain a new 1FE (and pro rata) school is around 750 new dwellings. For a high school the level is considerably higher 5,000 – 6,000 new dwellings.
- 4.26. If the scale of proposed development falls below the critical threshold to deliver a 100% developer funded school the County Council will seek a pro-rata contribution towards the new build costs where appropriate. However, the County Council would, in such circumstances, need to carefully examine the proposed development in the context of the Local Plan to ensure that the wider objectives of delivering a sustainable community are met.

Table 3 Indicative Size of New School Sites

Provision	Minimum (Hectare)	Maximum (Hectare)
2 FE (420) Primary with Nursery (52 place) and SRB	2.3	2.6
3 FE (630) Primary with Nursery (52 place) and SRB	3.3	3.7
8 FE (1200) Secondary with SRB	9.6	10.8
10 FE (1500) Secondary with SRB	11.7	13.2

- 4.27. Table 3 sets out the indicative size of new school sites that may be sought, including the allowance for biodiversity net gain. The costs of a new school will need to be negotiated on a site-by-site basis and will reflect type of school, either primary or secondary, the size of school, whether 2 Form Entry or more is required, and the site constraints.

- 4.28. A new school site must be free of contamination, compaction and cleared of any previous land use, especially if the site was largely industrial land. The cost of all archaeological surveys and remedial work will be met by the developer. Design aims for a new school site will include rectangular in shape, on level ground and located on a gyratory road (i.e., not a cul-de-sac) near to the centre of the development and close to the other community facilities.

New Primary School Requirement

- 4.29. In the case of a new Primary School, the County Council's preference is for a 420-place school (2 forms of entry) with Early Years provision. With the significant increase in SEND places required across the county a school site may be needed to provide for an element of Special Resource Base (SRB) as part of the development. The County Council will review each project as part of the specific need in the local community. The County Council would expect the free transfer of a suitable site but will make provision for return of some of this land if the school does not need to accommodate the number of places identified.
- 4.30. New Primary School sites are designed in accordance with the [DfE Building Bulletin 103: Area Guidelines for Mainstream Schools](#). The County Council would also seek the full cost of construction, including early education and SEND provision (where required).

New High School Requirements

- 4.31. The same principle above will apply to a new High School and the land requirement will be in accordance with DfE Building Bulletin 103.

New SEND Provision

- 4.32. Any contributions received for the provision of SEND places will be pooled to improve or enhance facilities at the most appropriate provision. This may not be the provision closest to the development as pupils with SEND are often transported to the facility best able to provide for their needs, as confirmed in their EHCP.

School Capacity

- 4.33. It should be noted that existing unfilled capacity in the school system will not automatically be credited to developers, except where there is a significant existing unfilled capacity at the recipient school. The County Council in assessing unfilled capacity in the catchment area will also consider:
- Schools that have been expanded but are filling from their lower year groups
 - Other permitted development in the area
 - Those sites allocated in the Local Plan
 - Capacity at local schools is taken from the County Council's records at the time of the formal application and is based on the most recent pupil count at the school.
- 4.34. School capacity will be assessed on a site by site basis and will consider a range of factors such as the total number of pupil places, permitted development within the area, numbers on roll and aligns with the DfE expectations allowing for surplus

places in case of in year pressure not counted as part of any census date submission, as set out in [the 2013 National Audit Office report \(on behalf of DfE\) Capital Funding for New School Places](#). A buffer of 5% may be applied to the capacity of the school on a site-by-site basis (i.e., some schools will be deemed as being full at 95% capacity being filled).

- 4.35. It should be noted that relocatable classrooms (temporary mobiles) will not be counted towards the net capacity of the school. Therefore, those schools where there are relocatable classrooms present will normally be considered as being at, or over capacity, and as such developer contributions will be sought.
- 4.36. Modern Modular Unit Classbases with permanent Planning Consent, installed to either increase school capacity or as replacements for relocatable classrooms (temporary mobiles) will be counted towards the net capacity of the school.
- 4.37. Net capacity is the single data set used by Local Authorities to inform the DfE of changes in the maintained school estate as part of the statutory School Capacity Return (SCAP) each year. NCC will report updates in school operational net capacity to the DfE as changes to buildings or operational models occur.
- 4.38. Academies capacity on conversion is included in their Funding Agreement, The Net Capacity assessment used by the local authority for maintained schools is no longer applicable. In becoming an academy a school then becomes its own admission authority which will determine its operating planned admission number, which is at the discretion of the academy, which may impact the ability for the academy to respond to growth in an area.

