

# Corporate Select Committee

Date: **10 July 2023**  
Time: **10:00 am**  
Venue: **Council Chamber, County Hall, Martineau Lane, Norwich**

## Membership:

Cllr R Oliver (Chair)  
Cllr A Birmingham  
Cllr S Clancy  
Cllr D Bills  
Cllr G Carpenter  
Cllr D Roper  
Cllr A White

Cllr L Hempsall  
Cllr T Jermy  
Cllr B Price  
Cllr V Thomson  
Cllr W Nunn (Vice Chair)  
Cllr C Smith

## Advice for members of the public:

This meeting will be held in public and in person

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

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

We have amended the previous guidance relating to respiratory infections to reflect current practice but we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

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

## A g e n d a

**1. To receive apologies and details of any substitute members attending**

**2. Minutes**

To receive the minutes of the previous meeting held on 16 January 2023 **Page 4**

**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](mailto:committees@norfolk.gov.uk)) by **5pm 4 July 2023**.

For guidance on submitting a public question, view the Constitution at:

[Ask a question to a committee - Norfolk County Council](#)

**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 4 July 2023**.

**7. Upcoming Constitutional Changes**

Report by the Director for Legal Services and Monitoring Officer

**Page 9**

**8. Norfolk's Digital Inclusion Strategy and "Tech Skills for Life" Pilot in West Norfolk Update**

Report by Executive Director for Strategy and Transformation

**Page 14**

**9. Modern Slavery Statement 2022-23 and approach to the action plan**

Report by the Director for Paid Services / Chief Executive

**Page 64**

**10. Workplace Wellbeing Strategy 2023 -2026**

Report by Executive Director for Strategy and Transformation

**Page 87**

**11. Strategic and Financial Planning 2024-25**

Report by the Director of Strategic Finance

**Page 109**

**12. Forward Work Plan 2023**

Note by the Executive Director for Strategy & Transformation

**Page 138**

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

Date Agenda Published: 30 June 2023



If you need this document in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or (textphone) 18001 0344 800 8020 and we will do our best to help.



## Corporate Select Committee

Minutes of the Meeting Held on 16 January 2023 at  
2pm in Council Chamber, County Hall, Martineau Lane Norwich NR1 2DL

### Present:

Cllr Ed Colman (Chair)  
Cllr S Blundell  
Cllr A Birmingham  
Cllr G Carpenter  
Cllr N Daubney  
Cllr L Hemsall  
Cllr K Mason Billig  
Cllr B Price  
Cllr V Thomson

### Substitute Members Present:

None

### Also Present:

Cllr Tom FitzPatrick	Cabinet Member for Innovation, Transformation and Performance
Cllr Greg Peck	Cabinet Member for Commercial Services and Asset Management

### 1 Apologies for Absence

1.1 Apologies for absence were received from Cllr Terry Jermy. Cllrs Clancy, Daubney and James were also absent.

### 2 Minutes

2.1 The minutes of the meeting held on 14 November 2022 were agreed as an accurate record and signed by the Chair.

Cllr Birmingham requested a meeting with Cllr Peck and Simon Hughes, Director of Property, concerning a previous answer given regarding the new tier of the car park at County Hall.

### 3 Declarations of Interest

3.1 There were no declarations of interest.

### 4 Items of Urgent Business

4.1 There were no items of urgent business.

## 5 Public Question Time

5.1 There were no public questions.

## 6 Local Member Issues/Questions

6.1 None

## 7 Smarter Working Update

Report by the Executive Director for Finance and Commercial Services

7.1 The annexed report (7) by the Executive Director for Finance and Commercial Services was received and was introduced by Cllr Tom Fitzpatrick, Cabinet Member for Innovation, Transformation and Performance and presented by Sam Pittam Smith, Director of Strategy and Transformation. The report, followed on from the previous update to the committee in July 2022 and focused on the increasing understanding of Hybrid working, work on providing Smarter Places for staff to deliver their services as well as data and research being gathered to inform decision making.

7.2 In response to questions from members it was discussed and noted:

- Whilst Hybrid meetings were acknowledged as providing efficiencies it was suggested that a default format for those joining virtually would mean that the current speaker was shown on the screen only as opposed to a sea of faces of all attending. This would make it easier to get a point across and identify who was speaking.
- The officers present advised that decisions regarding the Council's estate and especially County Hall were based on evidence from gathering data on aspects such as daily usage. Unfortunately, insufficient data had been collated at that time to suggest that spare capacity would have been available for the new merged back office functions of South Norfolk Council and Broadland District Council to be placed in County Hall.
- Ongoing monitoring of the daily usage of County Hall will provide more data to allow evidence based decisions about what areas can be considered for lease. In addition, this data will indicate what energy savings are being achieved and contributing towards the Council's carbon zero target by 2030.
- Members were advised that work had progressed to reduce the overnight lighting at County Hall and that a recent thermal image of the building, taken at night, had evidenced that only two floors were partially lit and this was due to essential services operating during this time.
- Officers acknowledged that some staff roles required a more face to face presence and that staff wellbeing was an important priority to ensure hybrid working was fit for purpose. The learning was still ongoing about achieving the balance between how staff share learnings remotely and the time spent in the office. Staff with disabilities were actively monitored by their line managers with support from HR to ensure their needs to deliver their roles were identified and acted upon.
- The research being undertaken by UEA regarding hybrid working in Health and Social Care was a collaborative approach involving a number of other stakeholders across the county, with a view to help identify issues and shape possible solutions for the future. Whilst in the very early stages, it was thought that the results of this research would be considered by the committee once available.

7.3 The Select committee **reviewed** and:

- Noted the work completed and plans to date. An update would be provided in May 2023.

## 8 Work Force Strategy

- 8.1 The annexed report (8) by the Executive Director for Strategy and Transformation and Director of People was received and was introduced and presented by Rob Stafford, Head of Organisational Effectiveness and Workforce Development. The workforce strategy supported the 'Better together for Norfolk Strategy' and the report was delivered at a point where all relevant engagements and sign offs had been completed, with preceding relevant feedback from the Select Committee having been incorporated where it was appropriate.

The report considered that the final Workforce Strategy presented, effectively supported the 'Better Together, for Norfolk' strategy and accurately reflected NCC's ambitions and direction of travel as an organisation, as well as providing context and direction for directorate-level workforce strategies.

- 8.2 In response to questions asked the committee discussed and noted the following:
- The report highlighted that one of the key drivers of employee contribution was experiencing excessive pressure and that this had risen since 2020. Officers advised that staff wellbeing and mental health issues were front and centre of their work and that learnings on how to identify and tackle the issues before employees felt the need to take time off work was ongoing. There was a determination to ensure all staff were heard and their concerns were addressed.
  - Norfolk, as a rural area did have challengers to overcome when recruiting staff. However, hybrid working had made that challenge easier as it increased the scope of possible employees joining the Council. Work was ongoing to enhance and increase the 'NCC employee brand offering' to highlight the attractions of working for the Council.
  - It was suggested that members could work with their local parish councils in their divisions to increase awareness of the 'NCC employee brand offering'. Further details were requested by members to help aid discussions. Rob Stafford agreed to discuss this initiative with members outside of the meeting.

- 8.3 The Select Committee **resolved** to:

- Note the resubmission of the Workforce Strategy to the Committee for information and that it represented a relatively light touch following previous comprehensive reviews.
- Provide continued support to the 'Better Together for Norfolk' approach to its Workforce Strategy with make suggestions and ideas.

## 9. Emerging Equality Diversity & Inclusion (EDI) Objectives for 2023-2026

- 9.1 The committee received the annexed report (9) from the Executive Director for Community and Environmental Services and was presented by Jo Richardson, Head of Equality Diversity and Inclusion (EDI).
- 9.2 The report summarised the previous three years as well as setting out the arrangements to prepare the new Plan, the challenges to address and the evidence gathered that included consultation with 250+ residents from diverse backgrounds.

9.3 In response to member's questions the following was discussed and noted:

- The Council has a statutory duty to publish the report annually.
- The committee congratulated officers on the quadruple award nominations and wins for the work to promote and implement EDI within the Council.
- It was acknowledged that accessibility included a wide range of topics including use of technology to enable disabled employees to compete on a level playing field for employment and career progression and leadership opportunities. The Council, working with young people's disability groups, aimed to empower disabled young people to achieve their full potential and see themselves, as future leaders. Engagement opportunities with disabled adults was also being explored. The Council has a disabled employees forum that provides feedback to senior management on their experiences of working within the Council environment.
- The Council is working with all stakeholders, including schools to better understand and tackle racial inequalities for young Black and Gypsy, Roma and Traveller children. Children's Services have prioritised this and have agreed to conduct an in depth analysis about some key inequalities. This was acknowledged as an UK wide issue.
- The council was committed to tackling racism and supporting employees who experienced racial abuse. It was acknowledged that Social Care had a particularly diverse workforce and this made the plan's goals even more important. The Council has a range of policies around this issue available to all staff and line managers as to what procedures to follow if racism was experienced. Opportunities had been identified to strengthen this guidance and this was taking place. The policies were undergoing review by HR with a view to providing clearer direction and also available on one webpage for ease of reference.
- The Council's learning and development offer review to members was currently underway and could include training on EDI. Much progress had had made within the Council's framework since a motion at Full Council was carried in July 2020, which set out the determination to eradicate racism, and a motion later the same year on disability. However, the Council was not complacent and recognised the wide-ranging work to do to address racism and prejudice in relation to disability, sexual orientation, gender identity and other protected characteristics.

9.4 The Committee requested an annual report to be presented to the committee with a shorter 6 monthly briefing in between the annual submissions.

9.5 The select committee **resolved to:**

1. Note the progress made in delivering the Equality, Diversity and Inclusion Objectives 2020 to 2023, set out in Section 2.
2. Acknowledge the challenges set out in Section 3; the actions that have taken place so far to prepare new objectives, and the emerging objectives set out in Section 5.
3. Agree that the final EDI objectives to be determined by the Cabinet in March 2023 are:
  - a) Promote race equality and eliminate racism across our workforce, services and communities.
  - b) Provide services, information and environments that can be accessed, understood and used independently and with dignity to the greatest extent possible by all disabled people.
  - c) Promote inclusion for our LGBTQ+ service users and colleagues.
  - d) Deliver our EDI transformation actions in response to external inspections, peer and safeguarding reviews (this includes our EDI plan for Norfolk Fire & Rescue Service<sup>7</sup> our EDI

actions in response to Adults Peer Review 2022; and our EDI actions in response to Recommendation M (tackling racism) Safeguarding Adults Review – Joanna, Jon and Ben.)

- e) To recommend to the Cabinet the future timing of reports on EDI to Select Committee should be annual with a shorter 6 monthly report update in between annual submissions.

## **10 Forward Work Programme 2023**

The committee **resolved to agree** the forward work programme.

**Meeting concluded at 2.55 pm**



# Corporate Select Committee

Item No: 7

**Report Title: Upcoming Constitutional Changes**

**Date of Meeting: 10 July 2023**

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

**Responsible Director: Director of Legal Services (nplaw) and Monitoring Officer**

## Executive Summary

The County Deal for Norfolk requires the Council to consider a change of Governance to a Directly Elected Leader model. The decision to change model is scheduled to be made at the Full Council meeting of Norfolk County Council on 12<sup>th</sup> December 2023.

In order to support this decision, the authority recognises the need to produce a constitution, for consideration by members of the Council which explains the role of the elected leader and further enshrines the role of the Full Council, scrutiny, policy and budget frameworks and communications protocols.

## Recommendations

The Select Committee is asked to:

1. Endorse the future workplan
2. Endorse the approach to constitutional changes
3. Comment on the engagement of third party resource to assist/review the changes

### 1. Background and Purpose

- 1.1 A change of governance means, practically constitutional change. There is factual legal change that must take place – changing statutory references, naming etc, but also it provides an opportunity for the local authority to

review their governance and consider what structures would best support governance change.

## **2. Proposal**

### **Select Committees and Scrutiny**

- 2.1 Strong scrutiny is essential to all models of governance, whether that be through pre scrutiny (via select committees or similar) or through call in and post decision scrutiny. There is a legal requirement in respect of the directly elected leader model to allow for call in, however a full system of scrutiny is considered to most appropriate, particularly in large, complex local authority organisations.
- 2.3 It is proposed that through the member engagement group, which is the vehicle for engaging with members about County Deal issues, models are brought to that group for discussion and that members will have the opportunity to consider those models to inform a paper to the Corporate Select Committee in due course. The workplan for the Member Engagement Working Group is attached.

### **Policy Framework**

- 2.4 Another constitutional element to be considered in respect of governance change is the policy framework. This currently sets out the major policies which set the strategic direction of our council and within which any leader must act, by reviewing the policies contained therein, and where appropriate adding those which amplify the direction, the Council is moving in, the Council will set a strong strategic base for any Directed Elected Leader to follow.

### **Communication protocols**

- 2.5 A Local Member Protocol is already in place however it would be helpful to look at this and see if there are any additions or changes needed to ensure that members are kept fully up to date.

### **Other changes**

- 2.6 We will also be taking change suggestions from all members during constitution engagement sessions, as to areas that might require changes/updating – whether connected to the Directly Elected Leader or not.
- 2.7 In undertaking this work we are also engaging with third party constitutional experts to consider the changes and input with good governance options. We will update the Committee once this partner has been agreed.

## Dates

2.8 10/7/2023 – Corporate Select Committee – we are proposing to come back to this committee with the first round of drafting for comment and input.

11/09/2023 – Corporate Select Committee – we are proposing to bring further changes to the committee for comment.

13/11/2023 – Corporate Select Committee – final review prior to the 12<sup>th</sup> of December Council meeting.

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

3.1 These updates, changes and considerations will put us in a strong position around any governance change and also support good governance.

## **4. Alternative Options**

4.1 Do nothing, however without these actions the constitution is unlikely to be legally compliant.

## **5. Financial Implications**

5.1 None

## **6. Resource Implications**

6.1 Staff: There are staffing implications, and these will be supported through the County Deal processes.

## **7. Other Implications**

7.1 Legal Implications: as above

7.2 Human Rights Implications: n/a

7.3 Equality Impact Assessment (EqIA) (this must be included): an accessible constitution has already been launched and any changes will comply

7.4 Data Protection Impact Assessments (DPIA): n/a

7.5 Health and Safety implications (where appropriate): n/a

7.6 Sustainability implications (where appropriate): n/a

7.7 Any Other Implications: n/a

## **8. Risk Implications / Assessment**

8.1 There is a significant risk to not having a legally compliant constitution. That risk is mitigated by this work.

## **9. Recommendations**

The Select Committee is asked to:

1. Endorse the future workplan.
2. Endorse the approach to constitutional changes.
3. Comment on the engagement of third party resource to assist/review the changes.

## **10. Background Papers**

10.1 none

### **Officer Contact**

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

**Officer name: Kat Hulatt**

**Email: [Katrina.hulatt@norfolk.gov.uk](mailto:Katrina.hulatt@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.

# Corporate Select Committee

Item No: 8

**Report Title: Norfolk’s Digital Inclusion Strategy and “Tech Skills for Life” Pilot in West Norfolk Update**

**Date of Meeting: 10 July 2023**

**Responsible Cabinet Member: Cllr Jane James** (Cabinet Member for Innovation, Transformation & Performance)

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

## Executive Summary

The NCC Digital Inclusion Strategy was agreed in 2018 and refreshed in December 2021. A programme was launched in January 2022 to implement this strategy. Its aims support the outcomes of “Better Together for Norfolk” by enabling our residents to have digital skills for work, life, engaging with their communities and accessing information and resources to thrive in today’s digital world.

The digital landscape is changing constantly, this strategy and plan will need to be dynamic and continuously reviewed to continue to meet the digital inclusion needs of those Norfolk residents who are at a higher risk of digital exclusion.

### Our vision is that:

*“Every Norfolk resident is provided with the appropriate digital access opportunities to meet their needs and enable them to be digitally included in all aspects of their lives”*

### Background:

The UK is at a unique moment in time as all aspects of our daily lives, including how we learn, communicate, participate, and engage with services are shaped by digital technologies. We want to help our residents engage with and be part of a digital nation.

Digital exclusion is *“the inability to interact with the online world fully, when where and how an individual needs to”* – Digital Poverty Alliance. It’s important to note there is no specific measure for those who are digitally excluded but certainly if you are

older, have a lower income, are unemployed, homeless, have a disability or accessibility need, a lower level of education, belong to an ethnic minority, live in a rural area then you have a higher chance of being digitally excluded to some degree or another. This impacts on a person's ability to access the online world and some of the fundamentals of life such as social services, healthcare, education, training to interacting with friends, family, and the local community.

Digital inclusion is no longer a "nice to have" it's an essential, being digitally excluded isn't just an inconvenience it compounds and exacerbates social and health issues. Everyone is part of a digital society whether they are online or not.

Digital inclusion is a key enabler to the prevention and health inequality agendas being pursued by our NHS Integrated Care System (ICS) partners. During the last 18 months we have been working with our partners in the health service, the district councils, and the Voluntary sector to put in place coordinated support to help our residents.

Some of these are quick wins whilst others are a longer more complicated solution.

One of those longer-term solutions is a proof-of-concept pilot in West Norfolk "Tech Skills for Life – West Norfolk" which focusses on pulling together wraparound support to help people use technology more by providing devices and equipment, data and connectivity, skills, and training either on a one to one or small group basis. The support is provided in a trusted place and if possible, alongside someone the person trusts.

This report gives an update on the progress made and the plans for the coming year.

## **Recommendations:**

The Select Committee is asked to:

1. To review and comment on progress on delivering the Digital Inclusion Strategy set out below
2. To review and comment on the proof-of-concept pilot in West Norfolk tackling digital exclusion set out in Appendix 1

### **1. Background and Purpose**

- 1.1** Building upon feedback from the Corporate select committee on the draft proposed approach brought in July 2021 and 15 November 2021, the reasons people become or continue to be digitally excluded typically fall into one or more of the following 5 categories:

**1. Cost** – people cannot afford devices and / or connectivity.

**2. Skills and capability** – people cannot understand how to buy, set up or use digital devices. They also find it difficult to navigate things like broadband packages and anti-virus software.

**3. Confidence** – people are concerned about the risk of webcams and online exploitation or they think they will break or damage their device.

**4. Motivation or fear** - people do not think the digital world is for them or that it has no perceived benefits.

**5. Access to services** – some people have multiple and complex barriers to access which means they need more help to enable them to become digitally included. This includes certain disabilities (especially sensory and Learning Disabilities), literacy/ Language barriers or experiencing multiple inequalities that further compound their digital exclusion.

People can also move in and out of digital exclusion due to factors outside of their direct control for example people move in and out of employment, develop long-term health conditions, experience poverty, or face unexpected lifestyle and societal changes.

The Digital Inclusion Strategy Implementation programme have been working in partnership to provide a range of services, support offers and change initiatives that support Norfolk residents to overcome these barriers to access, become engaged with technology and benefit from the opportunities associated with being digitally included.

Many of these initiatives have made use of our existing resources, aligning them to make best use of some of the trusted pathways of support available to Norfolk residents, but making them easier to navigate, proactive and targeted at specific groups based on data, for maximum impact.

The “Tech Skills for Life” pilot in West Norfolk is funded by the Norfolk Investment Framework and is an innovative proof of concept pilot looking to put together a wraparound support package for a person digitally excluded in West Norfolk. It works with a wide variety of partners and is delivering support using a community-based model. The support is provided in the local community in a place the person trusts and where possible with a person they trust.

The proof-of-concept pilot runs until 31 March 2024.



## **2. Proposal**

**2.1** The Digital Inclusion Strategy focusses on a number of strategic themes which are:

### **2.2 Working in Partnership to target activity and make best use of resources:**

2.2.1 Continue to work in partnership both at a county and national level to target and make best use of our resources helping people who are digitally excluded to some extent or another.

2.2.2 Although there is no specific data to identify those who are digitally excluded, we continue to share data which indicates factors which contribute to digital exclusion using the data map along with local knowledge to target groups and areas who could benefit the most from digital inclusion work.

2.2.3 Continue to work together to harness national and local funding, building on the successful Norfolk Investment Framework grant.

2.2.4 Use the learning from the “Tech Skills for Life – West Norfolk” proof-of-concept pilot to put in place a communicated support pathway for all partners and local residents to be able to easily find the help and opportunities to ensure people can become digitally included in all aspects of their lives.

2.2.5 Continue to engage in both local and national groups to share learning and knowledge around how to get people access to and to use technology in all aspects of their daily lives.

### **2.3 Enabling Universal Access to Connectivity in the County:**

2.3.1 Continue the roll out of the Better Broadband for Norfolk programme and Project Gigabit (£114M) inward investment enabling nearly all of Norfolk’s residents to have access to fast, reliable Broadband.

2.3.2 Use the Fixed Wireless Asset contract which provides funding to deploy fast internet connections into a small number of public buildings in rural areas that have poor connectivity such as village halls. This provides a public Wi-Fi service.

2.3.3 Continue to publicise social tariffs and how people can access affordable broadband and which package may be the most suitable for them.

2.3.4 Continue to publicise the Gigabit Voucher Scheme which currently offers £4,500 per eligible premises to upgrade to Gigabit capable broadband.

### **2.4 Supporting Access to Devices and Equipment**

2.4.1 Continue to provide the programme of free and refurbished devices aimed at targeted groups such as school children, refugees, people on low income or unemployed through the Norfolk Assistance Scheme (NAS) and

though the voluntary sector. This helps children, young adults, and people to access the hardware they could otherwise be unable to afford, supporting them to learn, progress their careers and become socially included.

- 2.4.2 Continue and expand the successful school laptop loan pilot to enable children and families to benefit from being able to borrow laptops. The pilot found that parents were able to engage with the schools virtually, apply for jobs and benefits as well as more children being able to do their schoolwork and study from home with their own device rather than having to share a device.
- 2.4.3 Commence afterschool child and parent clubs focusing on activities for children such as Minecraft for education, coding, stop/start motion filming whilst offering parents the opportunity for drop-in sessions looking at common problems such as keeping your family safe online, form completion etc.
- 2.4.4 Complete the device loaning scheme at some libraries, evaluate the pilot before possibly rolling this out wider.
- 2.4.5 Continue to promote and provide free data through the National Data Bank via our libraries, free WiFi dongles for connectivity where appropriate.
- 2.4.6 Continue to provide valued digital support through the Digital Health Hubs and Digital Buddy schemes throughout libraries.

## **2.5 Increasing digital skills and confidence in key cohorts**

- 2.5.1 Continue to enhance, support, and embed digital skills learning opportunities provided by Adult Learning targeting referrals through the Libraries, Schools, NAS, NHS and VCSE sector helping Norfolk residents increase their confidence in their digital skills.
- 2.5.2 Continue to influence young people and families on the use of creative digital technologies by increasing the reach of events such as “Digifest” which is held at the Norfolk Libraries, IT Techathon, afterschool child and parent clubs, inspiring young people to enter into a digital creative career.
- 2.5.3 Continue to promote and educate on scam awareness and how to be safe online through our Norfolk against Scams partnership.
- 2.5.4 Continue to provide support to the voluntary sector to help them deliver their services online by providing refreshed or loan devices and equipment helping them to support their customers, enabling them to benefit from economies of scale in terms of licence procurement and advice as well as sharing training materials where we can.
- 2.5.5 Continue to provide simple to access support for small businesses and start-ups through the Go Digital online support offer, the Business and Intellectual Property Centres at our libraries and Adult Learning courses.

## **2.6 Develop the skills of our staff to understand how to support residents to access and use technology to improve their lives.**

- 2.6.1 Continue to develop and implement a new starter digital skills programme meaning that all new starters receive training on basic digital skills such as Teams basics, VPN explanation, Outlook set up, OneDrive, SharePoint, myOracle basics etc as soon as they start their careers at the council.
- 2.6.2 Roll content out to all staff along with Norfolk Learning Pathways which contains both NCC and Microsoft content ensuring all staff have the opportunity to improve their digital skills and confidence helping them to understand how they can support residents to use technology to improve their own lives and where to signpost to for support.
- 2.6.3 Develop and implement a Digital Champions network across the council which provides support and opportunities for staff at all levels.
- 2.6.4 Continue to ensure our digital technologies such as computer hardware and software are accessible for disabled staff and service users by making accessibility part and parcel of how we manage change at the council.

## **2.7 “Tech Skills for Life” – West Norfolk pilot**

- 2.7.1 The pilot will bring together all aspects of the strategy into a community-based service that works with its partners to provide wraparound digital support to help residents in West Norfolk benefit from using technology safely as part of their everyday lives.
- 2.7.2 The pilot will trial numerous different approaches to reaching and connecting with communities, different types of technology, support, and learning. The agile community approach means we can react and adapt quickly as we learn what works well and why.
- 2.7.3 Data and impact stories will be collected throughout the course of the pilot to understand the benefits both economically and socially.
- 2.7.4 The type of data we will collect will range from number and type of people using service, type of device gifted or loaned, age, gender, what type of learning and support needed, what difference did the support make?

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

- 3.1 Continuing the Digital Inclusion Programme allows us to achieve outcomes around:
  - inward investment
  - enhanced connectivity
  - access to devices and equipment
  - supporting small businesses and start-ups
  - increasing digital skills and confidence in the community
  - increasing digital skills and confidence of our own staff.

- 3.2 Implement and deliver the “Tech Skills for Life – West Norfolk” pilot taking the learning and best practice from this to hone and adapt the future strategy for Norfolk.

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

- 4.1 There is wide ranging evidence of the impacts of digital exclusion, including papers by government bodies and organisations such as The Office for National Statistics (ONS) Good Things Foundation, Digital Poverty Alliance, Lloyds Bank Consumer Digital Index and Essential Digital Skills Reports, Ofcom, Nominet Digital Youth Index.
- 4.2 It has been widely recognised that the pandemic has resulted in the digitisation of the majority of public and private services, including many health offers and support services provided by the VCSE sector. These further cements the need for Norfolk people to be able to access online and digital services to be able to more fully integrate and interact with the world around them.
- 4.3 As previously mentioned, there is no specific measure for those who are digitally excluded but certainly if you are older, have a lower income, are unemployed, homeless, have a disability or accessibility need, a lower level of education, belong to an ethnic minority, live in a rural area then you have a higher chance of being digitally excluded to some degree or another.
- 4.4 Norfolk has a population of 918,369 according to the ONS census 2021. The ONS census results show 223,900 or 24.4% of the population are over 64 years of age which is higher than the national average of 18.4%.
- 4.5 20% of people in the UK lack foundational digital skills (Lloyds Bank Essential Digital Skills 2022)
- 4.6 26% of young people (8-25) do not have access to a laptop, with the key reason being cost (Nominet Digital Youth Index 2022)
- 4.7 21% of internet users only used a smartphone to go online – Ofcom Adults’ Media Use and Attitudes (2022)
- 4.8 26% of people still don’t understand the benefits of being online and what they stand to gain – Lloyds Bank Consumer Digital Index (2021)
- 4.9 Hunstanton and Downham Market have been chosen as the bases for the Tech Skills for Life pilot in West Norfolk. Although the service is for the whole of West Norfolk these two areas have a very high over 65 population and score high on the Index of Multiple Deprivation (IMD) Decile.
- 4.10 Connectivity is poor in some areas particularly those that are rural.
- 4.11 There is also limited support to help people with technology or where digital inclusion activities are taking place.

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

- 5.1 It could be decided to increase or reduce the variety and scale of work under the existing Digital Inclusion Strategy, but the recommendation is to continue with the existing programme of work as is and use the learning

from the pilot in West Norfolk to help shape the strategy and programme going forward.

## **6. Financial Implications**

- 6.1** None at present although the dynamic nature of this strategy may mean that further proposals for capital investment will need to be considered as more data becomes available and opportunities arise. Funding for some of the initiatives such as the library device loan offer are currently under development but will be contained within existing budgets wherever possible. We will seek to maximise funding opportunities and inward investment to Norfolk to support the strategy.
- 6.2** The proof-of-concept pilot in West Norfolk “Tech Skills for Life – West Norfolk” is funded under the Norfolk Investment Framework until 31 March 2024, further funding will be required if this service is to continue or be expanded throughout the county.

## **7. Resource Implications**

**7.1 Staff:**  
n/a

**7.2 Property:**  
n/a

**7.3 IT:**  
Digital Services will provide capacity to refresh devices as well as the devices themselves to provide to Norfolk residents

## **8. Other Implications**

**8.1 Legal Implications:**  
n/a

**8.2 Human Rights Implications:**  
n/a

**8.3 Equality Impact Assessment (EqIA):**

An EqIA has been completed by the programme and reviewed with the Equality and Diversity team, whilst it highlights the many benefits of a digital inclusion strategy and approach it notes some key issues affecting those with protected characteristics.

The Digital Inclusion Strategy and pilot in West Norfolk seek to address these issues by providing consideration and additional support for those with protected characteristics that result in them being unable to access certain digital services and technology. It has recently been reviewed and updated to take account of the Tech Skills for Life pilot in West Norfolk. The latest version is available to view should members wish to.

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

A DPIA has been completed for the pilot in West Norfolk and is included as Appendix 2

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

n/a

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

Digital technologies, and the ability to access them, can help to reduce carbon footprint. For example, use of digital technology can reduce travel by providing alternative ways to access services. Refurbishing our older devices and equipment is also a sustainable way of reusing technology in an environmentally friendly way.

#### **8.7 Any Other Implications:**

n/a

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

9.1 n/a

### **10. Recommendations**

The Select Committee is asked to:

1. Review and comment on progress made on the Digital Inclusion Strategy to date through the Digital Inclusion implementation programme.
2. Review and comment on the pilot in West Norfolk

### **11. Background Papers**

11.1 Corporate select committee November 2021

**Officer Contact**

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

**Officer name: Gail Harvey**

**Telephone no.: 01603 223507**

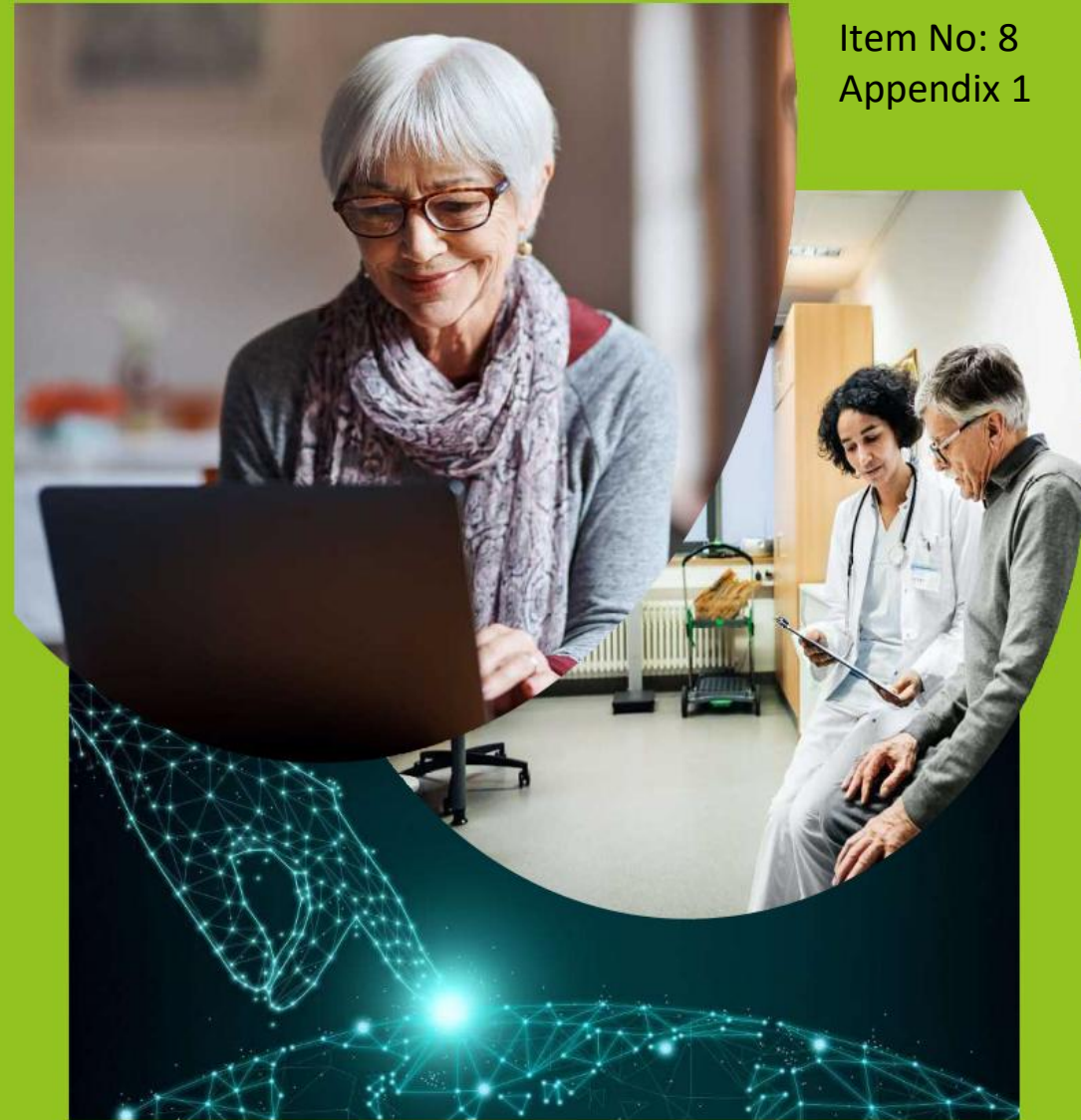
**Email: [gail.harvey@norfolk.gov.uk](mailto:gail.harvey@norfolk.gov.uk)**



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

# Norfolk County Councils Digital Inclusion Strategy and Tech Skills for Life pilot in West Norfolk progress update 20230710

Item No: 8  
Appendix 1





# Context

- The County Council is committed to reducing Digital Exclusion.
- The Digital Strategy & Roadmaps for the 2020s incorporates Digital Inclusion work.
- The councils approach is a County wide, place based approach, not just the councils.
- The Digital Inclusion Programme is sponsored by Geoff Connell & Sarah Rank, led by Gail Harvey & accountable to elected members and the Corporate Select Committee.
- Various colleagues from the NHS, Voluntary Sector and local council have collaborated with us helping to deliver the strategy and programme.
- The following slides provide further information on the programme, and highlights some of its achievements over the last 18 months.
- This includes over 5,000 laptops to school children during Covid & has been sustained ever since, with significant funding bid for & won this year through the Norfolk Investment Framework.

# The council's Digital Inclusion Strategy – refreshed December 2021

*“Every Norfolk resident is provided with the appropriate digital access opportunities to meet their needs and enable them to be digitally included in all aspects of their lives”*



**Working** in partnership to target activity and make best use of resources



**Enabling** universal access to connectivity in the county



**Supporting** access to devices and equipment



**Increasing** digital skills and confidence in key cohorts



**Developing** the skills of our staff to understand how to support residents to access and use technology to improve their lives

# Digital Inclusion Strategy Programme

## Working in Partnership

- Single picture of digital exclusion
- Maximise funding opportunities and inward investment to Norfolk
- Clear communicated pathway of support

## Enabling universal access to connectivity

- Extend broadband and mobile availability to 100% of Norfolk properties
- Enhance connectivity in Norfolk through strategic relationships with providers

## Support access to devices and equipment

- Refurbish and Distribute devices, provide subsidised and free connectivity including loaning MiFi dongles
- Implement a loan device suite that can be borrowed from libraries and schools
- Assistive Tech loans
- Access to Assistive Technology

## Increasing digital skills and confidence in key cohorts

- Develop and embed a range of opportunities to build digital skills learning opportunities –
- Build on offer of range of community approaches for digital services. Digital programmes of learning include info about purchasing and understanding broadband
- Influence young people on the use of creative digital technologies
- Promote and educate on scams awareness
- Simple to access support from Business Intellectual Property Centres

## Developing skills of all staff in NCC, NHS, Districts and Voluntary sector to understand how to support residents

- Showcasing, test drive and training opportunities
- Staff engagement and training plan (to cover all outcomes)
- Simple to find digital support in Norfolk Community Directory
- Digital technologies are accessible for disabled staff and service users
- Ensuring necessary cultural and behavioural change

## Communications

- Targeted communications and engagement plan

## All outcomes

- NALC to provide support to town and parish council staff who can support residents
  - Digital Web content is accessible
- Provide support to voluntary sector – all workstreams
  - Recruitment of volunteers

## Programme Management

- RAIDD log, Milestone plan, stakeholder and communications plan, highlight reporting



# Some of our achievements to date

- Collaborative bid for Norfolk Investment Funding for the pilot - £238k which along with investment from Ofcom brings a total of £272,834 this year alone. Previous years external investment was £15,800 that's a 1,627% increase so far
- Target for enhanced connectivity was 96% currently 96.83% (May 2023), Project Gigabit - £114m for Norfolk aiming to install gigabit capable broadband to at least 85% of county by 2025
- Over 1000 devices refurbished and distributed last financial year – schools, voluntary sector, Ukrainian refugees, Norman Lamb Coalition on top of over 5000 in previous years.
- Expanding successful schools pilot and starting up afterschool digital clubs for children and parents supported by Digital Services, Adult Learning and Libraries
- Over 500 residents supported with free or subsidised connectivity through NAS or the libraries
- Currently working with Digital Cabinet Office, Aviva, District Councils to increase supply of devices and equipment
- Digifest – 112 events held, 719 attendees in February, double the previous year, in total over 1000 young people have benefitted from attending digital technology events
- Libraries Lending scheme starts early June loaning laptops and tablets to residents
- Over 180 monitors provided to the Voluntary Sector plus other devices and equipment
- Over 1000 learners have been supported with digital skills courses over the last 2 years
- Nearly 800 businesses have been supported through the Go Digital Project plus support through the Business Intellectual Property Centres at Libraries, Adult Learning courses focussing on business skills

# Some of our achievements to date

- Ambitious staff training and development plan for improving our staffs basic digital skills, induction of new starters and a programme of digital champions to support our staff and encourage use of technologies to drive better more efficient practice utilising the technology and software we already have
- Accessibility built into our digital technologies – hardware and software
- Wraparound support being provided for Care Leavers
- Digital Web content Silktide WCAG 2.1 AA compliance score has increased to 98.5% target was 95%
- Promotion of programme at the Norfolk Show and through the Chamber of Commerce
- West Norfolk Digital Inclusion service “Tech Skills for life – West Norfolk” successfully launched providing wraparound support to help residents use technology and improve their digital skills

# 2023/24 priorities

- Proof of concept “Tech Skills for Life” pilot including stakeholder engagement and co-design of service with residents and partners
- Staff digital training programme
- Development of clear communicated pathway of support for staff, partners and residents
- Plan Digifest 2024 and implement a year long calendar of events
- Library loan scheme – continue pilot, evaluate and roll out if successful
- Digital learning for residents – Community Tech Coaches, Adult Learning and Barclays Digital Wings
- Continued support to the voluntary sector – Devices, equipment and training
- Wider communication of support for small businesses and start ups across Norfolk through the Federation of Small Businesses
- Accessibility and Inclusion built into our digital technologies and how we manage change at the council from the start to the end of the process
- Targeted and overall communications including good news stories

# Tech Skills for Life - proof of concept pilot

online assessment as part of overall assessment or conversation

Online assistance required



Shops, supermarkets, cafes, Post Office, Banks, Fish and chip shops, Job Centre, takeaways, hairdressers, barbers, pubs etc

- Social prescriber or GP. Other Health staff
- District/Local or Parish Council
- Nourishing Norfolk/Food banks
- Schools, Further Education
- VCSE/ Faith groups/ community centres/sports clubs/ community clubs i.e. W.I
- Care Homes/Day Care Centres/Carers
- ASC or CS staff i.e. Development/Social Worker, CSA, LAC,NFR, Libraries (mobile), RVS, Adult Learning, Fire Service, Constabulary

Digital personas & customer journeys

Inputs/Requirements

Could do multiple pilots focussing on different types of people and needs?