Education/Children's Services Contributions arising from Affordable Housing

- 4.39. The approach set out below applies to both housing schemes where affordable housing forms a component part of a larger market housing development and to those schemes which are 100% affordable housing.
- 4.40. The County Council's approach is that it will seek, for the most part, education contributions on the whole housing site including any component of the proposal which may be developed for affordable housing. The reasons for seeking such contributions are:
 - Affordable housing may involve a variety of tenure types, for example rented, shared equity or discounted market housing, and these tenures are as likely, if not more so, to be occupied by families containing children than market housing; and
 - Those families moving into new affordable developments will almost certainly have vacated a home elsewhere, which could in turn be occupied by another family containing children. This means the new development could lead in net terms to more families in the area and more children attending local schools.
- 4.41. However, the County Council does accept that there may be some instances where new affordable housing will not lead to additional children in the area, for example:
 - Where the families being housed are from a shared household (i.e., sharing with a family member). Therefore, once they move to the new affordable home the original home reverts back to a single household; or
 - The family being housed live in a nearby bed and breakfast, hostel or other such accommodation provided by the LPA thereby not freeing-up any housing stock; or
 - Where there is an occupancy condition precluding children (i.e., accommodation for the elderly).

- 4.42. Even in these circumstances (points 1 and 2 above) there may still be some justification for the County Council to seek education contributions if the family containing children move between school catchment areas (i.e., leading to children transferring schools and placing greater pressure on the recipient school). Therefore, it will only be in very exceptional cases that no education contribution, or reduced contributions, are sought in connection with affordable housing proposals. In such cases it will be up to the applicant together with the LPA to clearly demonstrate to the County Council that the affordable housing proposed will not lead to a net increase in the number of children in the respective school catchment area.

Affordable Housing – Claw Back provision

- 4.43. The County Council recognises that there is an issue surrounding the payment of education contributions for the affordable housing element of a new development.
- 4.44. The practical solution would be for a legal agreement to allow for an element of claw-back by the applicant where it can be demonstrated that the provisos set out above are satisfied. The detailed wording of such a claw-back clause will be a matter for respective solicitors to agree, although the principle should be acceptable, as this is consistent with the current Government guidance. The County Council will continue to monitor the implementation of this approach and review the situation when the standards are updated.

5.0 Home to School Travel Contribution

- 5.1. Norfolk County Council is required to provide home to school travel under The Education Act 1996, as amended by Part 6 of the Education and Inspections Act 2006, which places a duty on Local Authorities to make suitable travel arrangements free of charge for eligible children. Eligibility is based on if a child is attending a qualifying school (normally the nearest or nearest catchment school) and if they live more than the statutory walking distance from that school.
- 5.2. Statutory walking distances are set out in the [travel to school for children of compulsory school age statutory guidance for local authorities](#) document. If a child lives within the statutory walking distance, then they are not automatically eligible for free home to school transport. But if the child lives over the statutory walking distances, as set out below, the County Council is required to provide home to school transport for:
- a) A child under the age of 8 is eligible for free travel to their nearest catchment or nearest suitable school if it is more than 2 miles from their home.
 - b) A child aged 8 years or over is eligible for free travel to their nearest catchment or nearest suitable school if it is more than 3 miles from their home, or if they are on low income this is reduced to 2 miles.
 - c) A child who requires transportation to a special educational needs and disabilities (SEND) school, if eligible.
 - d) A child from a family on low income is also eligible for free travel if they are attending one of three appropriate schools closest to their home where that school is more than 2 but less than 6 miles away.
- 5.3. The statutory walking distances are measured by the shortest available walking route. An 'available route' is one which a child, accompanied as necessary, may walk with reasonable safety to school.
- 5.4. The presumption would be that all pupils arising from a proposed new development will be able to access schools within safe walking distances which will minimise the length and number of journeys, however this is not always going to be the case, particularly for high school children.
- 5.5. Where a new housing development is proposed and such walking routes are not available, Norfolk County Council may seek additional developer contributions to mitigate the impact of additional school-aged children living in an area, that in school transport terms is deemed unsustainable.
- 5.6. Contributions may be required to reduce travel distances and/or improve safety and/or provide transport where:
- There is not a safe walking route within the statutory walking distance.
 - A development is located over the statutory walking distance.
 - Where the catchment school does not have places in the interim, and children will have to be transported to surrounding schools.
 - Children need to attend an alternative school due to their needs (e.g. a SEND school)
- 5.7. The contribution sought will extend for the life of the child place in the phase of education to which it relates. For primary phase it will be charged annually for 7 years, for secondary phase charged annually for 5 years, and for SEND it will be