Training – technical and knowledge from L&D  
 Funding – NIF  
 Access and inclusion  
 Communication of offer in local community and also to staff and partners across pilot area

Tech Skills for Life  
 West Norfolk – Community Tech Coach - offers coordinated regional support/triage signposting and 1:1 support evaluation and feedback

Trusted person in a trusted place provides support to help get someone online?

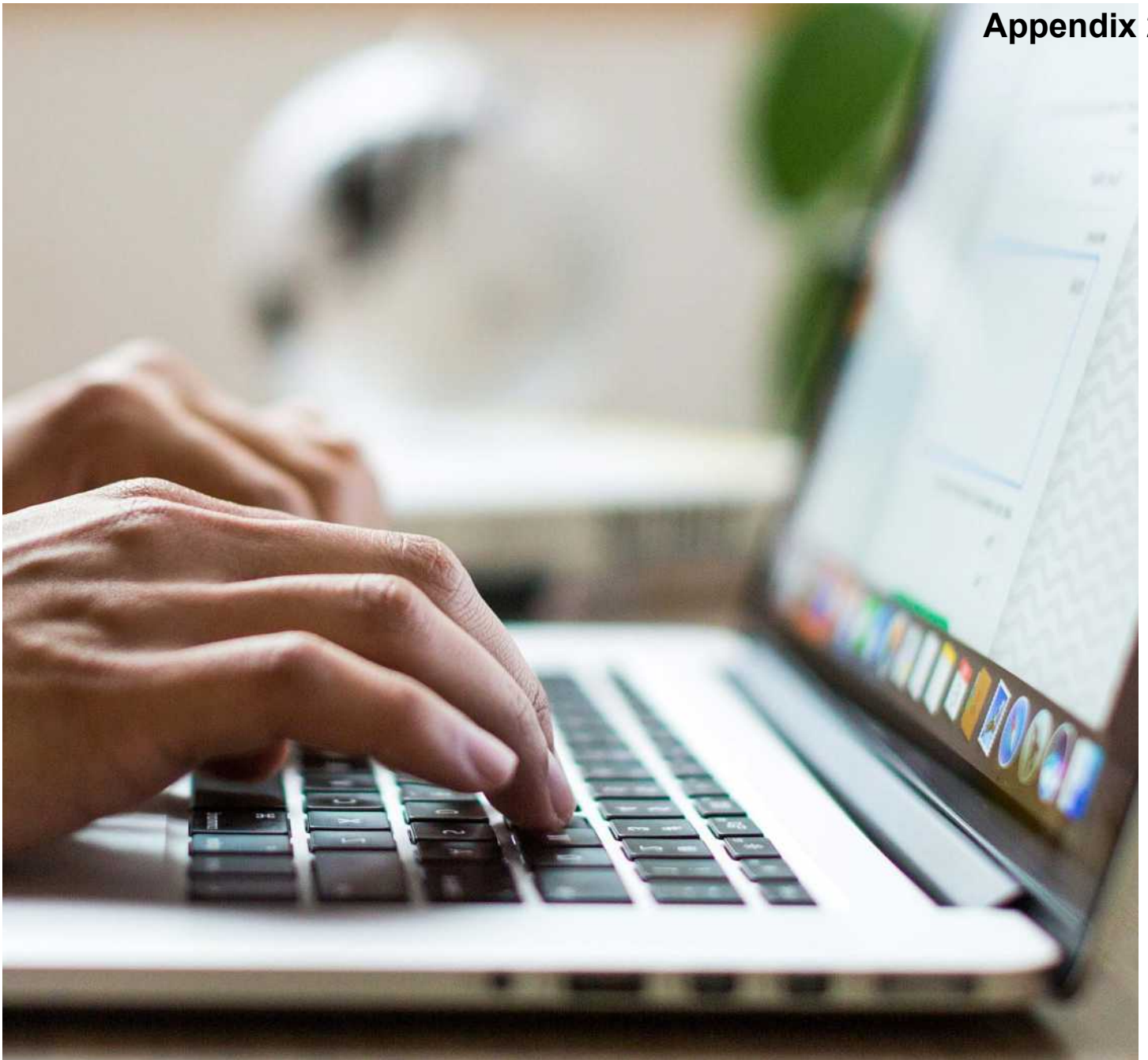


- Support offers
- Assistive technology
- Adult learning
- Devices and equipment – gift or loan  
IMT/Libraries
- Connectivity and data
- VCSE support
- Norfolk Assistance Team
- scam awareness and online exploitation awareness

---

# Any questions?





# Data Protection Impact Assessment (DPIA)

# Screening questions

**All screening questions should be answered when personal information is involved in a change that is being made.**

**An answer should be put in each shaded box.**



By completing a DPIA, this will help you identify and minimise the data protection risks of the change.

<b>Name of the Change</b>	
<b>Brief description of change being made</b>	

1

**Does the change involve the collection or processing of new personal data about individuals or a change in the way current personal data is collected or processed?**

Note: If an individual can be identified, directly or indirectly using the information you're processing, it is personal data (please see Q3 in the Full DPIA for examples of personal data). Processing includes the recording, organisation, structuring, storage, alteration, retrieval, consultation, use, disclosure, dissemination, restriction, erasure or destruction of personal information.

2

**Does the change involve the processing of special category data (including genetic or biometric) or data relating to criminal convictions?**

Note: Sensitive data (also known as Special Category data) includes racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, sexual orientation. Criminal-offence data is personal data relating to criminal convictions and offences, or related security measures.

3

**Does the change involve the monitoring of a public space?**

Note: This could be the use of CCTV or similar technology to identify people in a public space.

4

**Does the change involve new technologies or systems?**

Note: This could be using technology that is new to the department as well as using technology that we already use, but in a different way.

5

**Does the change involve the use of automated decisions, evaluation, scoring or the profiling of individuals?**

Note: Is the personal data processed by a computer to profile, predict, or make a decision about the individual.

6

**Does the change involve matching, combining or comparing with other data sets?**

7

**Does the change involve using personal data for a purpose the individuals are not aware of?**

Note: This is to ensure that the individual has seen a privacy notice that tells them that their data will be used for this purpose – this is particularly important to check if we are not collecting the data directly from the individual.

8

**Does the change involve systematic monitoring or tracking (including location and / or behaviour)**

9

**Does the change involve process data that might endanger the individual's physical health, mental wellbeing, or safety in the event of a security breach of individuals?**

Note: A security breach could include anything from a mass data leak to erroneously sending email to the wrong individual important to check if we are not collecting the data directly from the individual.

**Does the change involve disclosing personal data to any new third party?**

10

Note: This also includes sharing data for a different purpose with a current third party that we use. This includes IT providers that host information.

**Does the change involve storing, transferring, or accessing data from outside the UK?**

11

Note: It is important to understand where our data is at all times, particularly when external providers are involved.

**Does the change involve data being processed on a large scale?**

12

Note: If the change involves a large number of individuals or a large percentage of a population of individuals (however small the population) then this should likely be considered large scale. An example may be all residents of Norfolk or a large proportion of individuals who live in a small hamlet.

13

**Does the change the specific targeting of vulnerable individuals?**

Note: A vulnerable individual is someone who may have difficulties understanding the implications of their data being processed or, whose circumstances may restrict their ability to freely consent, for example children, elderly people, employees or patients receiving medical treatment. They may also be considered vulnerable due to their financial situation.

**Please ensure that all questions are answered. If "Yes" is answered to any question, then a full DPIA should be completed.**

If you have answered "No" to all the screening questions then a full DPIA is not required but you should still consider privacy by design as part of your change. This form should be retained for future reference.

**Completed by:**

**Name:**

**Job Title:**

**Date:**

Planned launch date:

# Full DPIA

An answer should be put in each shaded box.



By completing a DPIA, this will help you identify and minimise the data protection risks of the change

## Project Scope

### 1 What is the aim of the change?

Explain in as much detail as possible. Include information such as what the benefits will be to the organisation, to individuals and to other relevant parties.

### 2 Does this change link to any another change /project?

Yes - what is the name of the change / project this links to?

No

## Personal Data

### 3 What personal data will be processed? Please list each data item involved

Personal details

For example; Name, Date of birth/age, Gender, Marital status, Children, Place of birth

Contact details

For example; Address, Phone number, Email address

<p>Other kinds of identifier or reference number</p> <p>For example; National Insurance Number, NHS number, Police National Computer Number, Liquid Logic Number</p>	
<p>Education</p> <p>For example; Schools/colleges attended, Qualifications, Currently in education or further education</p>	
<p>Employment history</p> <p>For example; Job/profession, Former employers/work history, Professional qualifications, References, Employment status</p>	
<p>Current employment</p> <p>For example; Start date, Staff ID/employee number/payroll number, Name of employer and department, Holiday entitlement, Recruitment information</p>	
<p>Preferences</p> <p>For example; Preferred contact method, Paper statements, Large print format, Braille/preferred language</p>	
<p>Financial</p> <p>For example; Income, Savings/capital, Benefit receipts, Outgoings, Debts</p>	



<p>Contractual information</p> <p>For example; Employment contracts, Services or products provided to individuals, Information about how individuals use the service or product, Information about how often individuals use the service or product</p>	
<p>Technical</p> <p>For example; The devices and technology individuals use, Assistive technology</p>	
<p>Social Relationships</p> <p>For example; Marital status, Dependents, Siblings, Any other family, Next of Kin</p>	
<p>Documentary Data</p> <p>For example; Passport, Drivers license, Birth certificate, Change of name documents, Bills or id docs used for DBS</p>	
<p>Open Data and Public Records</p> <p>For example; Electoral Register, Information about individuals that is openly available on the internet</p>	
<p>Locational</p> <p>For example; Contractual location/work base, Mobile phone location data, Staff remote logging providing data, Public using the WiFi, Corporate credit card use in shops.</p>	

<p>Personal history</p> <p>For example; Immigration status, Information about children, Information about looked-after children, Information about families of children, Carers of children</p>	
<p>Housing situation</p> <p>For example; Rented accommodation, Children's home, In a night shelter, Sofa surfing, Living temporarily with friends</p>	
<p>Other</p> <p>(please specify)</p>	

<p><b>Does the data include special category data?</b></p> <p>Special category data is personal data that needs extra protection because it is sensitive</p>	<p><b>Yes</b></p>	
	<p><b>No - go to Question 6</b></p>	

<p><b>5 Which special category data is included?</b></p>	
<p>Racial or ethnic origin</p>	
<p>Political opinions</p>	
<p>Religious or philosophical beliefs</p>	
<p>Trade Union membership</p>	
<p>Genetic data</p>	
<p>Biometric data</p>	
<p>Health &amp; Social Care</p>	

Sex Life	
Sexual orientation	

<b>What group(s) of individuals does this data relate to?</b>	
6 For example; Employees, Public, Service Users	

<b>Does the data include children or other vulnerable groups? Select multiple options if applicable</b>  7 A vulnerable individual is someone whose circumstances may restrict their ability to freely consent such as elderly people, those with certain disabilities, patients receiving medical treatment, someone's financial situation.	<b>Children please provide details</b>	
	<b>Other Vulnerable Groups please provide details</b>	

<b>How will you collect the data?</b> 8 This needs to be completed for new data and data that is already being collected that is being used in this change. e.g. documents and records, surveys, focus groups, observations etc.	
--	--

<b>How will you use the data?</b> e.g. personalised marketing, to help create new products services, medical research  9 If data is already being collected, this needs to show how the change will use the data differently.	
--	--

10	<p><b>If a number of data sources are being linked together, please detail each data set being used</b></p> <p>Matching, combining, or comparing with other data sets can introduce unintended privacy risks that need to be identified through the identification of individuals that would not have been possible if the data was not matched, combined or compared.</p>	
----	--	--

11	<p><b>Would data subjects expect you to use their data in this way?</b></p> <p>Explain how people have been made aware that you're using their details for specific purposes</p>	
----	--	--

12	<p><b>How often will you use the data?</b></p> <p>E.g. weekly emails, monthly newsletters</p>	
----	---	--

13	<p><b>What are the benefits of processing the data?</b></p> <p>E.g. can improve products and services being offered</p>	
----	---	--

14	<p><b>How many individuals are affected?</b></p>	
----	--	--

15	<p><b>Will you be processing data for the purposes of the prevention, investigation, detection or prosecution of criminal offences or the execution of criminal penalties, including the safeguarding against and the prevention of threats to public security?</b></p> <p><b>Yes</b> Please provide further details</p>	
	<p><b>No</b></p>	

16	<p><b>Has the data controller been identified</b></p> <p>Data controller - a person, public authority, agency or other body who (either alone jointly or in common with other people), decides the reason and how any personal data is used.</p>	<p><b>Yes</b> Please provide further details</p>	
		<p><b>No</b> I need help</p>	

17	<p><b>Is an information sharing agreement in place?</b></p>	<p><b>Yes</b> Please provide further details</p>	
		<p><b>No</b> I need help</p>	
		<p><b>N/A</b> No third parties involved</p>	

18	<p><b>Has a data processor been identified?</b></p> <p>A Data Processor is a person, public authority, agency or other body which processes personal data on behalf of the controller</p>	<p><b>Yes</b> Please provide further details</p>	
		<p><b>No</b> I need help</p>	
		<p><b>N/A</b> No third parties involved</p>	

## Data Sharing

19	<p><b>Will you be sharing data within your organisation or an external service provider or third party?</b></p> <p>If sharing internally, provide details of the department and point of contact. If sharing externally, provide details of the organisation, department and point of contact. This includes IT Service providers that handle our information or organisations that they may share our data with</p>	<p><b>Yes</b> Who will you share the data with?</p>	
		<p><b>No</b> Go to Question 21</p>	

20	<p><b>How will the data be shared?</b></p> <p>Provide details on how the data will be shared. A diagram may be useful to detail the full data flow in detail including the methods of transfer (e.g. technology used)</p>	
----	---	--

21	<p><b>For what purpose are you sharing the data?</b></p> <p>Explain why it's necessary to share the data. Please note, if you are processing for more than one purpose, you may need to conduct separate DPIAs</p>	
----	--	--

## Lawful Basis and Necessity

22	<p><b>Which of the following lawful basis are you relying upon?</b></p> <p>* If you have identified this as your lawful basis, please also detail the specific legislation that you are relying on e.g. Section 4 of the Care Act</p>	
	<p>Consent -</p> <p>The individual has given clear consent for you to process their personal data for a specific purpose - Article 6.1(a)</p>	

<p>Contract -</p> <p>The processing is necessary for a contract you have with the individual, or because they have asked you to take specific steps before entering into a contract. Article 6.1(b)</p>	
<p>Legal obligation -</p> <p>The processing is necessary for you to comply with the law (not including contractual obligations). Article 6.1(c)</p>	
<p>Vital interests -</p> <p>The processing is necessary to protect someone's life -Article 6.1(d)</p>	
<p>Public task -</p> <p>The processing is necessary for you to perform a task in the public interest or for your official functions, and the task or function has a clear basis in law. Article 6.1(e).</p>	See * for detail needed
<p>Legitimate interests -</p> <p>The processing is necessary for your legitimate interests or the legitimate interests of a third party, unless there is a good reason to protect the individual's personal data which overrides those legitimate interests. (This cannot apply if you are a public authority processing data to perform your official duty) - Article 6.1(f)</p>	



**Only answer if you answered Yes to Q4. If not, go to Q23**

**Which of the following lawful basis are you also relying upon to process the special category data?**

\* If you have identified this as your lawful basis, please also detail the specific legislation that you are relying on e.g. Care Act

Explicit Consent -

The data subject has given explicit consent to the processing of those personal data for one or more specified purposes -Article 9.2(a)

Employment, social security and social protection (if authorised by law) -

Processing is necessary for the purposes of carrying out the obligations and exercising specific rights of the controller or of the data subject in the field of employment and social security and social protection law in so far as it is authorised by Union or Member State law or a collective agreement pursuant to Member State law providing for appropriate safeguards for the fundamental rights and the interests of the data subject- Article 9.2(b)

See \* for detail needed

Vital Interests -

Processing is necessary to protect the vital interests of the data subject or of another natural person where the data subject is physically or legally incapable of giving consent - 9.2 (c)



Not-for-profit bodies -

Processing is carried out in the course of its legitimate activities with appropriate safeguards by a foundation, association or any other not-for-profit body with a political, philosophical, religious or trade union aim and on condition that the processing relates solely to the members or to former members of the body or to persons who have regular contact with it in connection with its purposes and that the personal data are not disclosed outside that body without the consent of the data subjects - Article 9.2 (d)

This lawful basis is not applicable to Norfolk County Council.

Made public by the data subject -

Processing relates to personal data which are manifestly made public by the data subject - Article 9.2(e)

Legal claims or judicial acts -

Processing is necessary for the establishment, exercise or defence of legal claims or whenever courts are acting in their judicial capacity -Article 9.2(f)

Reasons of substantial public interest (with a basis in law) -

Processing is necessary for reasons of substantial public interest, on the basis of Union or Member State law which shall be proportionate to the aim pursued, respect the essence of the right to data protection and provide for suitable and specific measures to safeguard the fundamental rights and the interests of the data subject - Article 9.2(g)  
Also linked to s10(3) and schedule 1 part 2 of the Data Protection Act 2018 – you must cite the relevant public interest reason from the schedule.

See \* for detail needed

Health or social care (with a basis in law)

Processing is necessary for the purposes of preventive or occupational medicine, for the assessment of the working capacity of the employee, medical diagnosis, the provision of health or social care or treatment or the management of health or social care systems and services on the basis of Union or Member State law or pursuant to contract with a health professional and subject to conditions and safeguards- Article 9. 2(h)  
See also Article 9.3 of GDPR, and s11(1) and Schedule 1 part 1 paragraph 2 of the Data Protection Act 2018. These refer to the professionals and confidentiality/secretcy of the data and means that there is a legal expectation that the data is treated confidentially.

See \* for detail needed

Public health (with a basis in law) -

Processing is necessary for reasons of public interest in the area of public health, such as protecting against serious cross-border threats to health or ensuring high standards of quality and safety of health care and of medicinal products or medical devices, on the basis of Union or Member State law which provides for suitable and specific measures to safeguard the rights and freedoms of the data subject, in particular professional secrecy - Article 9.2(i)  
See also Schedule 1 part 1 paragraph 3 of the Data Protection Act 2018 – this states that it “is carried out (i) by or under a health professional or (ii) by another person who in the circumstances owes a duty of confidentiality under an enactment or rule of law” and means that there is a legal expectation that the data is treated confidentially.

See \* for detail needed

<p>Archiving, research and statistics (with a basis in law) -</p> <p>Processing is necessary for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes in accordance with Article 89(1) based on Union or Member State law which shall be proportionate to the aim pursued, respect the essence of the right to data protection and provide for suitable and specific measures to safeguard the fundamental rights and the interests of the data subject -Article 9.2(j) Linked to s10(3) and schedule 1 part 2 of the Data Protection Act 2018 – you must cite the relevant public interest reason from the schedule.</p>	<p>See * for detail needed</p>
--	--------------------------------

<p><b>24</b> <b>What is the necessity of using the data?</b></p> <p>Explain why using this data is necessary to the aims of the change</p>	
--	--

<p><b>25</b> <b>Does the processing achieve your purpose?</b></p> <p>You should answer 'Yes' if the use of personal data helps achieve the aims of the change</p>	<p><b>Yes</b></p>	
	<p><b>No</b></p>	

<p><b>26</b> <b>Is there another way to achieve the same outcome?</b></p> <p>You should answer 'Yes' if the use of personal data helps achieve the aims of the change</p>	<p><b>Yes</b> What other options are available?</p>	
	<p><b>No</b></p>	

27	<b>How will you ensure data quality?</b>	
----	--	--

28	<b>Explain how the data will be kept up to date and correct?</b>	
----	--	--

### Technologies and Systems

29	<b>Is the project introducing new technologies or systems?</b>	<b>Yes</b>	
	This can be to either the business or external people	<b>No</b> go to Question 31	

30	<b>What new technology / system is being introduced?</b>	
	Include details of technology, system, software, hardware	

31	<b>Have both IMT and Procurement been involved?</b>	<b>Yes</b> please provide details	
		<b>No</b> please contact IMT and procurement before progressing or provide details as to why not required	

32	<p><b>Will you be monitoring a publicly accessible place on a large scale?</b></p> <p>e.g., audio/video surveillance of public areas, Wi-Fi/Bluetooth tracking</p>	<p><b>Yes</b></p> <p>Please give more details</p>	
		<p><b>No</b></p>	

33	<p><b>How will the data be stored?</b></p> <p>Please provide details of the location / system that the data will be held e.g. cloud-based / server</p>	
----	--	--

34	<p><b>Where will the data be stored?</b></p> <p>Please provide the physical country location of the data (including where held by third parties)</p>	
----	--	--

35	<p><b>How long will the data be retained for?</b></p> <p>Personal data should only be kept for as long as it is needed to fulfil its intended purpose. Think about the purpose for which it is being collected and whether it will be needed once this purpose is served</p>	
----	--	--

36	<p><b>Describe the measures in place to ensure that this data is kept secure</b></p> <p>Confirmation should be sought from Information Security Team about the suitability of the measures in place – including the completion of a Technical Security Risk Assessment, if needed.</p>	
----	--	--

37	<p><b>Do you have any prior concerns over this type of processing or security flaws?</b></p> <p>e.g., audio/video surveillance of public areas, Wi-Fi/Bluetooth tracking</p>	<p><b>Yes</b></p> <p>what are your concerns, and how will it affect the project?</p>	
		<p><b>No</b></p>	

## Data Permissions and Records

38	<p><b>Do you need to amend your privacy notices?</b></p> <p>Current NCC Privacy Notices can be found <a href="#">here</a></p>	<p><b>Yes</b></p> <p>Please detail which Privacy Notice needs updating</p>	
		<p><b>No</b></p> <p>Please detail which Privacy Notice covers this processing</p>	

39	<p><b>Do you need to update the relevant retention schedule?</b></p>	<p><b>Yes</b></p> <p>Please detail which Retention Schedule needs updating</p>	
		<p><b>No</b></p> <p>Please detail which Retention Schedule covers this information already</p>	

40	<p><b>Do you need to update the relevant Records of Processing Activity (ROPA)?</b></p>	<p><b>Yes</b></p> <p>Please detail which Records of Processing Activity (ROPA) needs updating</p>	
		<p><b>No</b></p> <p>Please detail which Records of Processing Activity (ROPA) covers this information already</p>	



41	<p><b>Do you need to update the Information Asset Register (IAR)?</b></p>	<p><b>Yes</b></p>	
		<p><b>No</b> Please detail which Information Asset Register (IAR) entry covers this information already</p>	
42	<p><b>Does the change involve marketing?</b></p>	<p><b>Yes</b> Is there a process in place for data subjects to opt out?</p>	
		<p><b>No</b></p>	
43	<p><b>For Adult Social Services and Public Health only:</b> Do you intend to use information for more than direct social or health care purposes e.g. planning, commissioning, audits, research and development?</p>	<p><b>Yes</b> Do you need to comply with the National Data Opt-Out Policy?</p>	
		<p><b>No</b></p>	

## Identifying Data Protection Risks – This section needs to be copied for each risk identified

It is important to identify potential data protection risks ahead of time. The earlier a risk is identified, the earlier a plan can be made to mitigate the risk, allowing for a project to be completed successfully

Data protection risks can be best identified by speaking to the wider project team. Risks can also be identified by speaking to internal and external stakeholders, subject matter experts and reviewing documentation etc.

Risks can range from the extremely unlikely but high risk (full cyber-attack and breach of NCC systems) through to the likely but lower risk (sending emails to incorrect recipients)

### **Describe the data protection risk**

**A** When answering this question, you should think about what the potential negative outcomes are for your organisation and an individual's personal data, that may arise from the following:

- Inaccurate data
- ID theft
- Unauthorised access to data
- Intrusion of privacy

### **What is the potential impact?**

**B** When answering this question, you should think about what the potential negative impacts are for the data subject or your organisation, such as:

- Unhappy people
- Reputational damage for your customers/organisation
- Financial implications



<b>C</b>	<b>What is the likelihood of harm before taking any action?</b>	Remote	
	Please consider the chances of the risk happening if no actions were taken before implementation of the change	Reasonable possibility	
		More likely than not	
<b>D</b>	<b>What is the severity of harm likely to be before taking any action?</b>	Minimal impact	
	Please consider the impact of the risk if no actions were taken before implementation of the change	Some impact	
		Serious harm	
<b>E</b>	<b>What is the risk to the individual before taking any actions?</b>	Low risk	
	Please use the matrix, using your answers from C and D to work out the risk	Medium risk	
		High risk	

<b>SEVERITY OF IMPACT</b>	Serious harm	Low Risk	High risk	High risk
	Some impact	Low Risk	Medium risk	High risk
	Minimal impact	Low Risk	Low Risk	Low Risk
		Remote	Reasonable possibility	More likely than not
		<b>LIKELIHOOD OF HARM</b>		

<b>F</b>	<p><b>What action needs to be taken to reduce or eliminate the risk?</b></p> <p>Risk mitigation is the process of planning and developing options to reduce the identified risks.</p> <p>Please explain what steps will be taken to reduce the identified risk.</p>	
----------	---	--

<b>G</b>	<p><b>Who owns the action?</b></p>	
----------	------------------------------------	--

<b>H</b>	<p><b>What date will this be done?</b></p>	
----------	--	--

<b>I</b>	<p><b>What is the likelihood of harm after taking the action?</b></p> <p>Please consider the chances of the risk happening once the action has been taken</p>	<b>Remote</b>
		<b>Reasonable possibility</b>
		<b>More likely than not</b>

<b>J</b>	<p><b>What is the severity of harm likely to be after taking the action?</b></p> <p>Please consider the impact of the risk once the action has been taken</p>	<b>Minimal impact</b>
		<b>Some impact</b>
		<b>Serious harm</b>

K

**What is the overall residual risk to the individual?**

Please use the matrix, using your answers from I and J to work out the risk

Low risk

Medium risk

High risk

SEVERITY OF IMPACT

SEVERITY OF IMPACT	Serious harm	Low Risk	High risk	High risk
	Some impact	Low Risk	Medium risk	High risk
	Minimal impact	Low Risk	Low Risk	Low Risk
		Remote	Reasonable possibility	More likely than not
		LIKELIHOOD OF HARM		

## Consultation

**Which stakeholders have you consulted with?  
(Name and job title/role)**

Stakeholders must include: System owner(s), Data owners and the Information Governance Team (Compliance) via information.management@norfolk.gov.uk  
They may also include: DPO, Project management team, corporate governance/compliance, senior management, communications etc.

**Have you consulted with the data subjects or any other relevant groups?**

**Yes**

What was the consultation process?  
E.g., focus group, test cohort, email etc.

**No**

Describe how you will consult data subjects - or justify why it's inappropriate to do so.

**Are you able to evidence the consultations that have taken place, if required?**

**Yes**

**No**

Please ensure you can evidence that you have consulted as required

**Please ensure that you have contacted information governance before progressing to sign-off and approvals section**

**Information.management@norfolk.gov.uk**

**Information Governance will advise of any outstanding action needed and the approval process you need to follow.**

**Information Governance checklist -  
For Information Governance use only**

Date reviewed: <input type="text"/>	Yes / No / N/A	Comments
Screening questions complete?		
Lawful basis appropriate?		
Is data stored in the UK?		
Security assessment undertaken?		
Privacy Notice / Retention Schedule / ROPA / ISA needed?		
Risks and mitigations appropriate and recorded on risk register?		
Consultation appropriate?		
SIRO / DPO engagement?		

**Sign-off and approvals – please select the appropriate option depending on risks identified**

<p><b>Where a High or Medium risk has been identified (E) and cannot be reduced to Low (K) please attach documents to show...</b></p>	<p>1. Written confirmation from the Data Protection Officer that the processing can proceed (including confirmation from the ICO if required)</p>	
	<p>2. Written confirmation of approval from relevant Executive Director</p>	
	<p>3. Written confirmation that the DPIA has been shared with the relevant other officers, e.g. Data Owner / SIRO, Head of Service / Caldicott Guardian (if appropriate, as agreed with IG)</p>	
	<p>4. Completed DPIA sent to the Information Governance Team via information.management@norfolk.gov.uk</p>	

<p><b>Where a High or Medium risk has been identified (E) but has been reduced to Low Risk (K) please attach documents to show...</b></p>	<p>1. Written confirmation of approval from relevant Senior Officer / Data Owner</p>	
	<p>2. Written confirmation that the DPIA has been shared with the relevant other officers, e.g. SIRO, Head of Service /Caldicott Guardian (if appropriate, as agreed with IG)</p>	
	<p>3. Completed DPIA sent to the Information Governance Team via information.management@norfolk.gov.uk</p>	

<b>For all DPIAs where no High or Medium risks identified (E) please attach documents to show...</b>	1. Written confirmation of approval from relevant Senior Officer / Data Owner	
	2. Completed DPIA sent to the Information Governance Team via <a href="mailto:information.management@norfolk.gov.uk">information.management@norfolk.gov.uk</a>	



# Corporate Select Committee

Item No: 9

**Report Title:** Modern Slavery Statement 2022-23  
and approach to the action plan

**Date of Meeting:** 10 July 2023

**Responsible Cabinet Member:** Cllr Kay Mason Billig, Leader of the  
Council

**Responsible Director:** Tom McCabe, Chief Executive

## Executive Summary

The Corporate Select Committee's role includes to align to the overall governance of the Council. The Committee supports the Cabinet and Council in ensuring good governance and communicating effectively with its residents and stakeholders. This includes statements and procedures to tackle Modern Slavery risks. Central Government has made clear its intention to require local authorities to adopt a Modern Slavery Statement (the statement) when parliamentary time permits. In the meantime, the Council has established a statement voluntarily.

Norfolk County Council recognises the risk that all forms of modern slavery pose and is committed to using all available avenues to identify and disrupt modern slavery by using our statutory powers, our role as a contracting authority, through utilising the strengths of all our partnerships with the police, the NHS and other organisations and through wider awareness-raising. The Council has a zero-tolerance approach to any form of modern slavery and will act in an ethical manner, with integrity and transparency, in all its business dealings. The Council already has in place many policies and procedures which address this topic.

A Statement for the year 2021/2022 was approved by the Cabinet in March 2023. This report reviews the progress and outcomes from the 2022-2023 planned activity and introduces a proposed updated statement for the year 2022-23, for the Committee's consideration.

The proposed 2022-2023 statement, at **Appendix A**, explains the steps that Norfolk County Council has undertaken to help ensure that there is no slavery or human trafficking within our organisation, our sub-contractors, partners or supply chains. Where we suspect modern slavery, we report it to the Modern Slavery Helpline or



the local police to be investigated. The County Council acknowledges its duty, as set out in Section 52 of the Modern Slavery Act 2015, to notify the Home Office of any individual encountered in England and Wales who it believes is a suspected victim of slavery and human trafficking. The National Referral Mechanism is a framework for identifying victims of human trafficking or modern slavery and ensuring that they receive the appropriate support.

This statement relates to actions and activities during the financial year 1st April 2022 to 31st March 2023.

Central Government intends to require local authorities to adopt a Modern Slavery Statement but has yet to enact this in legislation. In the meantime, it is appropriate to set out how the Council supports the Modern Slavery Act 2015 and otherwise mitigates modern slavery risks. The action plan focuses on areas of high risk, contract management, and on how staff are being trained (or will be trained) to identify these issues. This is an ongoing matter, and Norfolk County Council will adapt the statement and its policies or procedures considering any further legislation and guidance issued, or because of operational feedback and best practice.

## Recommendations

The Select Committee is asked to:

1. Review the Action Plan (at 4.5) and the progress on modern slavery activity, that there is adequate governance, management of risks and effective communication on this topic with its residents and stakeholders, before the 2022/23 statement is brought to Cabinet for approval.
2. To consider the proposed Modern Slavery Statement for the year 2022/2023 (in **Appendix A**) including the approach to the action plan; and
3. To consider the Equality Impact Assessment (EqIA) at **Appendix B**.

### 1. Background and Purpose

- 1.1 Central Government has indicated its intention to extend Section 54 of the Modern Slavery Act to public bodies with an annual budget of £36 million or more, requiring them to publish an annual Modern Slavery Statement. It will produce guidance to help establish which public bodies would be captured by this requirement. The response states that legislation will be introduced when parliamentary time allows.
- 1.2 The proposed voluntary statement has been developed following consultation with the Council's directorates and focuses on high-risk areas, contract management, and staff training. The policy and approach will continue to

evolve. A national survey on this topic was undertaken in 2021 and this prompted further consideration of where further action could be planned.

## 2. Proposal

2.1 It is proposed that the Committee:

- Review the Action Plan (at 4.5) and the progress on modern slavery activity, that there is adequate governance, management of risks and effective communication on this topic with its residents and stakeholders, before the 2022/23 statement is brought to Cabinet for approval
- Consider the proposed Modern Slavery Statement for the year 2022/2023 (in **Appendix A**) including the approach to the action plan; and
- Consider the Equality Impact Assessment (EqIA) at **Appendix B**.

## 3. Impact of the Proposal

3.1 The statement will set out the Council's commitment and approach to tackling modern slavery in all its forms; including where necessary, reporting suspicions for investigation and making referrals for victims.

3.2 An Equality Impact Assessment (EqIA) is presented at **Appendix B**.

## 4. Evidence and Reasons for Decision

4.1 The Council wishes to demonstrate how it supports the Modern Slavery Act 2015 through reporting suspicions for investigation and making referrals for victims; and by voluntarily producing and publishing an annual statement. All directorates have been consulted in its preparation, and the proposed statement is considered to properly identify the Council's commitment and approach. This statement is presented to this committee to provide an opportunity to consider and comment on the statement and where appropriate to pass comments to Cabinet when they consider and agree the statement later in 2023.

### 4.2 Governance of Modern Slavery Activity

Executive Directors are required to confirm annually that they have met requirements relating to Modern Slavery. Modern Slavery Activity is undertaken by various specialisms including Procurement, Children's and Adult Social Services. Each specialism manages its own area. The collation of the Annual Statement and reporting are co-ordinated through a cross departmental working group. The statement and a report on activity

over the year are presented to and approved by Cabinet. Internal Audit work has been undertaken on this topic leading into an action plan. The Council is represented on partner bodies such as the Norfolk Safety Partnership. The action plan, further below (4.5), includes consideration of a central point of contact for Modern Slavery.

#### 4.3 Communicating effectively with its residents and stakeholders

The Annual Statement is reported to Cabinet for approval and published on the Council's website. An Equalities Impact Assessment is completed and presented to Cabinet for them to consider and agree alongside the statement. The statement draws on best practice. The statement is produced voluntarily, as the Government has not mandated compliance at this time. The Government intends to do so when parliamentary time allows. The statements will be uploaded onto the Government register run by the Home Office during the summer of 2023. Further promotion of the Modern Slavery activity is proposed during the summer of 2023.

#### 4.4 Management of Modern Slavery Risks

The key risks for the Council for the prevention, detection and reporting on Modern Slavery concerns are inadequate training and awareness of staff and our contractors that might encounter individuals who are at risk of or subject to slavery; inadequate procedures and supervision for making referrals and liaising with partner organisations, such as the Police; and, inadequate recording and reporting of concerns and incidents. The mitigating action is to ensure relevant officers and contractors have the training and support to be able to identify and recognise potential victims of modern slavery, take the appropriate action and that cases are monitored. Risks would be held at service or departmental level in the Council's risk management framework. The primary route for referrals to the National Reporting Mechanism (NRM) are through the MAST/MASH team based in County Hall. A significant number of referrals have been made by the team.

The Government reports that there were 16,938 potential victims of modern slavery referred to the Home Office in 2022, representing a 33% increase compared to the preceding year (12,706) and the highest annual number since the NRM began in 2009. The Home Office received 4,580 reports of adult potential victims via the DtN process, the highest annual number since the DtN began.

There have been cases of modern slavery right here in Norfolk. The story below details a real case Our People from Abroad Team have handled.

“Someone said he would help me to find a job in Norfolk and even paid for my plane ticket to come here. However, when I arrived in Norfolk, I was told that I had to pay £100 weekly for 6 months in exchange for their help. They gave me a job in a car wash where I slept on a mattress in the garage. It was too loud to sleep because people came to drink and use drugs at night. I was promised to get £100 per day but my money went directly to the person who recruited me to pay off my debt for my flight.’

#### 4.5 Modern Slavery Action Plan

The 2020-2021 Modern Slavery Statement included an action plan, which has since been expanded following an internal audit. Progress and outcomes towards the broader action plan are set out below: 11 planned actions are ongoing and on track to be delivered in time for the next Cabinet report on this matter in late 2023. One action (Action 10) requires no further work. An officer working group has been formed, chaired by the Director of Procurement, to oversee progress.

Executive Directors were required to confirm delivery of the statement as part of the Annual Governance Statement from the Council’s audit team.