for 10 years.

School Transport Costs

- 5.8. Home to School transport costs the County Council on average £14.48 per day for Primary School pupils, £5.61 per day for Secondary School pupils, and £46.62 per day for SEND pupils (figures based off 2022/23 data). The costs will be reviewed on an annual basis.

School Transport Calculation

- 5.9. The school transport contribution is calculated using the average cost for transporting pupils in the previous financial year multiplied by the number of children generated. Contributions will be assessed on a site-by-site basis and will be sought for Primary, Secondary and SEND pupils.
- 5.10. The contributions that may be sought, per pupil, are set out in table 4 below.

Table 4 Home to School Transport Cost per Pupil

School Sector (age range)	Average Cost per Pupil per Year (2023)	Average Daily Cost (2023)	Cost per Pupil Generated (2023)
Primary (4-11)	£2,751.28	£14.48	£19,258.40
Secondary (11-16)	£1,066.18	£5.61	£5,329.50
SEND (5-16)	£8,857.26	£46.62	£88,578

The cost per pupil will be reviewed on an annual basis and is based on the home to school transport costs from the previous financial year.

- 5.11. The calculation of school transport contributions is based on 190 days per year over 7 years for primary school children, 190 days per year over 5 years for secondary school children, and 190 day per year over 10 years for SEND pupils.
- 5.12. Table 4 sets out the cost per pupil place generated which may be sought - the calculation is (average daily cost) x 190 (number of school days per year) x (number of years).
- 5.13. A school transport contribution may be sought on the following:
1. Housing developments that are further than the statutory walking distance from the nearest or nearest catchment school
 2. Housing developments that are less than the statutory walking distance from their nearest or nearest catchment school but there is no available walking route.
- 5.14. It should be noted that seeking a school transport contribution is not a mechanism to make developments sustainable and in the first instance the County Council will support development proposals which are sustainably located and offer safe walking routes to school for any additional pupils. In the event a development proposal is permitted that cannot provide this the County Council would then utilise the option to seek school transport contributions to ensure children can get to and from school in a sustainable way.

SEND and Post 16 Explanation

- 5.15. SEND schooling is from 0-25 years, however the County Council can only quantify the number of places generated for SEND places between the ages of 5-16.

Therefore, SEND home to school transport costs will only be sought on SEND places for pupils aged 5-16.

- 5.16. The County Council is not obliged to provide free home to school transport for Post 16, so this is not factored in.

6.0 Library

- 6.1. The County Council under the Public Libraries and Museums Act (1964) has a statutory responsibility to provide a comprehensive and efficient library service. New housing development will put a strain on existing library provision, which may require developer funding towards one of the following library projects listed below. It should be noted that the list of projects is not exhaustive.
- 6.2. These projects will need to demonstrate that they satisfy and are compliant with Regulation 122 of the CIL Regulations 2010 (as amended). Arts Council England (ACE) have published "[Guidance on seeking and securing developer contributions for libraries and archive provision in England](#)" in September 2023. The calculations contained in that document have been used as the basis for the project requirements below.

These projects are:

- **A new library building**, including new fixtures and stock - The provision of a new library is only likely to be sought on major new housing sites/allocations of 3,000 dwellings or more. However, each case will depend on an assessment of the particular requirements in that area and the likely impact of the new development on current provision. The cost of a new library will need to be negotiated on a site-by-site basis.
- **A library extension** - The cost associated with these works The "[Guidance on seeking and securing developer contributions for libraries and archive provision in England](#)" recommends 30 sqm per 1,000 population. Based on BCIS costs adjusted Norfolk County with an average household size of 2.27 occupants this gives a figure of £520 per dwelling.
- **Major Capital Project** to an existing library facility - this might include provision of new toilets etc. The cost associated with this work is **£520 per dwelling**.
- **Upgrading of existing library facilities** - This may include one or more of the following projects:
 - Refurbish library – including improved decoration and new flooring
 - Reconfigure internal space (new layout) to increase lending capacity
 - Refurbish toilet facilities
 - Improved visitor access to library facility i.e., allowing easier access for those with young children or with mobility issues
 - External works – for example improved parking; cycle racks etc.
 - The costs associated with this work is **£215per dwelling**.
- **IT Equipment, Furniture and Stock** - This may include one or more of the following projects:
 - Provision of books at the named library or mobile service
 - Provision of audio books, DVDs, and other leisure materials
 - Provision of self-service facilities and other potential IT equipment to increase the opening times and capacity of the library.
 - Provision of furniture e.g., bookshelves, tables, and chairs to increase visitor numbers
 - Provision of computers and computing equipment - including tables

- Provision of learning equipment / play equipment for younger children
- The costs associated with the above items is **£185 per dwelling**.

6.3. The County Council will not typically identify the precise project at the named library until it has sufficient pooled contributions to put together a deliverable / viable project. It is expected that the legal agreement (S106) will indicate that contributions will be spent at a specific library or libraries in order to increase lending capacity.

Table 4 Summary of Library Provisions

Type of Library Provision	Standard Charge per dwelling
A new library and stock	To be negotiated
Library extension and fitting out	£520
Major Capital Project to existing library	£520
Upgrading of existing library facilities and/or fitting out extension	£215
Equipment and/or stock	£185

6.4. The above costs relate to any dwelling (e.g., houses, bungalows, and flats). However, contributions will not be sought in relation to elderly accommodation, including residential care homes and housing with care, library contributions will also not be sought for student accommodation.

7.0 Adult Social Care and Public Health

Affordable Housing

- 7.1. The County Council aims to support people who have or may develop care and support needs to be supported in their own home for as long as possible. This means that housing needs to be “future proofed” in terms of being suitable or readily adaptable to that end as a general principle. In addition, affordable housing is a key issue for people of all ages and disabilities who use Norfolk County Council services, and this must be accessible and integrated, taking account of access to public transport in terms of location within a site.
- 7.2. A proportion of affordable and market housing should be built to Accessible and Adaptable Standards as set out in the Building Regulations Standards (M4(2)) and Wheelchair User Dwelling Standards as set out in the above Standards (M4(3)). Which would assist in meeting the populations changing needs.

Accessible Housing

- 7.3. An increasing proportion (25%) of the population is over 65 or disabled. This places pressure on supported accommodation such as sheltered housing, Independent Living (extra care housing), residential care homes, and supported living and means there is increased demand for more older peoples housing options in the future.
- 7.4. The County Council is committed to reducing residential care home and nursing home dependency for the elderly where they can be supported to remain more independent in their own homes or a housing based supported accommodation setting. It aims to provide care in:
 - Peoples own homes
 - Rented accommodation in ordinary housing
 - Housing with care / Independent Living (extra care housing) (i.e., with residents living in own accommodation as tenants)
 - Sheltered accommodation with warden provision in those where absolutely necessary.
- 7.5. The County Council also recognises that there will be a need for enhancing care homes and nursing homes, in line with population growth. The overall site size and minimum units are likely to be similar to extra care provision.
- 7.6. With regard to working age adults with special needs, the County Council is moving away from over reliance on residential care homes and instead is moving towards supported living i.e., housing with care (with residents living in their own accommodation as tenants) and single unit accommodation with floating support.
- 7.7. Therefore, on larger housing proposals, and on smaller sites where the cumulative effect on services is similar to a larger site, the County Council may seek developer contributions to develop care services, for example:
 - To upgrade, expand or convert care homes to supported living accommodation
 - To provide new build Independent Living (extra care housing) for the elderly to support housing moves for older people into appropriate housing as care needs increase and their homes become unsuitable