The action plan contains the following:

	<b>Action plan</b>	<b>Responsibility / update notes</b>	<b>Status</b>
<b>1.</b>	<p><b>Governance</b> - Strategically review the existing policies and assess which of these should be included in the Statement, considering the County Council’s commitment to identifying and eliminating Modern Slavery throughout the county and within its supply chains.</p> <p>Assess whether the policies and procedures need to be updated to include the relevant Modern Slavery elements, which includes references to Modern Slavery or the Statement. Ensure policies are updated within the required time frame.</p>	<p>Policies and procedures to be reviewed and updated prior to submission of the 2022-23 statement. The draft statement to be reported to Corporate Select Committee.</p>	<p>Ongoing</p> <p>For June 2023 – ongoing Whistleblowing Policy done.</p>

	<b>Action plan</b>	<b>Responsibility / update notes</b>	<b>Status</b>
2.	<p><b>Communication</b> - Review and map Norfolk County Councils supply chains and conduct a thorough risk assessment of primary and secondary high-risk contractors, sectors and areas, whether product or service based. Discuss and agree the expectations and requirements in respect of the contract management process for Modern Slavery.</p>	<p>List of high-risk categories confirmed and included in the modern slavery statement at <b>Appendix A</b>.</p> <p>As part of work to segment contracts by risk and significance and define contract management expectations for each, expectations around modern slavery to be defined</p>	<p>Categories defined.</p> <p>Contract management expectations ongoing, to be completed for October 2023</p>
3.	<p><b>Communication</b> - Discuss how Norfolk County Council can provide guidance and training to enable staff (particularly those working in the frontline and in high-risk areas) to identify Modern Slavery when going about their work.</p> <p>For example, the Council may consider publishing guidance on its Intranet which sets out what employees should look for during site visits.</p>	<p>Per action 9, as part of work to segment contracts by risk and significance and define contract management expectations for each, expectations around modern slavery to be defined. This guidance will be published on the Intranet.</p> <p>As part of the review of policies at points 1-3, adequacy of links to safeguarding guidance to be reviewed</p>	<p>Ongoing</p>
4.	<p><b>Communication</b> - Assess whether Modern Slavery mandatory training should be extended to all staff employed by the Council. Reminders should be issued to managers to ensure mandatory training is completed within the first few days.</p>	<p>Officers agreed that such training ought to be targeted at specific groups of employees</p> <p>HR is updating the process to notify managers of non-completion of mandatory training.</p>	<p>Ongoing</p>

	<b>Action plan</b>	<b>Responsibility / update notes</b>	<b>Status</b>
5.	<b>Communication</b> - Set out clear reporting mechanisms, internal policies and procedures in the Statement and update the MyNet Modern Slavery section to reflect the Council's status as first responder and who staff, the public and those working within its supply chains can contact regarding any Modern Slavery concerns. For example, issuing guidance on who Contract Managers can contact if they have any concerns.	Reporting mechanisms to be reviewed	Ongoing
6.	<b>Governance</b> - Consider whether the Council requires an employee to act as a Modern Slavery directorate contact who would oversee the governance of any Modern Slavery issues that arise within that directorate.	Officers to explore whether, for certain directorates, a single point of contact is appropriate (given that Modern Slavery concerns can be reported directly to the Home Office), and whether a single point of contact for Adults and Children's services would be beneficial.	Ongoing
7.	<b>Risk management</b> - Consider whether to include appropriate Modern Slavery clauses in contracts which will require contractors to manage Modern Slavery risks in their supply chains.	Already included in many contracts. Wording standardised as part of review of JCT and NEC4 contracts. Already in place in waste contracts. To be reviewed in forthcoming revision of social care framework agreements	Ongoing – for June 2023

	<b>Action plan</b>	<b>Responsibility / update notes</b>	<b>Status</b>
8.	<p><b>Communication</b> - Consider offering appropriate Modern Slavery training to all contractors particularly those operating in key sectors where Modern Slavery is an identified issue and provide further guidance about the contractor's responsibilities in respect of Modern Slavery.</p> <p>Consider whether the Council should retain a central log of cases, and potential cases, of Modern Slavery identified within, and in its wider supply chains.</p>	To be reviewed by procurement, although the general context is that contractors are expected to undertake the employee training necessary to abide by the law and the terms of the contract.	Ongoing
9.	<p><b>Governance</b> - Consider the issue of suppliers who are entered onto a Framework and do not have to undergo regular or further Modern Slavery checks. Consider whether the monitoring for suppliers included on the Framework needs to be more robust/regular.</p>	Procurement will liaise with the customer department regarding what checks are to be carried out at the point of award. These may be best conducted at framework or call-off level and need to be proportionate to the level of risk, as set out in the segmentation criteria.	Ongoing
10.	<p><b>Communication</b> - Consider what the expectations and requirements are of HR/Payroll. In particular, consideration of how they will be informed about what is expected of them with regards to checking that salaries are paid directly into an appropriate, personal bank account amongst other things.</p>	The introduction of 'self service' to input own bank details makes checking redundant.	No further action
11.	<p><b>Communication</b> - Keep a record of the previous statements accessible to the public (providing URL links etc).</p>	The Group agreed this Action Point and noted that the Council's audit team will ensure this.	Agreed – when the new statement is signed off, previous statements will be archived but available

	<b>Action plan</b>	<b>Responsibility / update notes</b>	<b>Status</b>
12.	<b>Communication</b> - Update the Statement on the gov.uk site.	The 2020/21 and 2021/22 statements need to be uploaded to the register.	In progress – by 30 June 2023

## 5. Alternative Options

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

## 6. Financial Implications

- 6.1 None: publishing the Statement is in line with the Council's commitments to transparency, so should have no financial implications.
- 6.2 There may be implications in future years for levels of staffing in contract management to ensure that supply chain risks can be properly managed and adequate training provided.

## 7. Resource Implications

- 7.1 **Staff:** There will be an ongoing requirement for affected staff to carry out regular training to keep up to date with policy and best practice, but this is part of regular ongoing training and is not unduly onerous.

- 7.2 **Property and IT:** None

## 8. Other Implications

- 8.1 **Legal Implications:** The proposed statement is compliant with the obligations set out in s54 of the Modern Slavery Act 2015, although these are not currently legally binding on the council. Organisations, including the public sector, will eventually be required to publish their Modern Slavery statements on a central government register. The government register is now in place ([Find modern slavery statements - GOV.UK \(modern-slavery-statement-registry.service.gov.uk\)](https://www.gov.uk/modern-slavery-statement-registry.service.gov.uk)) and organisations outside of the remit of the Modern Slavery Act 2015 at this point may submit their Modern Slavery Statements on



a **voluntary** basis. It is anticipated that further primary legislation will be passed to regulate this when parliamentary time allows.

**8.2 Human Rights Implications:** Adopting the proposed statement will help to support the human rights of those who might otherwise be subjected to any form of modern slavery.

**8.3 Equality Impact Assessment (EqIA) (this must be included):** The assessment can be found at **Appendix B**.

**8.4 Data Protection Impact Assessments (DPIA):** None specifically as a result of this Statement

**8.5 Health and Safety implications (where appropriate):** None

**8.6 Sustainability implications (where appropriate):** None

**8.7 Any Other Implications:** None

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

9.1 Operational risks are described in the evidence above.

## **10. Recommendations**

The Select Committee is asked to:

- Review the Action Plan (at 4.5) and the progress on modern slavery activity, that there is adequate governance, management of risks and effective communication on this topic with its residents and stakeholders, before the 2022/23 statement is brought to Cabinet for approval.
- To consider the proposed Modern Slavery Statement for the year 2022/2023 (**in Appendix A**) including the approach to the action plan; and
- To consider the Equality Impact Assessment (EqIA) at **Appendix B**.

## 11. Background Papers

- 11.1 The Government has published a response to its consultation on Transparency in Supply Chains. Annex D of that response sets out a [summary of commitments](#).
- 11.2 The Local Government Association has issued [Local authorities' modern slavery statements guidance](#).
- 11.3 [Modern Slavery: National Referral Mechanism and Duty to Notify statistics UK, end of year summary 2022 - GOV.UK \(www.gov.uk\)](#)

### Officer Contact

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

**Officer name: Adrian Thompson, Assistant Director of Finance (Audit)**

**Telephone no.: 01603 303395**

**Email: [Adrian.thompson@norfolk.gov.uk](mailto:Adrian.thompson@norfolk.gov.uk)**



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

## **Norfolk County Council's Modern Slavery Statement**

### **Introduction**

Norfolk County Council is committed to preventing and acting against modern slavery and human trafficking in its corporate activities and in the wider community.

This statement sets out the actions that Norfolk County Council has taken and the policies and procedures it has adopted to understand modern slavery risks related to its activities and to help ensure slavery and human trafficking is not taking place within the organisation or through its partnerships and supply chains.

Follow this link for further information regarding [modern slavery](#).

This statement relates to the financial year 1<sup>st</sup> April 2022 to 31<sup>st</sup> March 2023.

### **Organisational Structure and Supply Chains**

Norfolk County Council is the upper tier local authority for Norfolk and provides a range of services itself, in partnership with third party organisations or via its supply chain.

The Council owns Norse Group Limited, the parent company of a range of companies which deliver services including social care, waste disposal, catering, grounds maintenance and property professional services, and Independence Matters, a social care provider. This statement does not cover these companies, who produce their own statements; nor does it cover the other, smaller companies that the council owns partly or as a whole.

The Council is a member of the Eastern Shires Purchasing Organisation (ESPO), which procures commodity goods and services on behalf of the council and of many Norfolk schools. ESPO has its own modern slavery statement.

The Council procures a wide range of goods and services and has identified certain supply chains as being higher risk for modern slavery. These are set out at Annex A.

Through its use of its in-house contractor, Norse Group Limited, for facilities management services, the Council has mitigated what would otherwise be a material modern slavery risk in cleaning, security and similar services.

## **Policies and Procedures**

The Council has adopted policies and procedures that help to prevent modern slavery and human trafficking. These include:

- Whistleblowing Policy and Procedure\*
- Standard of Conduct and Behaviour Policy
- Equality, Diversity and Inclusion Policy
- Anti-Fraud, Bribery and Corruption Policy
- Norfolk County Council Safeguarding Policy 2016
- Adult Social Services Safeguarding Policies, Procedures and Best Practice
- Norfolk Multi-Agency Safeguarding Adults Policy and Procedure
- Adult Social Services Human Trafficking Procedure
- Children's Services Procedures Manual

\*During the last year references to Modern Slavery were strengthened in this policy.

## **Procurement**

The County Council undertakes due diligence in its procurement process and acts in accordance with the Public Contracts Regulations 2015.

In accordance with Cabinet Office procurement policy note 08/16, the council excludes bidders where it is aware that they have committed offences under the following legislation:

- section 4 of the Asylum and Immigration (Treatment of Claimants etc.) Act 2004
- section 59A of the Sexual Offences Act 2003
- section 71 of the Coroners and Justice Act 2009
- section 2 or section 4 of the Modern Slavery Act 2015
- an offence in connection with the proceeds of drug trafficking within the meaning of section 49, 50 or 51 of the Drug Trafficking Act 1994.

The County Council's Contract Standing Orders require officers to include requirements in contracts where there is an elevated risk of modern slavery for appropriate risk mitigation.

Contract managers within directorates are required to monitor contracts and manage and mitigate against the risks associated with human trafficking and modern slavery. In respect of lower risk supply chains, our Standard Terms and Conditions contain provision for termination of an agreement with a supplier where there is failure to comply with social or labour law.

## **Employment**

The County Council operates a robust recruitment process which includes checks of all new employees to confirm their identity and the right to work in the United Kingdom. This process also involves securing references and ensuring salaries are paid directly into an appropriate, personal bank account. Managers who are involved in recruiting employees are required to complete mandatory recruitment and selection training and to adopt safer recruiting procedures where the prospective employee will encounter children and vulnerable adults in their roles.

The Council has rationalised its agency worker supply chain and its contract with its neutral vendor, Geometric Results International (GRI), requires GRI to carry out checks on the agencies it uses.

## **Training and Awareness Raising**

Norfolk County Council works within multi agency partnerships to protect and safeguard people and seeks to raise awareness of modern slavery through its key partners and partnerships. This includes the Multi Agency Safeguarding Hub (MASH) which is a partnership between Norfolk County Council social care, police, probation services and health services. MASH works to safeguard children and vulnerable adults in the community and to support professionals in understanding the threats to children or vulnerable adults, including modern slavery and human trafficking, to enable steps to be taken to prevent abuse.

Training on modern slavery has been delivered to procurement staff, commissioners, and contract managers, commissioned from Unseen.

The Council takes an active role in supporting Norfolk Police to respond to victims of modern slavery and human trafficking, utilising our specialist social work team to provide humanitarian support to victims, and ensuring that all NCC staff know how to raise concerns locally about modern slavery and human trafficking victims to CADS, Adult Safeguarding Team or the People from Abroad Team.

## **Reporting**

The County Council acknowledges its duty, as set out in Section 52 of the Modern Slavery Act 2015, to notify the Home Office of any individual encountered in England and Wales who it believes is a suspected victim of slavery and human trafficking.

**Councillor Kay Mason Billig**

**Leader of the Council**

**Tom McCabe**

**Chief Executive**



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.

## Annex A: Higher-risk supply chains

Category	Rationale
<b>Social care</b>	Adult social care is the Council's largest category of expenditure. Employers in this sector typically have high levels of staff turnover, a significant migrant workforce, and low levels of unionisation. The use of agency staff is considerable, and in care homes there are significant numbers of 'back room' staff in roles such as catering, cleaning and laundry.
<b>Waste disposal</b>	The waste disposal industry in the United Kingdom employs significant numbers of low-paid, casual and migrant staff and there are low rates of unionisation. The industry is considered high-risk for health and safety. Certain recyclates are exported for processing and this reduces the visibility of the supply chain.
<b>Highways and construction</b>	Construction is a higher-risk industry because it employs significant numbers of low-paid, casual and migrant staff, there are low rates of unionisation and there are often multiple tiers of contractors.
<b>Electronics</b>	There are significant risks throughout the electronics supply chain. These include for example: <ul style="list-style-type: none"><li>• the use of 'conflict minerals';</li><li>• coercion, child labour and dangerous working conditions in raw material extraction and processing;</li><li>• coercion, child labour and dangerous working conditions in assembly and sub-assembly.</li></ul>
<b>Catering</b>	Food production and food processing are both high-risk industries that employ significant numbers of low-paid, casual and migrant staff. The Council does not procure significant amounts of food directly, but it has large contracts for school catering and other catering services.
<b>Textiles</b>	The Council procures relatively small quantities of textiles (mainly uniforms and personal protective equipment) but this is a high-risk category for child labour, poor working conditions and coercion.
<b>Products derived from forestry products (rubber products, paper, furniture)</b>	Illegal logging raises significant environmental risks and in addition there are risks about use of slave labour by those carrying out illegal trade in forest products



**Norfolk** County Council

## **Modern Slavery Statement**

# **Equality Impact Assessment – Findings and Recommendations**

**July 2023**

**Assistant Director of Finance – Audit**

Equality impact assessments enable decision-makers to consider the impact of proposals on people with protected characteristics.

You can update an assessment at any time to inform service planning and commissioning.

For help or information please contact [equalities@norfolk.gov.uk](mailto:equalities@norfolk.gov.uk).



## 1. The proposal: introduction of a Norfolk County Council Modern Slavery Statement

- 1.1 The Home Office has described modern slavery as ‘a serious and brutal crime in which people are treated as commodities and exploited for criminal gain. The true extent of modern slavery in the UK, and indeed globally, is unknown.’
- 1.2 Norfolk County Council’s Modern Slavery Statement (hereon referred to as the Statement), shown as Appendix A, sets out the authority’s response to intended changes to Section 54 of the Modern Slavery Act 2015 and indicates the first step towards a commitment to develop an approach to be adopted by the authority.
- 1.3 The Statement is being introduced in anticipation of new Government guidance, providing an opportunity for the authority to consider the potential impact of the proposals on people with protected characteristics in Norfolk as well as wider as a result of the authority’s supply chain. The Government has recently introduced its own Statement which can be found at [UK Government Modern Slavery Statement \(publishing.service.gov.uk\)](https://www.publishing.service.gov.uk).
- 1.4 The Statement sets out what the council has done and plans to do to identify and respond to risks associated with modern slavery to individuals, operating practices and NCC’s reputation.

**2. Legal context** The Government has indicated that Section 54 of the Modern Slavery Act 2015 will be extended to public bodies which have a budget of £36 million or more ‘when parliamentary time allows’. Although this means that an exact timeline remains uncertain, it provides NCC with an opportunity to raise awareness both with staff and our supply chain as part of the organisation’s commitment ahead of the official deadline.

- 2.2 The purpose of the statement is to set out NCC’s approach to tackling issues associated with modern slavery that could impact upon the authority and the people of Norfolk.
- 2.3 This equality impact assessment considers the context for the introduction of the Statement and subsequent work to develop an approach that will support people with protected characteristics who may be vulnerable to this type of exploitation. Any detrimental impact identified will enable mitigating actions to be developed. Given the amount of uncertainty associated with modern slavery, including the level to which it affects Norfolk, there will be a need to monitor this EqIA with a view to refreshing it along with the Statement as more becomes known.
- 2.4 It is not always possible to adopt the course of action that will best promote the interests of people with protected characteristics. However, equality assessments enable informed decisions to be made that take every opportunity to minimise disadvantage.

**3. Information about the people affected by the proposal** Anyone can become part of modern slavery whether it be directly or indirectly through the purchasing of goods or the employment of those exploiting others. The following section covers some of the key protected characteristics that may contribute to someone's vulnerability in relation to modern slavery (to note that this is not an exhaustive list and is not in order of relevance).

3.2 Norfolk's population is around 916,120 (Norfolk's JSNA 2021), 51% of whom are female and 49% male, with more people living in King's Lynn & West Norfolk and fewer people living in Great Yarmouth and North Norfolk. In relation to modern slavery, 71% of reported cases in the UK relate to women and girls<sup>1</sup>. For the first time in 2021, the Census sought to capture the number of trans and non-binary people, however checks are taking place nationally currently to verify the accuracy of this data and it will be included when available.

3.3 The ethnicity of people in Norfolk can be roughly broken down as follows:

- White: 94.7%
- Asian, Asian British or Asian Welsh: 2.1%
- Mixed or multiple ethnic groups: 1.6%
- Black, Black British, Black Welsh, Caribbean or African: 0.9%
- Other ethnic group: 0.7%

There are approximately 160 languages spoken in the county; English is not the first language of around 12,400 school children in the county.

3.4 Although complex, the current data compiled by ONS shows that almost a quarter (23%) of the 6,985 potential victims referred through the NRM (National Referral Mechanism part of the Home Office) in the year ending December 2018 were UK nationals. However, the ability to communicate, understand basic human rights and be part of a stable community may all be factors that can make someone more vulnerable to modern slavery. This includes individuals who may have fallen subject to those keen to exploit their desire to live in the UK who may not be known to the authorities.

3.5 In 2019 the non-UK born population in Norfolk was estimated to be 76,000 or around 7.8%. This is significant as these totals may include migrant workers and asylum seekers, who are at increased risk of modern slavery.

3.6 As of 2020, the average annual gross pay in Norfolk was around £22,860. Over the last year Norfolk's pay gap has widened compared with national pay levels with Indices of Deprivation (2019) showing that Norfolk had experienced an increase in relative deprivation compared with 2015 and 2010. Of Norfolk's 538 Lower Super Output Area's, 97 have moved to a relatively more deprived decile compared with 2015 and around 135,000 Norfolk residents live in areas which have been classified as being among the 20% most deprived in England<sup>2</sup>. There are around 21,820 children living in families with absolute low-income, and around 28,150 children living in families with relative low-income in Norfolk. Great Yarmouth, Norwich and North Norfolk each have higher rates of children living in low-income families, for both absolute and relative low-income, than the Norfolk average. This is significant as individuals with low or no income may be more vulnerable to the types of exploitation involved in modern slavery.

- 3.7 Key employment sectors where modern slavery has been identified in the UK include:
- Sex workers
  - Domestic roles such as cleaners and childcare providers (nannies)
  - Construction
  - Farming
  - Textiles
  - Car washes
  - Nail bars
- 3.8 Figures from 2020<sup>3</sup> show that construction (15%) and agriculture (10%) make up a significant part of the Norfolk economy. Workers from both sectors are at risk from modern slavery partly because of the transitory nature of their working environment, often moving from site to site. Norfolk County Council commissions significant construction work and is the landlord for a significant farming estate.
- 3.9 It is estimated that there are 17,284 adults with a learning disability who are residents of Norfolk; 73% of these adults are aged between 18-64 years. Of these adults 3% have Down's Syndrome; 41% are also autistic and 3% have complex behaviours (behaviours which may be difficult to initially see the reasons for, and that people often find hard to accept, eg physical or verbal aggression, aggressive behaviour, self-injury, impulsivity, or disinhibited behaviour). Individuals with a learning disability or complex behaviours may be more vulnerable to the types of exploitation involved in modern slavery. This includes indirect association, for example, through cuckooing (a practice where people take over a person's home and use the property to facilitate exploitation).
- 3.10 For most people Norfolk is very safe: it continues to have one of the lowest crime rates in the country. Norwich and Great Yarmouth continue to have higher crime rates than the Norfolk average. Norfolk's Crime Severity Score is better (lower) than the scores for the region and nationally, although the county has a higher score increase, indicating that the seriousness of types of crimes committed in Norfolk is increasing at a faster rate than regionally and nationally. The restrictions placed on individuals because of the pandemic have led to some changes in behaviour associated with crime which are yet to be fully understood. For example, those wishing to undertake grooming activity have made greater use of online platforms, this, coupled with the fact that most of us have been using such facilities for work and education mean that some individuals may be more at risk of exploitation than previously.
- 3.11 Modern slavery is a complex crime that covers all forms of slavery, trafficking and exploitation. Trafficking includes transporting, recruiting or harbouring an individual with a view to them being exploited. Modern slavery crimes may involve, or take place alongside, a wide range of abuses and other criminal offences such as grievous bodily harm, assault, rape or child sexual abuse. The Norfolk coastline may provide a potential route into the UK for those involved in human trafficking as they may be able to operate with less anonymity than in other areas of the UK. As an international airport, Norwich may also provide a route which may be perceived by some as less risky than larger facilities such as Heathrow or Gatwick.
- 3.12 Although the picture relating to modern slavery in the UK is a complex and evolving one, the demographics shown above demonstrate that Norfolk's population, particularly those with protected characteristics linked to their sex, age, ethnicity and

disability may be at particular risk from modern slavery. It is also important to remember that the figures stated are only those individuals 'known' to official data sources, it is likely that a high proportion of those vulnerable to these types of exploitation may be unknown to authorities.