- To provide new or supported living to meet the needs of new residents to be near their extended family
- To provide single unit accommodation in general housing with floating support.

7.8. This will not be a fixed charge but will be negotiated on a site-by-site basis, and in the case of care homes or extra care may be based on a land contribution. Any contributions sought will need to meet the policy tests set out in CIL Regulations 2010 (as amended).

7.9. In addition, the County Council would support the LPA in seeking contributions towards:

- Housing with Care / Independent Living (Extra Care Housing) Provision for elderly
- Sheltered Accommodation for the elderly
- Supported Living (housing with care) for working age adults with special needs.

Public Health

7.10. The County Council in its Public Health role will consider whether proposed new development requires any contributions towards the general improvement of health. In general, it is unlikely that public health will require any contribution, although it may seek to influence the design and make-up of the development in order to encourage healthier living through for example encouraging walking, cycling and the use of public transport, and providing good access and links to local services.

7.11. It should be noted that under the agreed Norfolk Strategic Planning Framework sit a series of agreements including a County-wide Health Protocol (Agreement 20), which commits LPAs, as determining authorities, to engage with all the relevant health care and social care partners; commissioning bodies; as well as the County Council on relevant planning applications.

7.12. It will ultimately be up to the respective LPA in consultation with the Integrated Care Board to decide upon seeking any developer funding to specific health care projects such as contributions towards new doctor's surgery / medical facility.

7.13. Such contributions towards capital schemes will not resolve workforce shortages within the NHS or other services. It may however enable surgeries and other services to expand their physical capacity, thereby making recruitment and retention easier in the longer run.

8.0 Fire

- 8.1. Developers will be required to provide fire hydrants to the relevant potable water supply infrastructure. At least one hydrant is required for every 50 dwellings to provide adequate firefighting water supply, depending on site layout and existing provision in the locality. The cost of provision of a fire hydrant fitted on no less than 90 mm mains would be the current cost levied by the water authority or other supplier dependent on who the developer engages. The minimum cost of provision of a fire hydrant fitted on no less than 90 mm mains is £1235.13.
- 8.2. Fire hydrants may also be sought in respect of commercial development and the cost would be the current cost levied by the water authority or other supplier dependent on who the developer engages. The number of hydrants required will need to be assessed on a site-by-site basis, in line with the Building Regulations Approved Document B Volume 2 Sections 15 & 16, British Standards 9990 and the 'National guidance document on the provision of water for firefighting'.
- 8.3. Given that the provision of a fire hydrant will in most cases be on site, the County Council would expect that they are delivered through a planning condition. The fire hydrants ought to be installed at the same time as the rest of the water infrastructure, ahead of any dwellings being occupied, in order to avoid any excessive costs to the developer. The location of the hydrant must be agreed with the Norfolk Fire and Rescue Service prior to installation. The developer will be expected to initiate the installation of the hydrant through contact with the Water Company and will incur all costs associated with the hydrant and its installation. The following conditions will be sought:
- **Condition 1 Residential Development:**
 - No development shall commence on site until a full or phased scheme has been submitted to and agreed by the Council, in consultation with Norfolk Fire and Rescue Service. The condition requires the provision of at least one fire hydrant, connected to the potable water supply, for every 50 dwellings forming part of the development (or part thereof to provide adequate firefighting water supply, dependent on-site layout). No dwelling shall be occupied until the hydrant(s) serving the property or group of properties has been provided to the satisfaction of the Council in consultation with Norfolk Fire and Rescue Service; and/or
 - No development shall commence on site until a full or phased scheme has been submitted to, and agreed by the Council in consultation with Norfolk Fire and Rescue Service, for the provision of at least one fire hydrant (served by mains water supply) for every 50 dwellings (or part thereof to provide adequate firefighting water supply, dependent on-site layout) forming part of the development and no dwelling shall be occupied until the hydrant(s) serving the property or group of properties has been provided to the satisfaction of the Council in consultation with Norfolk Fire and Rescue Service; and/or
 - **Condition 2 Commercial Development:**
 - No development shall commence on site until a scheme has been submitted for the provision of a minimum of 0.75 fire hydrants per hectare dependent on layout (served by a 150 - 180mm main water supply depending on the mix and type of commercial uses) for the benefit of the commercial development in a location agreed with the

Council in consultation with Norfolk Fire and Rescue Service and should meet the requirements of Building Regulations Approved Document B Volume 2 Sections 15 &16 (Fire Hydrants/Water Supplies and Vehicle Access), British Standard 9990 and the 'National guidance document on the provision of water for firefighting'. The commercial development buildings shall not be occupied until the hydrants have been provided to the satisfaction of the Council in consultation with the Norfolk Fire and Rescue Service.

The commercial development buildings shall not be occupied until the hydrants have been provided to the satisfaction of the Council in consultation with the Norfolk Fire and Rescue Service.

Informative

- 8.4. With reference to Conditions 1 and 2, the developer will be expected to meet the costs of supplying and installing the fire hydrants.

Reason for Condition

- 8.5. Condition is needed to ensure adequate water infrastructure provision is made on site for the local fire service to tackle any property fire.
- 8.6. Developers may also be asked to contribute towards additional off-site facilities made necessary by the proposed development. For any off-site requirements the County Council would expect these to be dealt with through a S106 agreement.
- 8.7. The delivery of on-site fire hydrants should therefore be dealt through the use of planning condition rather than within a S106 agreement.
- 8.8. Fire hydrant condition/s will be sought for any application in line with advice set out in Paragraph 55 of the National Planning Policy Framework. The County Council will normally seek such a condition/s in respect of an outline application, rather than relying on separate conditions imposed at the reserved matters stage, in order to:
- Ensure that the hydrants are properly planned across the development as a whole
 - Avoid any potential "gaps" in provision
 - Reduce any cost burden on the development industry through avoiding unnecessary duplication.

9.0 Green Infrastructure

- 9.1. The County Council, in partnership with LPAs, expects developers to contribute towards the provision of green infrastructure in line with requirements in the National Planning Policy Framework (NPPF) and local plan policies. Contributions towards green infrastructure should not be confined to monetary obligations but should be considered within the overall design of development and its context.
- 9.2. The principle of green infrastructure is to provide landscape connectivity for people and wildlife as well as, where appropriate, assisting in the protection of designated sites. The County Council therefore expects that green infrastructure provision is considered and secured through on-site open space provision with appropriate connections to the wider off-site green infrastructure network. This can be achieved, for example, through strategic highway planting, enhancements to the Public Rights of Way (PROW) network and effective use of sustainable urban drainage systems as multifunctional assets.
- 9.3. The County Council's green infrastructure responsibilities include PROW, Norfolk Trails, Habitat Regulation Assessment, and ecological networks.

Public Rights of Way

- 9.4. Norfolk County Council has a duty to sign and maintain 3,750 km PROW. New developments may directly affect routes by:
 - Requiring existing PROW be moved or adopted
 - Creating the need for new PROW
 - Requiring existing PROW to be improved.
- 9.5. Where detached routes are proposed it is in the public benefit that they be dedicated as PROW. Increased use will be made of off-site routes requiring enhanced maintenance incurring cost to the County Council.