- 4.1 The Statement has the potential to have a positive impact on individuals with protected characteristics. This is because it makes a clear statement as to the authority's rejection of any activity or association with modern slavery and all activity held within it.
- 4.2 Activity in support of the Statement will help those who work for the Council working with vulnerable people and those responsible for commissioning activity on behalf of the authority to better understand what is meant by modern slavery.
- 4.3 For frontline staff this will include support/training to help identify clients who may be at risk from this form of exploitation as part of their safeguarding role. This is felt to be particularly important as many individuals involved in modern slavery may be fearful of authority figures associated with enforcement activities such as the police. The close working relationship between social care and health is also an important contributing factor to the identification and support of those subject to this type of exploitation.
- 4.4 Contracts will contain appropriate clauses requiring contractors to manage modern slavery risks in their supply chains. Appropriate training will be provided to contract managers. As a major commissioner of activity within the county as well as employer, Norfolk County Council is able to influence some of the key sectors where modern slavery is an identified issue.
- 4.5 The payment of a living wage to staff also means that, as a responsible employer, the authority is able to support those working for us to support their families financially, making them less vulnerable to exploitation. However, this does not mean that members of staff and their families are immune. By training individuals to spot the signs of modern slavery and providing support to staff through HR policies such as whistle blowing and a culture of inclusion, NCC can provide those working for us with the tools they need to help themselves as well as family and members of their community recognise and report suspicions. We require suppliers to deliver their services in accordance with the law. Higher risk, larger contracts have more onerous and precise requirements.
- 4.6 A strict recruitment process means that an individual's eligibility to work in the UK is checked prior to engaging them as a member of staff. This ensures that the identity of the individual is known and that information such as whether wages are being paid into a personal account can be checked. In relation to roles working directly with vulnerable clients, members of staff are also required to be DBS checked.
- 4.7 Rules about acceptance of hospitality and gifts also help to maintain the integrity of officers and may be a way of identifying those that seek to exploit the authority as a business and/or its clients.
- 4.8 Accessibility of the Statement will be particularly important to ensure that the authority's intentions are clear. This will be achieved by publishing the Statement on the NCC website in an accessible format as well as making it available in different formats/languages as requested. This is felt to be key to ensuring that the Statement is clear to those who may be most at risk to modern slavery.

- 4.9 Promotion of the Statement to staff will be carried out through internal briefing mechanisms and those in relevant positions will be encouraged to promote it through their own professional networks and partnerships.
- 4.10 Ongoing monitoring of delivery of the Statement (to be carried out annually) will be reported to elected members as well as members of staff to ensure that the Statement and the areas of activity stated within it remain relevant as understanding of modern slavery evolves in the UK.
- 4.11 Where concern relating to modern slavery is raised involving a member of staff, client, commissioned service or contractor/supplier, mechanisms are in place to support those who are vulnerable/at risk. The Statement will be linked to reporting mechanisms, reflecting NCC’s status as a ‘first responder’ in relation to the Act, as well as clearly identifying the relevant internal policies/procedures.
- 4.12 Based on the evidence available, this proposal is **not likely** to have a detrimental impact on people with protected characteristics.
- 5.1 There is no legal impediment to going ahead with the proposal. It would be implemented in full accordance with due process, national guidance and policy. Similar proposals have been implemented elsewhere in the UK.
- 5.2 Decision-makers are therefore advised to take these impacts into account when deciding whether the proposal should go ahead, in addition to the mitigating actions recommended below.

## 6. Recommended actions

Number	Action	Lead	Date
1.	Publish the 2022-2023 Statement on the Council’s website and communicate the Statement widely across it and the Council’s supply chains and businesses, ensuring that the Statement is in an accessible format and available in different formats/languages (if requested). Consider whether there are additional opportunities to promote the Statement widely amongst staff, stakeholders, the public and the Council’s supply chains.	Assistant Director of Finance (Audit)	10 July 2023

## 7. Evidence used to inform this assessment

- Norfolk County Council’s [Equality, Diversity and Inclusion Policy](#)
- Norfolk County Council’s [Equality, Diversity and Inclusion Objectives](#)
- Demographic factors set out in [Norfolk’s Story 2019](#)
- Norfolk County Council [Area Reports](#) on Norfolk’s JSNA relating to protected characteristics:
- Business intelligence and management data, as quoted in this report
- Equality Act 2010 and Public Sector Equality Duty codes of practice

## 8. Further information

For further information about this equality impact assessment please contact Adrian Thompson – Assistant Director of Finance – Audit.

---



If you need this document in large print, audio, Braille, alternative format or in a different language please contact Adrian Thompson on [adrian.thompson@norfolk.gov.uk](mailto:adrian.thompson@norfolk.gov.uk) 01603 303395, Dept: 0344 800 8020 | Text Relay: 18001 0344 800 8020

<sup>1</sup> Data source – Norfolk Anti-Slavery Network [Norfolk Anti-Slavery Partnership \(norfolkantislavery.org\)](http://norfolkantislavery.org)

<sup>2</sup> The most deprived areas in Norfolk are largely centred around the urban areas such as Norwich, Great Yarmouth, and King's Lynn, as well as some market towns such as Thetford, Dereham, and Watton.

<sup>3</sup> Data reference Norfolk Insight [Norfolk Economy and Employment Statistics - Norfolk Insight](#)

# Corporate Select Committee

Item No: 10

**Report Title: Workplace Wellbeing Strategy 2023 -2026**

**Date of Meeting: 10 July 2023**

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

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

## **Executive Summary**

Addressing the wellbeing of employees within the workplace has long been an important issue for NCC. Having a clear strategy in place will cement our commitment, support better co-ordination of activity, provide a framework for our communications and support holding ourselves to account in this vital area of work.

This strategy has been developed through significant engagement with our workforce and seeks to embed a better understanding of a wellbeing culture in the organisation, moving the conversation away from a set of wellbeing products to a broader approach that threads through everything we do.

The strategy provides a clear definition for workplace wellbeing, identifies the key priorities for development and action and provides a framework for delivery.

The purpose of this report is to share the resulting strategy with the committee for comment and endorsement of the approach.

It is proposed that annual updates on progress with implementation of the strategy are brought to Corporate Select Committee

## **Recommendations / Action Required [delete as appropriate]**

The Select Committee is asked to:

1. Review and comment on the proposed strategy
2. Endorse the proposal that update reports should be presented to Corporate Select Committee annually

## 1. Background and Purpose

- 1.1 Addressing the wellbeing of employees within the workplace has been a gradually increasing priority for UK employers in recent years. Starting with the ground-breaking 2009 Boorman review of the health and wellbeing of NHS staff, a growing body of evidence and research has emerged from organisations across the UK that links greater consideration of staff wellbeing to a positive impact on employees' productivity, attendance, retention, workplace relationships and teamwork.
- 1.2 Recently, several key organisations have published wellbeing related reports, including:
  - NICE - [Mental wellbeing in work, 2022](#)
  - CIPD - [Health and Wellbeing at Work, 2022](#)
  - HSE – [Protecting People and Places: HSE Strategy 2022-2023, 2022](#)
- 1.3 Whilst NCC has seen employee wellbeing as an important issue for decades, and many steps have been taken to improve employee wellbeing (e.g. our flexible working approach, team wellbeing assessments, provision of individual wellbeing support), there is no overall strategy.
- 1.4 Having a clear strategy in place will cement our commitment to employee wellbeing, support better co-ordination of activity that contributes to employee wellbeing, provide a framework for our communications on employee wellbeing and support holding ourselves to account in this vital area of work.
- 1.5 The COVID pandemic (and the associated change in working practices and isolation many experienced during the lockdowns) increased demand for wellbeing measures at NCC (e.g., critical incident support, manager outreach, wellbeing over winter, time to breathe) but also enabled the organisation to test and radically alter its working practices, laying the foundations for ongoing policies that are mutually beneficial to employer and employee
- 1.6 Following consideration of the 2021 – 22 Health, Safety and Wellbeing Annual Report, Executive Directors and Cabinet committed to NCC undertaking a review of workplace wellbeing.
- 1.7 During Autumn 2022 a detailed review was undertaken encompassing, a literary review, employee workshops and research into best practice. This has culminated in the production of a 3 year wellbeing strategy that aims to build on the positive work undertaken to date and cement a positive wellbeing culture across the organisation.



- 1.8 The purpose of this report is to share the resulting strategy with the committee for comment and endorsement of the approach.

## **2. Proposal**

- 2.1 The proposed Wellbeing Strategy seeks to embed a better understanding of a wellbeing culture in the organisation and moving the conversation away from a set of wellbeing products to a broader approach that threads through everything we do.
- 2.2 The strategy positions wellbeing as something that senior leaders, managers and employees build into their daily lives and will support all colleagues to recognise and understand all the different components of wellbeing and the factors that influence it. The framework promotes a greater emphasis on prevention – that is, individuals are enabled, through information and resources, to act early to look after their own wellbeing and are encouraged to do so through the culture we set as an organisation. Where a greater intervention is necessary it should be delivered at the earliest useful point that prevents escalation. This approach benefits both the individual and the organisation, which will be addressing issues in a timely and more cost-effective way than is often the case.
- 2.3 The term ‘wellbeing’ can mean different things to different people, by clearly defining what we mean by wellbeing at NCC through this strategy we can build a coherent approach that is understood by everyone.
- 2.4 This strategy has been developed through a series of workshops engaging with employees across the organisation to gain a wide variety of experiences and views. In this way we believe we have developed a strategy that will resonate with many colleagues.
- 2.5 The proposed strategy is attached to this report. It creates a clear NCC model for workplace wellbeing culture that combines four pillars of wellbeing (physical, financial, social and mental) with five priority areas of focus (prevention, leadership and management, intelligence, standards, and individuals).
- 2.6 It is recognised that to deliver the strategy will take some time and therefore it spans a 3 year programme.
- 2.6 It is proposed that annual updates on progress with implementation of the strategy are brought to Corporate Select Committee

## **3. Financial Implications**

- 3.1 It is currently expected that the actions developed to deliver this strategy will be met within existing financial resources

## **4. Resource Implications**

- 4.1** Initially the resources needed to develop and deliver the actions from the strategy will be focused within HR. However, these may also have resource implications for services e.g. in relation to learning and development time

## **5. Other Implications**

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

The proposals in this strategy will support the improvement of employee wellbeing including those with protected characteristics. The delivery team will engage with employee networks to ensure particular needs are understood and considered. Where appropriate an EqIA will be completed for particular work strands.

### **8.7 Any Other Implications:**

No other implications have been identified in the proposal

## **6. Recommendations**

The Select Committee is asked to:

1. Review and comment on the proposed strategy
2. Endorse the proposal that update reports should be presented to Corporate Select Committee annually

### **Officer Contact**

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

**Officer name:** Derryth Wright, Assistant Director for HR (Health, Safety and Wellbeing; Performance, Governance and Improvement)

**Telephone no.:** 01603 222912

**Email:** [Derryth.wright@norfolk.gov.uk](mailto:Derryth.wright@norfolk.gov.uk)



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

# Workplace Wellbeing Strategy 2023-2026



# Contents

Foreword.....	3
Why have a wellbeing strategy.....	4
NCC’s story story so far.....	5
Our approach to developing the strategy.....	6
You told us.....	6
Our strategy.....	9
Our focus.....	10
Our priorities .....	10
Our Approach .....	11
Our integrated model .....	14
Making it happen .....	15
Measuring our success .....	16
Barriers to success .....	16

# Foreword

I am proud to introduce Norfolk County Council's first Wellbeing Strategy for colleagues. Working with employees from across the organisation, as well as drawing extensively on best practice, we've developed an ambitious, overarching strategy, specific to the needs of our colleagues, that not only brings together all our existing work but sets out clear expectations and goals for the future and importantly, how we will remain accountable and measure success.

During my time at NCC, I have seen first-hand the positive impact of the support we have in place for employee wellbeing. Colleagues tell me how they value the Norfolk Support Line. I've referred colleagues to the mediation service to help talk through issues, resolve disputes and prevent formal grievances. I've heard managers talk about the difference our Mental Health First Aid training has made - empowering them to effectively support their teams, and I've encouraged employees to use all the tools and options available to enhance mental resilience and wellbeing and to create a healthy, flexible and productive work/life balance.

The work we did throughout the pandemic to care for and safeguard the wellbeing of colleagues, and the feedback we received, demonstrated the difference that can be made when wellbeing is prioritised. But the impact is not just on individuals, it's on their colleagues, on how they feel about and engage with work, and ultimately the service we provide to the residents of Norfolk.

We have clearly set out our ambitions for Norfolk's communities in Better Together, for Norfolk, but of course those ambitions apply equally to ourselves. If we are to champion prevention across our local health and care system, we first need to champion it our own organisation. If we are to improve health outcomes and quality of life for our communities, we need to improve those very things for our employees. If we want to attract employers to help create a vibrant and diverse economy, we need to model what an exemplary employer looks like.

All too often, the focus of the reward an employee gets from work is reduced to financial gain – salary is one of the first things mentioned in any job advert and is the identified as the key issue in industrial disputes. But work is so much more than that. Work can give us meaningful and mutually supportive relationships with colleagues, a sense of motivation when we see the tangible difference we're making to people's lives, and pride and satisfaction in our personal and professional development. All these aspects contribute to our wellbeing and are as important to emphasise as salary.

In local government, the demand for services combined with budgetary pressures can result in employee wellbeing being overridden by workload management. This may start as a short-term issue (think winter pressures in adult social care) but develop into a chronic problem and eventually become a cultural norm – 'it's just the way it is'. But to ignore employee wellbeing in the push to deliver services risks colleagues missing out on the wider benefits work brings, becoming disengaged, experiencing a detrimental effect on their mental and physical health, not contributing effectively to service delivery, or potentially leaving NCC altogether.

This new strategy aims to address this by setting out our organisational expectations around employee wellbeing, what will be done to meet these expectations and when. Whilst it will be used by our HR service to guide its work, each and every employee has a part to play in realising its ambitions.

The Wellbeing Strategy sets a new direction, but the kind of significant cultural change it implies won't happen overnight. However, I am committed, on behalf of every Executive Director, to creating an organisational culture which puts wellbeing at the front and centre of everything we do.



Tom McCabe  
Chief Executive Officer

# Why have a wellbeing strategy?

Addressing the wellbeing of employees within the workplace has been a gradually increasing priority for UK employers. Starting with the groundbreaking 2009 Boorman review of the health and wellbeing of NHS staff, a growing body of evidence and research has emerged from organisations across the UK that links greater consideration of employee wellbeing to a positive impact on their productivity, attendance, retention, workplace relationships and teamwork.

Post-COVID pandemic, several key organisations have published wellbeing related documents, including:

- NICE - [Mental wellbeing in work, 2022](#)
- CIPD - [Health and Wellbeing at Work, 2022](#)
- HSE – [Protecting People and Places: HSE Strategy 2022-2023, 2022](#)

A comprehensive, evidence based wellbeing strategy supports organisations to deliver their ambitions and priorities through:

- Attracting and retaining a skilled and motivated workforce
- Supporting a healthy, inclusive culture
- Improving productivity and delivery
- Making the organisation a great place to work

# NCCs story so far

Norfolk County Council has seen employee wellbeing as an important issue for decades and has already taken many steps to improve it. Some of these steps have been at an organisational level (e.g., [Health & Safety – Our Commitments P611a](#) and our flexible working approach), some are at a team level (e.g., wellbeing assessments, team development days) and some directed at individuals (e.g., reasonable adjustments in respect of a disability, fast-track physiotherapy treatment).

The COVID pandemic (and the associated change in working practices and isolation many experienced during the lockdowns) increased demand for wellbeing measures at NCC and gave an opportunity to introduce new offers (e.g., critical incident support, manager outreach, wellbeing over winter, time to breathe, text based support) but also enabled the organisation to test and radically alter its working practices, laying the foundations for ongoing policies that are mutually beneficial to employer and employee (see the [Smarter Working Programme](#) and [Hybrid Working approach](#)).

As we continue to emerge from the pandemic we have an opportunity to build on existing good practice, embed positive learning, and harness momentum to set a new, coherent direction for improving the wellbeing culture at NCC.

The NCC Workforce Strategy 2022-2025 'Working Together, for Norfolk' which was agreed in November 2022 recognises the link between organisational health and success with employee engagement, wellbeing and productivity. It identifies improvements in team and individual wellbeing as a priority and has many objectives that are congruent with this Strategy – for example, empowering employees to have healthy, fulfilling and independent lives; being more proactive in sustaining people's mental health at work; attracting, developing and retaining employees more effectively; using technology to effectively support our work; using insight and evidence to monitor our progress. The implementation of each Strategy will necessarily inform and relate to the other, as appropriate.



# Our approach to developing the strategy

Over the Autumn of 2022, we ran a series of employee workshops with a range of stakeholder groups from across the organisation to consider:

- What the organisation does and doesn't do well at present
- What a positive wellbeing culture would feel and look like at NCC
- What sort of things we should be measuring to know meaningful change was happening
- What barriers might we expect when implementing a positive wellbeing change
- A proposed definition of well-being for NCC

## You told us...

There is a solid base to build on	NCC does a lot of good work already to support positive wellbeing in employees including senior management communications, hybrid/flexible working, Norfolk Support Line, apprenticeships and development opportunities.
Good communication is vital	You appreciate the regular messaging about the importance of wellbeing from the top of the organisation and find it clear and supportive. However, problems sometimes arise as the messaging passes down into individual departments and teams, where the intention doesn't always get translated into action.

Your relationship with your manager is critical	This can be exceptionally good in some instances, but is too inconsistent, and a positive experience can be too dependent on ‘luck’. You would like to see better recruitment, better upskilling and ongoing coaching for managers; particularly focusing on areas such as emotional intelligence, empathy, and managing the wellbeing-focused aspects of teams more effectively. Managers who model positive wellbeing to their teams can have a very significant positive effect.
Workload pressures have a huge impact on individual and team wellbeing	Many feel they do not have time to prioritise wellbeing, especially in high pressure environments. Yet good, emotionally intelligent managers can make a real difference even – and especially – in teams facing very challenging situations.
Our approach to positive wellbeing should start in the recruitment stage	A positive interview experience and induction is critical to setting up a good relationship between the manager and new starter, and this includes getting very simple things right – e.g., ensuring the right ICT kit is ready and that people are on hand to help get set up. Again and again, people told us that ‘little’ things can make a huge difference.
Our approach to flexible working is highly valued	This is one of the most significant recently developed positive impacts on employees’ wellbeing. However, for some, the balance between home and office isn’t quite right yet, and the perception is that the approach isn’t being applied consistently across the organisation.
Systems and infrastructure play a very important role.	Being able to undertake routine tasks in a straightforward manner is key for the wellbeing of managers and their teams. Where things go wrong such as not having access to appropriate support can be a significant stressor.

A positive wellbeing culture at NCC would feel...

A word cloud of adjectives and phrases describing a positive wellbeing culture. The most prominent words are 'supportive', 'inclusive', 'safe', 'trusted', 'valued', 'caring', 'motivated', 'genuine', 'friendly', 'flexible', 'meaningful', 'transparent', and 'welcoming'. Other visible words include 'appreciated', 'aspirational', 'comfortable', 'compassionate', 'connected', 'consistent', 'contained', 'diverse', 'empathic', 'empowering', 'enabling', 'engaging', 'enthusiasm', 'fair', 'family-feel', 'firm', 'happy', 'honest', 'humour', 'listening', 'non-judgemental', 'open', 'permissive', 'positive', 'proud', 'respectful', 'sincere', 'stable', 'understanding', and 'welcoming'.

A positive wellbeing culture at NCC would look like ...

A word cloud of phrases and terms describing a positive wellbeing culture. The most prominent words are 'supportive', 'managers', 'flexible', 'working', 'communication', 'manageable workloads', 'good work environment', 'no microaggressions', 'open door policy', 'social connection', 'supportive colleagues', and 'time for wellbeing'. Other visible words include 'access', 'access to hr', 'award-winning', 'bespoke', 'approach', 'to', 'absence', 'better', 'prevention', 'clear expectations', 'collaborative', 'commitment', 'fair', 'feedback and praise', 'forward-thinking', 'good', 'reporting', 'inclusive', 'inductions', 'measured on outcomes more diversity', 'no scapegoating', 'open', 'open door policy', 'opportunities', 'participation', 'person centred policies', 'professional senior manager engagement', 'shared goals', 'staff', 'retained', 'staff', 'valued', 'training', 'transparency', 'trusted', 'understanding', and 'welcomed well informed staff'.

# Our Strategy

Our workplace wellbeing strategy sets out our vision and aims for employee wellbeing, our key areas of focus, our approach and how we might measure our success.

Our definition of wellbeing is:

*“A self-perceived quality of life that enables an individual to thrive”*

Our vision is:

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

We consider there to be 4 key pillars that enable us to have good wellbeing and thrive:



*“To gain real benefit wellbeing must be integrated throughout the organisation, embedded in its culture, its leadership and its people management”*  
(CIPD, 2019)

# Our Focus

Our Strategy focus' on prevention, where most effort is put into establishing and bolstering a wellbeing culture that is recognised by and supports all employees, from senior managers to frontline workers to those in back-office roles.

This does not negate the need for higher level targeted interventions for both teams and individuals but does seek to shift the emphasis to either stopping problems arising in the first place or addressing them appropriately at the earliest possible time.

# Our Priorities

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

# Our Approach

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





- Employ, train and support effective managers with good emotional intelligence and understanding of wellbeing principles, who can model positive approaches to wellbeing from the top down.
- Review leadership training to ensure that leaders and managers will better understand the links between wellbeing and other core areas such as health and safety, and performance and development.
- Build on existing good practice in corporate communications and ensure that positive wellbeing messages encompassing the 4 pillars of wellbeing and modelling are conveyed meaningfully to all parts and all levels of the organisation.
- Acknowledge, understand and celebrate the diversity of our workforce, modelling inclusivity at all levels with a swift and strong approach to discriminatory behaviour.



- Set and promote a working culture where proactively focusing on wellbeing is considered 'business as usual' and not just for times of change, crisis or adversity.
- Refresh our comprehensive wellbeing offer making it easily available and understood by all employees, helping them to make better choices, change behaviours and better manage their overall wellbeing. The offer will continue to focus on proactive preventive measures but also include, where necessary more reactive ones.
- Integrate wellbeing beyond specific interventions into policy and practice more generally ensuring all phases/ages of the employee life cycle are considered (not just HR policies e.g. net zero, travel etc).
- Proactively identify situations across the organisation where interventions could have a positive impact on wellbeing and take effective appropriate action to improve it.





- Ensure all initiatives are evidence-based and, where targeted, are done so to meet clear existing and emerging future needs.
- Establish and maintain strong links with other organisations to share best practice across the whole range of wellbeing interventions and practices.
- Review and improve existing methods of collecting data regarding employee wellbeing, ensuring we are asking the right questions to obtain information that enables meaningful positive changes to be made in the organisation now and in the future.
- Review this strategy and its implementation plan regularly to ensure continuous improvement.



- Review key strategies, policies and processes to ensure compatibility with a more inclusive and effective approach to employee wellbeing.
- Through clear communications and 'myth-busting', reaffirm the commitment to Hybrid Working and improve understanding of the benefits and issues that arise because of it – including sufficient office time being made available for those that benefit from it.
- Ensure all relevant stakeholders are aware of their obligations, and the commitments and values espoused in this strategy.



- Encourage and enable all employees to take personal responsibility for their wellbeing, and to access additional support when appropriate.
- Map out what wellbeing can mean across both the employee journey (recruitment to exit) and across age/life categories (e.g., young workers, carers, menopause, older employees) and use this to plan targeted initiatives.
- Explore further the possibilities of new ways of working – including digital technologies – to improve individual and team wellbeing in areas of the organisation where workloads and work pressure is high.



# The NCC model

Our model combines the four pillars of wellbeing with the identified priority areas to provide focus to each of the delivery workstreams under the strategy.



# Making it happen

Though there are actions NCC can take that may show quick results, for the most part delivering the aims and objectives of this strategy involves a long-term cultural shift, it is important for the success of the strategy that we give due time to developing our detailed implementation plan. To develop and deliver the plan 6 workstreams will be set up.



# Measuring our success

As the implementation plan is developed clear qualitative and quantitative measures will be developed, in your feedback to us you suggested we could use a combination of some of the following:

- Improved employee engagement score
- Uptake of wellbeing related activities
- Output from new team wellbeing assessments
- Reduced sickness absence
- Recruitment and retention rates
- Spot surveys/temperature checks in targeted areas
- Feedback on wellbeing impact from training courses
- Data from exit interviews for internal movers and leavers
- Annual leave carried over/lost/sold back
- Self- reported wellbeing scores and mood tests
- Number of high-quality wellbeing impact assessments
- Improved performance (e.g. increased productivity measures)
- Improved relationships (e.g. reduced customer complaints, fewer or better resolved grievances)
- Improved use of wellbeing impact assessment in change management processes
- Customer satisfaction
- Delivering our organisational aims

# Barriers to success

In your feedback you told us there may be some barriers to successful, sustainable change including:

- time and workload pressures on employees and managers that can mean wellbeing not given appropriate priority
- financial resource in both key team budgets and corporately
- difficulties employing and retaining sufficient numbers and quality of employees in key areas such as social care
- uncertainty about the Strategic Review and unease of change more generally
- concern that there will be insufficient understanding of the slower pace and time needed to effect widespread cultural change
- manager 'quality' and a perception of their willingness to engage in real change in this area
- a perceived lack of willingness to address root causes (such as overwork in some teams) and instead focus only on 'treating symptoms'.

Development of and commitment to the strategy is the start of our journey in overcoming some of these barriers. We will consider how mitigations can be included through the development of our implementation plan



# Corporate Select Committee

**Item No: 11**

**Report Title:** Strategic and Financial Planning 2024-25

**Date of Meeting:** 10 July 2023

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

**Responsible Director:** Harvey Bullen, Director of Strategic Finance

## Executive Summary

The appended report, which was considered by Cabinet in June 2023, marks the beginning of the Council's budget setting process for 2024-25. As in previous years, Cabinet is inviting Select Committee input into the 2024-25 budget process, in respect of the approach to the development of saving proposals. This Select Committee report appends the Cabinet report in order to provide the latest information about the context for 2024-25 Budget setting which is intended to support Select Committee discussion and to enable them to provide input to future meetings of Cabinet to inform budget decisions.

This report therefore forms an important part of the process of developing the 2024-25 Budget, representing a key opportunity for the Select Committee to provide its views on priorities and the approach to preparing budget proposals for the services within its remit.

## Recommendations / Action Required

The Select Committee is asked to:

1. Consider the Budget and Medium Term Financial Strategy position as reported to Cabinet in June 2023 (Appendix 1), noting in particular the following elements as set out in the appended report, which form the context for 2024-25 budget setting:
  - a. the budget gap for 2024-25 and the Medium Term Financial Strategy (MTFS) period.
  - b. The Departmental saving targets.
  - c. The overall timetable and approach to developing the 2024-25 Budget.

2. Agree that the Committee will provide input to the 2024-25 Budget process in July (this meeting) and in November, with the latter (November) report providing an opportunity to comment on the detailed savings proposals being taken to public consultation.
3. Consider the key issues for 2024-25 budget setting as they pertain to the services within the Select Committee's remit (as set out in this paper, the appended Cabinet report, and the 2023-24 Budget Book), and in particular to endorse:
  - a. The overall service strategies as set out within the 2023-24 Budget Book.
  - b. The budget setting principles set out in Section 3 of the appended Cabinet report, which will provide the broad framework for savings development for services within the Select Committee's remit.
4. Consider whether there are any specific areas of activity that the Select Committee would recommend exploring for savings development, in order to provide input to the 2024-25 budget process and inform the saving proposals put forward to Cabinet later in the year.

## 1. Background and Purpose

- 1.1. At the Cabinet meeting held on the 5 June 2023, members received the appended paper: Strategic and Financial Planning 2024-25 (Appendix 1). The minutes and associated papers for this meeting, including the summary of decisions notice can be found [here](#).
- 1.2. As part of setting the 2023-24 Budget, the Council's three Select Committees received reports on the approach to developing budget proposals during the year. Cabinet has agreed to continue this approach in relation to developing the 2024-25 Budget and this report therefore represents the first opportunity for Select Committees to provide input to 2024-25 budget setting at a formative stage. A further report is intended to be brought to the November Select Committee cycle to enable comments on substantive proposals once they have been developed and published for public consultation.

## 2. Proposal

- 2.1. The report to June 2023 Cabinet reproduced as Appendix 1 provides an overview of the financial planning context for the County Council, including:
  - The Medium Term Financial Strategy (MTFS) 2023-28, including details of assumptions about pressures and challenges within the financial model.
  - The financial context for budget setting including the Spending Review 2021, Autumn Budget 2022 and DLUHC Policy Statement, which provided indications of the medium term financial envelope within which local

authorities will operate for 2024-25, and the implications for Norfolk County Council's 2024-25 budget.

- The wider financial and organisational context underpinning the process of developing the 2024-25 budget.
- An overview of the proposed budget setting process and the proposed savings targets, broken down by department.

2.2. The Select Committee's views are sought in relation to the services within its remit on key issues for 2024-25 budget setting and the broad areas proposed for savings development, in order to help shape budget and saving proposal development for 2024-25, assist in the identification of key pressures and priorities for the 2024-25 Budget, and (ultimately) to inform the budget proposals to be considered by Cabinet later in the year.

2.3. The financial approach and key strategies for Directorates delivering services which fall broadly within the remit of this Committee have been set out within the County Council's [2023-24 Budget Book](#).

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

3.1. Select Committee input will support in shaping budget proposals and thereby contribute to the 2024-25 budget setting process. Individual recommendations from Select Committees will help to inform budget proposals and will therefore ultimately impact on Departmental budgets and service delivery for 2024-25. Details of specific impacts will be identified and reported in later stages of the budget process. Further impacts are also set out in the appended Cabinet paper.

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

4.1. As set out in the appended report.

4.2. The Council is legally required to set a balanced budget annually. The appended Cabinet report outlines the wider financial and organisational context underpinning the 2024-25 budget setting process.

4.3. Select Committees have a specific role in policy development and therefore are invited to comment and advise Cabinet on budget options within their remit as in previous years.

### **5. Alternative Options**

5.1. As set out in the appended report, a range of options remain open at this stage. The purpose of this report is to provide Select Committees with an

opportunity to engage with the budget process and inform the development of specific options for the 2024-25 Budget.

## 6. Financial Implications

6.1. Immediate financial implications are highlighted in the appended report. Any implications arising from the Select Committee's comments will be reported to a future meeting of Cabinet as part of 2024-25 budget setting as appropriate.

## 7. Resource Implications

7.1. **Staff:** There are no direct implications arising from this report although existing saving plans will include activities linked to staffing budgets. In addition there is a potential that further staffing implications may arise linked to specific saving proposals developed. These implications will be identified and reported as they arise later in the budget planning process.

7.2. **Property:** There are no direct property implications arising from this report although existing saving plans will include activities linked to property budgets and assumptions around capital receipts to be achieved. In addition there is a potential that further property implications may arise linked to specific saving proposals developed and these implications will be identified and reported as they arise later in the budget planning process.

7.3. **IT:** There are no direct IT implications arising from this report although existing saving plans include activities linked to IMT budgets. In addition there is a potential that further IT implications may arise linked to specific saving proposals developed and these implications will be identified and reported as they arise later in the budget planning process.

## 8. Other Implications

8.1. **Legal Implications:** As set out in the appended Cabinet paper.

8.2. **Human Rights Implications:** As set out in the appended Cabinet paper.

8.3. **Equality Impact Assessment (EqIA) (this must be included):** As set out in the appended Cabinet paper.

8.4. **Data Protection Impact Assessments (DPIA):** As set out in the appended Cabinet paper.



8.5. **Health and Safety implications (where appropriate):** As set out in the appended Cabinet paper.

8.6. **Sustainability implications (where appropriate):** As set out in the appended Cabinet paper.

8.7. **Any Other Implications:** As set out in the appended Cabinet paper.

## 9. Risk Implications / Assessment

9.1. As set out in the appended Cabinet paper.

## 10. Recommendations

The Select Committee is asked to:

1. Consider the Budget and Medium Term Financial Strategy position as reported to Cabinet in June 2023 (Appendix 1), noting in particular the following elements as set out in the appended report, which form the context for 2024-25 budget setting:
  - a. the budget gap for 2024-25 and the Medium Term Financial Strategy (MTFS) period.
  - b. The Departmental saving targets.
  - c. The overall timetable and approach to developing the 2024-25 Budget.
2. Agree that the Committee will provide input to the 2024-25 Budget process in July (this meeting) and in November, with the latter (November) report providing an opportunity to comment on the detailed savings proposals being taken to public consultation.
3. Consider the key issues for 2024-25 budget setting as they pertain to the services within the Select Committee's remit (as set out in this paper, the appended Cabinet report, and the 2023-24 Budget Book), and in particular to endorse:
  - a. The overall service strategies as set out within the 2023-24 Budget Book.
  - b. The budget setting principles set out in Section 3 of the appended Cabinet report, which will provide the broad framework for savings development for services within the Select Committee's remit.
4. Consider whether there are any specific areas of activity that the Select Committee would recommend exploring for savings development, in order to provide input to the 2024-25 budget process and inform the saving proposals put forward to Cabinet later in the year.

## 11. Background Papers

11.1. As set out in the appended Cabinet paper, plus:

[Norfolk County Council Constitution](#), Part 7 – Overview and scrutiny bodies, Section 3, paragraph 3.9 – Membership and Areas of Responsibility of Select Committees (pages 119-122).

### Officer Contact

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

**Officer name:** Titus Adam

**Telephone no.:** 01603 222806

**Email:** [titus.adam@norfolk.gov.uk](mailto:titus.adam@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.

# Cabinet

Item No: 11  
Appendix 1

Item No: **TBC**

**Decision making report title:** Financial and Strategic Planning 2024-25

**Date of meeting:** 5 June 2023

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

**Responsible Director:** Harvey Bullen, Director of Strategic Finance

**Is this a key decision?** Yes

**If this is a key decision, date added to the Forward Plan of Key Decisions:** 18 April 2023

## **Introduction from Cabinet Member**

This report marks the formal start of the Council's annual budget setting process for 2024-25. The 2023-24 Budget and Medium Term Financial Strategy agreed by the Council in February 2023 provide a sound foundation upon which to develop the 2024-25 Budget, but it is nevertheless essential for the Council to have a robust plan in place to enable the preparation of a balanced and sustainable budget. It is the Budget, through the allocation and prioritisation of resources, which provides the framework that enables the achievement of the organisation's key ambitions alongside the delivery of vital services. It is the intention of Cabinet to work with Departments to ensure that savings, (particularly those from the Strategic Review), and pressures linked to demand and demography, are sufficiently robust, so as to ensure that any rise in Council tax is kept to a minimum.

It remains the case that there is significant uncertainty about funding for 2024-25 onwards, in spite of the Government's Policy Statement published shortly before the 2023-24 Finance Settlement. In this context, and in particular recognising the wider pressures both on demand and within the economy, we must continue to safeguard the delivery of the essential local services which are used and relied on by so many of the County's residents, businesses and visitors.

This report therefore sets out the framework for how the Council will approach budget setting for 2024-25 and should be read in conjunction with the 2022-23 Financial Outturn report elsewhere on the agenda. The proposed approach to budget setting will be informed by the key objectives set out in the Better Together, for Norfolk

strategy and as such the Budget represents one of the key building blocks contributing to the delivery of the Council's strategy and direction over the next few years.

## **Executive Summary**

The Council has a robust and well-established process for annual budget setting, including the development of savings proposals, and the scrutiny and challenge of all elements of the budget. This report sets out proposals for how this can be further refined with a greater emphasis on balancing the financial position over the Medium-Term Financial Strategy (MTFS) period, whilst maintaining the focus on delivering a prudent and transparent approach to budgeting for 2024-25. The proposed approach incorporates the usual required key elements such as public consultation, Scrutiny, and engagement with Select Committees. This report proposes the Budget planning cycle for 2024-25 to start immediately and to be undertaken in parallel with both the implementation of the strategic review changes during 2023-24, and the identification of further opportunities from the future phases of this work.

As part of 2024-25 Budget setting, a thorough review of identified future cost pressures will also be required. It is particularly important to recognise that the 2023-24 Budget included exceptional levels of inflationary growth pressure, which will not be sustainable in future years, but which reflected the wider operating and economic environment. There may be opportunities to draw back on some of these 2023-24 pressures and this will need to be kept under review as budget monitoring for the year progresses. In addition, the 2023-24 position was supported by significant one-off measures including use of reserves, which (although lower than in the 2022-23 Budget) still represent a challenge to be addressed in future years. As has been previously identified, the ongoing reliance on reserves does not represent a sustainable long-term approach.

As in previous years, the wider budget position remains the subject of high levels of uncertainty, although Government has provided some indications about the intentions for local government funding in 2024-25 within the [DLUHC Policy Statement](#). In this context, this report sets out details of a proposed budget planning process for 2024-25 but recognises that as always there may be a need for some flexibility. The report accordingly provides a summary of key areas of wider risk and uncertainty for Cabinet to consider. This report should be read in conjunction with the Finance Monitoring 2022-23 Outturn Report to Cabinet elsewhere on this agenda.

## **Recommendations:**

Cabinet is recommended:

- 1. To consider the overall budget gap of £126.522m included in the Medium Term Financial Strategy (MTFS) set by Full Council in February 2023, and agree:**
  - a. the gap of £46.216m to be closed for 2024-25; and**
  - b. the extension of the MTFS by a further year (to 2027-28), adding a further £18.689m to the gap and resulting in additional pressure**

**assumptions to be addressed and leading to an overall gap for planning purposes of £145.211m over the next four years. (Section 2).**

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

## **1. Background and Purpose**

- 1.1. In recent years the significant and sustained reductions experienced in Central Government funding to Local Government have lessened, with more generous funding settlements being provided since 2021-22. However, much of the new funding was initially for adult social care reforms and was accompanied by an increasing expectation that local authorities will raise resources locally (through council tax). Alongside this, there continues to be a significant gap between funding and service pressures driven by a complex mix of factors including demographic changes, unfunded burdens such as the National Living Wage, the needs of the people who draw upon social care services becoming increasingly complex, and by the wider economy including (more recently) the abnormally high levels of inflation.**
- 1.2. Children's services, in both social care and education remain under very significant stress. Long delayed reforms within Adult Social Care, and changing expectations alongside the forthcoming new inspection regime,**

represent another key challenge. Other Council services also remain subject to significant financial stress, for example as a result of increasing energy and fuel costs which have a widespread impact across service delivery and commissioned services. These in their turn have a knock on effect by increasing the pressure placed on discretionary and preventative services both in relation to the need for these to stem and reduce demand, and because these are often the areas called upon to make budgetary savings.