Norfolk Trails

- 9.6. Where development is near to one of the Norfolk Trails, a contribution may be sought to help bring social and economic benefits to the local community with regards to connectivity with the trail infrastructure.
- 9.7. Therefore, where proposed development is likely to have an impact on PROW, the County Council will seek to negotiate a contribution which is consistent with Regulation 122 of the CIL Regulations 2010 (as amended).

Habitat Regulation Assessment and ecological networks

- 9.8. In terms of the Conservation of Species and Habitat Regulations 2010 (as amended), new and enhanced Green Infrastructure can be used as mitigation for impacts from recreational disturbance on internationally designated wildlife sites as a result of new development. Therefore, the County Council, in partnership with LPAs, expects developers to contribute towards the provision of a coherent and connected green infrastructure network.
- 9.9. In addition, LPAs have a general duty to protect biodiversity. The County Council, in partnership with the respective LPA, may seek contributions towards improving areas of green space and/or the creation of new habitats to maintain, enhance,

restore, or add to biodiversity interests, where they relate to new housing development as required by the NPPF. Such contributions towards biodiversity interests will assist local authorities to discharge their responsibilities under the Section 40 of the Natural Environment and Rural Communities Act (2006). Contributions will only be sought where they can be justified in terms of the tests set out in Regulation 122 of the CIL Regulations 2010 (as amended) for example where residents from an individual proposed development site are reasonably likely to adversely impact a County Wildlife Site through increased footfall and where mitigation measures are necessary to address this.

10.0 Highways & Transport and other Potential Contributions

Highway and Transport

- 10.1. The County Council, through its role as Highways & Transport consultee, supports development where it can be clearly demonstrated that it meets the requirements of the NPPF in being safe and sustainable. With this in mind, developers may be required to provide transport related mitigation to address transport impacts of development. The mitigation measures secured by obligation can take the form of travel planning, public transport provision including infrastructure, measures to improve road safety/capacity, or facilities to enable non-motorised users of the highway.
- 10.2. This can be delivered through financial contributions or physical works within the highway and will be dealt with by both the Planning (S106) and Highways (S278 of the 1980 Highways act) legislation. Highways and Transport contributions/works are assessed on a site-specific basis.
- 10.3. Early engagement with [Highway Developer Services](#) officers is actively encouraged prior to submission of any planning application.

Travel Planning

- 10.4. Where it has been identified that a travel plan is required, [Norfolk County Council's Travel Plan Guidance](#) sets out the requirements including the travel plan surety bonds/contributions and monitoring fees.
- 10.5. The following two options are available to all developers.
 - A travel plan can be delivered by the developer or their 3rd party contractor with the surety bond payable to the County Council
 - The County Council can deliver the travel plan for an agreed fee through the S106. This travel plan would be delivered by the AtoBetter project.
- 10.6. Both options will require to pay the travel plan monitoring fee to the County Council in respect of monitoring and evaluation of their travel plans.

Household Waste Recycling Facilities (HWRF)

- 10.7. Norfolk County Council, as a Waste Disposal Authority, has a statutory duty under the Environmental Protection Act (1990) to provide facilities at which residents may deposit their household waste. Each facility must be situated either within the area of the authority or so as to be reasonably accessible to persons resident in this area.

- 10.8. Planned housing growth in Norfolk will place further pressures on existing facilities and will require a combination of new or improved facilities in order to meet future demand. Contributions may be sought to deal with the cumulative impact of a series of both small and large developments. The removal of Reg123 pooling restrictions provides for greater opportunities for seeking developer funding towards HWRF providing this is in line with the statutory legal tests set out in Regulation 122 of the CIL Regulations 2010 (as amended). This will not be a fixed charge but will be negotiated on a site-by-site basis.

Historic Environment

- 10.9. Developers will be required to meet the costs of protecting or examining and recording the historic environment generally including archaeological remains, historic buildings and other landscape feature through planning conditions or legal agreement.

Climate Change

- 10.10. Government is encouraging the use of the planning system to reduce the impacts linked with increasing the levels of carbon emission that exacerbate climate change. In due course this may involve contributions to abate these impacts; however, at this stage the precise figure has not been calculated and would not be implemented until consultation has occurred with the LPAs as part of any CIL preparation.

11.0 Contacts

- 11.1. For general enquiries regarding the County Council's planning obligations standards please email planobs@norfolk.gov.uk.
- 11.2. If you have any queries regarding specific sites, please refer to your LPA for further information.

Norfolk County Council is the local authority for Norfolk. We provide a wide range of services for people who live, work, do business or visit here. They include education, social services, highway maintenance, waste disposal, libraries, museums, fire and rescue, economic development, and trading standards. For further details visit www.norfolk.gov.uk

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Published: April 2024



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Infrastructure and Development Select Committee

Item No: 11

Report Title: Forward Work Programme

Date of Meeting: 15 May 2024

Responsible Cabinet Member: N/A

Responsible Director: Sarah Rhoden (Director of Community, Information and Learning)

Executive Summary

This report sets out the Forward Work Programme for the Select Committee, to enable the Select Committee to review and shape it.

Action Required

- 1. Review and agree the Forward Work Programme for the Select Committee, as set out in Appendix A.**

1. Background and Purpose

- 1.1** This report sets out the Forward Work Programme for the Select Committee to enable the Committee to review and shape it.

2. Proposal

2.1 Forward Work Programme

The current Forward Work Programme for the Select Committee (for the next three planned meetings) is set out in Appendix A, for the Committee to use to shape future meeting agendas and items for consideration.

2.2 Member Task and Finish Groups

The Select Committee previously agreed that, to help ensure a manageable workload, there will be no more than two Member Task and Finish Groups

established by this Committee operating at any one time. There is currently one active Group – the Task and Finish Group look at the subject ‘Providing Highways and Transport Development Management Advice to Local Planning Authority’s in Norfolk’.

3. Impact of the Proposal

- 3.1 This report enables the Select Committee to shape agendas for future meetings so that it can include items which the Committee considers the most important to consider.

4. Evidence and Reasons for Decision

- 4.1 As above

5. Alternative Options

- 5.1 The Committee can amend and shape the work programme.

6. Financial Implications

- 6.1 None.

7. Resource Implications

- 7.1 **Staff:** None.

- 7.2 **Property:** None.

- 7.3 **IT:** None.

8. Other Implications

- 8.1 **Legal Implications:** None.

- 8.2 **Human Rights Implications:** None.

- 8.3 **Equality Impact Assessment (EqIA):** N/A

- 8.4 **Data Protection Impact Assessments (DPIA):** N/A

- 8.7 **Any Other Implications:** None.

9. Action required

The Select Committee is asked to:

1. Review and agree the Forward Work Programme for the Select Committee, as set out in Appendix A

10. Background Papers

11.1 None.

Officer Contact

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

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Forward Work Programme – Infrastructure and Development Select Committee

Draft agendas for the next three meetings.

Report title	Reason for report
10 July 2024 meeting	
Creating Community Spaces: Norfolk's Library, learning and community hubs	To provide an update on the King's Lynn and Great Yarmouth hubs.
Library Strategy	To consider the timetable and steps to develop a new Library Strategy.
Performance of key highways contracts	To review the performance of key contracts for the highways service, including customer service.
Highway and transport network performance	To consider the performance of the network and identify any priorities to be considered as part of the annual review of the Transport Asset Management Plan (TAMP) in the light of this performance.
Norfolk Strategic Infrastructure Delivery Plan	Annual review of the Plan and any suggested amendments
Policy and Strategy Framework – annual report	To enable the Select Committee to understand the relevant Policies and Strategies for the relevant services.
Forward Work Programme	To review and agree the programme.
11 September 2024 meeting	
Local Transport Plan	An update on the delivery of the plan.
Forward Work Programme	To review and agree the programme.
13 November 2024 meeting	
CES Compliance and Enforcement Policy – annual review	To consider any proposed changes to the policy.
Transport Asset Management Plan (TAMP)	To consider proposed amendments and updates for the TAMP.
Library Strategy	To review the draft Strategy
Forward Work Programme	To review and agree the programme.