- 1.3. The Council's February 2023 MTFS identified that the Council, in common with other upper tier local authorities, needs to address a material budget shortfall in 2024-25. Although the forecast 2024-25 gap is lower than the one closed to deliver the balanced 2023-24 Budget, it remains a significant challenge. Simultaneously, as set out in this report, there remain uncertainty about the level of funding for 2024-25 and the potential for additional pressures to emerge during the budget setting process. Although the Council's track record of delivering a balanced budget, coupled with a robust budget planning approach, provides a solid basis for development, it is prudent to begin comprehensive planning for 2024-25 now.
- 1.4. As has been the case in recent years, it is anticipated that the Council will not receive any further detailed information about funding allocations for 2024-25 until autumn 2023 at the earliest (and probably December 2023). Almost all of the Government's planned reform of local government funding has been delayed until at least 2025-26 and it is therefore unlikely that the 2024-25 Settlement will provide any sort of multi-year allocation which would support the Council to develop its financial strategy with greater planning certainty. As a result, the overall level of uncertainty means that budget setting for 2024-25, and the wider financial environment for local government, is set to remain highly challenging.
- 1.5. The Chancellor of the Exchequer announced the Government's [2023 Spring Budget](#) on 15 March 2023, but this did not include further significant policy announcements in terms of local government funding, which would impact on the budget position.
- 1.6. Therefore, as in previous years, this report represents the start of the Council's process for setting the 2024-25 Budget and developing the associated Medium Term Financial Strategy (MTFS). The report sets out the context and a proposed approach to budget setting including:
  - A summary of the Budget and MTFS approved by Full Council in February 2023, including the savings already planned for future years.
  - An overview of the significant remaining uncertainties facing local government finances.
  - The MTFS position for 2024-25 onwards as agreed in February 2023, extended for a further year to support 2024-25 Budget setting.
  - A proposed timetable for 2024-25 Budget setting including the recommended approach to public consultation.

- Proposed savings targets by Department, representing the minimum target to be sought in order to enable Member choice about the ultimate budget decisions to be made in February 2024.

1.7. Ultimately this report is intended to support the Council in preparing the 2024-25 Budget and identifying savings which will assist in delivering a balanced budget for the year.

## 2. Budget context and Medium Term Financial Strategy

2.1. On 21 February 2023, the County Council approved the 2023-24 Budget and Medium Term Financial Strategy (MTFS) to 2026-27. Based on currently available information, the **MTFS set out a budget gap of £126.522m over the period 2023-24 to 2026-27** based on an assumption that the funding allocations set out in the 2023-24 final Local Government Finance Settlement<sup>1</sup> would be broadly “rolled over” for 2023-24 and beyond.

2.2. Collectively the Spending Review 2021, Autumn Budget 2022 and DLUHC Policy Statement provided indications of the medium term financial envelope within which local authorities will operate for 2024-25, but the Final Local Government Finance Settlement 2023-24 itself only set out funding allocations for one year. The failure to publish full medium term funding forecasts is disappointing and impacts on the Council’s ability to plan over the longer term. The further significant delay to long awaited funding reforms (until at least 2025-26), alongside the absence of any detail at this stage about the likely terms of reference for this funding review, only serves to add further uncertainty to the Council’s financial planning and associated forecasts.

2.3. Announcements in the Final Settlement were broadly in line with overall planning assumptions, or were accompanied by associated spending pressures, such as the National Living Wage. As a result the 2023-24 Settlement enabled the Council to prepare a balanced 2023-24 Budget but was not sufficient to support a balanced position over the life of the MTFS. The Council therefore continues to expect to need to draw on its earmarked reserves over the period covered by the MTFS. This includes a significant draw on one-off resources in 2023-24, continuing the trend seen in the previous year 2022-23 This is not however a sustainable position in the longer term. Although some contributions into reserves will be made, this mainly reflects the timing of spend funded from specific grants. Current planning does not include any draw on the Council’s general balances, which are planned to be maintained at the minimum level of at least 5% of the net revenue budget. The use of reserves is also in part a reflection of the various severe cost pressures and challenges in achieving planned savings, which the Council faces across almost all service areas. It is important to recognise that as a result, the Council is not in a position to be able to remove or reverse any of the saving proposals agreed as part of the 2023-24 budget, including those savings which are due for implementation during 2024-25.

<sup>1</sup> <https://www.gov.uk/government/collections/final-local-government-finance-settlement-england-2023-to-2024>

2.4. The table below sets out the high level MTFS position as agreed in February 2023, which has been updated to reflect the addition of a further financial year (for 2027-28) to the planning period in order to maintain the Council's usual four year MTFS horizon.

2.5. As previously stated, the Medium Term Financial Strategy (MTFS) agreed in February 2023 set out a gap of £126.522m for the period including a **gap of £46.216m for the first year, 2024-25**. Extending the MTFS for an additional year, 2027-28, based on the same broad assumptions, adds a further £18.689m to the gap to be addressed, resulting in a **total revised gap of £145.211m for the MTFS**. The forecast gap for 2024-25 remains unchanged.

**Table 1: Extended MTFS 2023-24 to 2027-28**

	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Growth Pressures</b>					
Economic and inflationary	41.528	25.471	22.737	23.293	24.495
Legislative requirements	31.069	6.760	-0.200	0.000	0.000
Demand and demographic	20.495	42.150	37.150	37.010	11.000
Policy decisions	55.746	0.776	-1.543	2.078	0.000
Funding decreases	16.115	0.628	0.000	0.000	0.000
<b>Savings and funding increases</b>					
Identified savings	-59.704	6.197	-0.669	-2.285	0.000
Funding increases	-75.665	-8.352	0.000	0.000	0.000
Council tax changes	-29.584	-27.414	-20.949	-16.316	-16.807
<b>Forecast Gap (Surplus)/Deficit</b>	<b>0.000</b>	<b>46.216</b>	<b>36.526</b>	<b>43.781</b>	<b>18.689</b>

2.6. The gap in 2024-25 is substantially being driven by the elements set out in the table below. Further details of MTFS assumptions are also provided below.

2.7. It should be noted that the 2027-28 gap is smaller than that forecast up to 2026-27 as it does not include provision for future service cost pressures which have been assumed within the MTFS position. The final year gap may therefore increase when it is further reviewed in future, informed by the actual pressures identified for 2024-25 to 2026-27.



**Table 2: Commentary on 2024-25 MTFS pressure assumptions**

	<b>2024-25 £m</b>	<b>Detail</b>
Economic and inflationary pressures	25.471	Pay assumed at 4% for 2024-25 equates to £13.0m, price inflation of £12.5m includes £7.0m Adult Social Care, £3.2m Children's Services.
Legislative requirements	6.760	£7.0m relates to Adult Social Care pay and price market pressures (including National Living Wage), offset by small reversal in CES.
Demand and demographic pressures	42.150	£5.5m relates to Adults demographic growth. £9.5m Children's Services demographic growth (including £2.5m Home to School transport pressures). £2.0m relates to waste tonnages. £25m held centrally as provision for anticipated service growth.
Council policy decisions	0.776	Reversals of one-off items in services part offset by MRP and treasury pressures.
<b>Net total pressures</b>	<b>75.157</b>	
Funding decreases	0.628	Reflects assumed loss / removal of New Homes Bonus Grant. Significant uncertainty exists around other Government funding within the Settlement. Assumption for 2024-25 is a broad rollover of 2023-24 as indicated by <a href="#">DLUHC Policy Statement</a> .
Net reversal of one-off 2023-24 savings	6.197	Reversal of one-off savings, including use of reserves, in Adults, CES and Finance General budgets.
<b>Total</b>	<b>81.982</b>	<b>Pressures, saving reversals and funding decreases</b>

2.8. A summary of budget growth and other changes currently incorporated in 2024-25 planning are shown in the table below by Department. This reflects the high level changes following the restructuring of Finance and Commercial Services (see [Appendix 1](#) for further details).

**Table 3: 2024-25 MTFs net budget by Department**

	Adult Social Services £m	Children's Services £m	Community and Environmental Services £m	Strategy and Transformation £m	Finance £m	Total £m
Base Budget 2023-24	249.526	232.593	191.754	22.941	-203.107	<b>493.707</b>
<b>Growth</b>						
Economic / Inflationary	9.183	6.412	4.707	0.965	4.204	<b>25.471</b>
Legislative Requirements	7.010	0.000	-0.250	0.000	0.000	<b>6.760</b>
Demand / Demographic	5.500	9.500	2.150	0.000	25.000 <sup>2</sup>	<b>42.150</b>
NCC Policy	-2.000	-0.540	-1.350	-0.281	4.947	<b>0.776</b>
Funding Reductions	0.000	0.000	0.000	0.000	0.628	<b>0.628</b>
Cost Neutral Increase	0.000	0.000	0.000	0.000	0.000	<b>0.000</b>
<b>Total Budget Increase</b>	<b>19.693</b>	<b>15.372</b>	<b>5.257</b>	<b>0.684</b>	<b>34.779</b>	<b>75.785</b>
<b>Reductions</b>						
Total Savings	2.700	0.088	2.819	0.050	0.540	<b>6.197</b>
Funding Increases	-15.364	0.000	0.000	0.000	7.012	<b>-8.352</b>
Cost Neutral Decrease	0.000	0.000	0.000	0.000	0.000	<b>0.000</b>
<b>Total Budget Decrease</b>	<b>-12.664</b>	<b>0.088</b>	<b>2.819</b>	<b>0.050</b>	<b>7.552</b>	<b>-2.155</b>
<b>Base Budget 2024-25</b>	<b>256.555</b>	<b>248.053</b>	<b>199.830</b>	<b>23.675</b>	<b>-160.776</b>	<b>567.337</b>

<b>Funded by:</b> Council Tax	-521.121
Collection Fund Surplus	0.000
<b>Total</b>	<b>-521.121</b>
Budget Gap	46.216

<sup>2</sup> Growth provision to be allocated to services based on review of actual pressures, business case and prioritisation during 2024-25 budget-setting process.

2.9. The key assumptions underpinning the forecast gap in the current MTFS position include:

- Planned savings of £56.460m being delivered over the MTFS period:

**Table 4: Savings in MTFS by Department**

	<b>2023-24 £m</b>	<b>2024-25 £m</b>	<b>2025-26 £m</b>	<b>2026-27 £m</b>	<b>2023-27 £m</b>
Adult Social Services	-28.040	2.700	-2.500	-2.000	<b>-29.840</b>
Children's Services	-12.517	0.088	0.050	0.000	<b>-12.379</b>
Community and Environmental Services	-10.904	2.819	0.570	-0.045	<b>-7.560</b>
Strategy and Transformation	-2.542	0.050	1.571	0.000	<b>-0.921</b>
Finance	-5.700	0.540	-0.360	-0.240	<b>-5.760</b>
<b>Savings total</b>	<b>-59.703</b>	<b>6.197</b>	<b>-0.669</b>	<b>-2.285</b>	<b>-56.460</b>

- Government funding will be broadly flat in 2024-25 (i.e. essentially a rollover of 2023-24 funding levels). This assumption includes Settlement Funding (RSG, business rates), Rural Services Delivery Grant, Social Care Grant(s), Better Care Fund / improved Better Care Fund, Public Health Grant and Services Grant.
- Cost pressures for 2024-25 including:
  - 4% for pay inflation in 2024-25 and 3% thereafter.
  - Non-pay inflation in line with contractual rates or CPI forecasts where appropriate totalling £12.5m in 2024-25. It should be noted that **the MTFS assumes a material reduction in inflationary pressures compared to the level provided for in the 2023-24 Budget.**
  - Demographic growth pressures for Adults, Childrens, Waste totalling £17m in 2024-25, plus a contingency **assumption of £25m for further pressures.** If identified pressures exceed this level, there will be a need to find equivalent additional savings to achieve a balanced Budget position for 2024-25. Equally however, if any of this provision is not required, it will enable the level of savings sought to be reduced.
- Increases in council tax over the MTFS period, including **an assumed 4.99% increase in 2024-25 for planning purposes** as agreed by Full Council in February 2023 and shown in the following table. It should be noted that **every 1% change in council tax assumptions increases or decreases the budget gap by approximately £4.9m in 2024-25.**

**Table 5: MTFS council tax assumptions**

2.10. The council tax assumptions shown are those agreed by Full Council in February 2023.

	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Council tax increase	-14.841	-10.474	-10.895	-11.223
Council tax collection fund	2.268	0.000	0.000	0.000
Council tax base	-4.914	-5.211	-5.421	-5.584
Council tax ASC precept	-9.927	-5.263	0.000	0.000
<b>Total</b>	<b>-27.414</b>	<b>-20.949</b>	<b>-16.316</b>	<b>-16.807</b>

	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>
Band D %	2.99%	1.99%	1.99%	1.99%
ASC Precept % <sup>3</sup>	2.00%	1.00%	0.00%	0.00%
Tax base % change assumption	1.00%	1.00%	1.00%	1.00%

2.11. The net budget within the approved MTFS is shown below.

**Table 6: MTFS Net Budget by Department**

	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Adult Social Services	249.526	256.555	269.342	282.680	298.500
Children's Services	232.593	248.053	258.194	268.118	278.400
Community and Environmental Services	191.754	199.830	207.359	214.335	221.615
Strategy and Transformation	22.941	23.675	24.828	25.935	26.967
Finance	-203.107	-160.776	-134.912	-106.160	-105.079
<b>Total Net Budget</b>	<b>493.707</b>	<b>567.337</b>	<b>624.811</b>	<b>684.908</b>	<b>720.403</b>
Council Tax	-493.707	-521.121	-542.070	-558.386	-575.193
<b>Budget Gap (cumulative)</b>	<b>0.000</b>	<b>46.216</b>	<b>82.741</b>	<b>126.522</b>	<b>145.211</b>

### 3. Proposals

3.1. The following principles for 2024-25 budget setting are proposed:

- **Two rounds of Budget Challenge** (initial proposals in July and detailed proposals in September).
- **Allocation of the £46m saving target:**

<sup>3</sup> DLUHC Policy Statement confirms the expectation for the ASC Precept to be available in 2024-25 at the same level as 2023-24, however decisions about the Precept offer are made annually by Government and there is currently no indication whether it will continue for 2025-26 onwards.

- **An efficiency target of 3% applied to support services’ “controllable spend”** (Strategy and Transformation and Finance)
- **The remainder of the £46m target for 2024-25 allocated based on analysis of “controllable spend”** approach consistent with previous years, resulting in a savings target for all Council Departments.
- **Budget planning to cover the period 2024-25 to 2027-28** (extending the current Medium Term Financial Strategy (MTFS) by one year).
- Seek to identify proposals to address forecast future year budget gaps, with the aspiration to achieve a **balanced position over the whole MTFS**. In order to support this and encourage longer term, sustainable savings, it is proposed that the Budget process seek to address the targets for each department for all years of the MTFS. Therefore **a mechanism will be developed to ensure any savings a department proposes for future years are recognised in that future year’s target setting rather than being “lost”; any additional pressures which arise are applied in the same ratio; and any one off savings come back in the future year targets for that department.**
- To closely scrutinise any requests for additions to the Capital Programme for 2024-25 requiring additional borrowing to consider the value for money of proposals and assess their impact on the affordability of the revenue budget and MTFS, ensuring that borrowing levels are maintained within appropriate prudent limits and the revenue budget remains robust.
- Select Committees to have a role as part of the budget-setting process, considering areas for savings in July 2023 and commenting on detailed proposals in November 2023.
- Final decisions about the 2024-25 Budget to be taken in February 2024 in line with the budget setting timetable as set out below.

3.2. It is proposed that the approach to budget development should include:

- A review of all current pressures with a view to reducing the level required, which will include a process to challenge, understand, and approve all growth within 2024-25 Budget planning;
- A requirement that a business case is submitted for requests to access the £25m growth provision held corporately and that this will be subject to a prioritisation process as part of Budget Challenge;
- A review of all earmarked revenue reserves with a view to releasing funding where possible (noting that this would provide a one-off gain which would impact on the future year gap);
- A review of the Council’s commercial opportunities, including scope to achieve increased income;
- A review to consider the scope to extend existing saving proposals;
- Identification of new savings against the minimum target of £46.200m to enable Member choice;
- Consideration of opportunities for greater integration between performance reporting, business planning, and budget development; and
- An additional target of £10m to be delivered by the Strategic Review (SR) in 2024-25. It is proposed that any savings to contribute towards this SR target

should be brought forward through departmental saving development (i.e. the £10m forms part of the full £46m saving target allocated out).

- Consideration of the impact and budget requirements in relation to progress towards the proposed [County Deal](#).

3.3. It should be noted that the changes during the budget setting process may result in the saving targets currently allocated to Services being revised (and potentially materially increased) in the event that further pressures or income changes arise. Options to address any shortfall in savings to close the 2024-25 Budget gap will ultimately include:

- Government providing additional funding;
- Corporate / centrally identified savings opportunities;
- The removal or mitigation of currently identified budget pressures; and
- Service departments identifying further savings.

3.4. The Budget agreed in February 2023 included a high level timetable for the 2024-25 budget process. The detailed timescales for internal budget planning activity will be confirmed following approval of the proposed approach by June Cabinet. The Budget process will also be informed through the year by any Government Budget announcements, Spending Reviews or other fiscal events, and Local Government Settlement, as well as any progress on reforms such as the Funding Review. The specific timing for these is currently unknown.

**Table 7: Proposed Budget setting timetable 2024-25**

<b>2024-25 Proposed</b>	<b>Time frame</b>
Cabinet review of the financial planning position for 2024-28 – including formal allocation of targets	5 June 2023
Scrutiny Committee	21 June 2023
Select Committee input to development of 2024-25 Budget – strategy	w/c 10 July 2023
Review of budget pressures and development of budget strategy and detailed savings proposals 2024-28 incorporating: <ul style="list-style-type: none"> <li>• Budget Challenge 1 (18 July 2023) – context / strategy / approach / outline proposals</li> <li>• Budget Challenge 2 (5 September 2023) – detail and final proposals</li> <li>• Budget Challenge 3 (12 December 2023) – if required</li> </ul>	April to December 2023
Cabinet approve final proposals for public consultation	2 October 2023
Scrutiny Committee	18 October 2023
Public consultation on 2024-25 Budget proposals, council tax and adult social care precept	Late October to mid December 2023
Select Committee input to development of 2024-25 Budget – comments on specific proposals	w/c 13 November 2023

<b>2024-25 Proposed</b>	<b>Time frame</b>
<i>Government Autumn Budget</i>	<i>TBC October / November 2023</i>
<i>Provisional Local Government Finance Settlement announced including provisional council tax and precept arrangements</i>	<i>TBC December 2023</i>
Cabinet considers outcomes of service and financial planning, EQIA and consultation feedback and agrees revenue budget and capital programme recommendations to County Council	29 January 2024
Confirmation of District Council tax base and Business Rate forecasts	31 January 2024
<i>Final Local Government Finance Settlement</i>	<i>TBC January / February 2024</i>
Scrutiny Committee 2024-25 Budget scrutiny	14 February 2024
County Council agrees Medium Term Financial Strategy 2024-25 to 2027-28, revenue budget, capital programme and level of council tax for 2024-25	20 February 2024

3.5. In respect of the allocation of 2024-25 savings, it is proposed to:

1. **Seek to deliver efficiency savings via a target of 3% applied to support services** (Strategy and Transformation and Finance). This approach recognises that work has been undertaken in the context of the Council's Strategic Review to design a corporate centre function with the right capability and capacity to support the wider organisation. It would be inconsistent with the overall rationale and approach of the Strategic Review if this newly established function were to be diminished through the application of an arbitrary budget target. However it is also recognised that it is appropriate to continue to expect these services to seek to deliver continuous improvement and value for money. The application of a 3% target recognises the challenge for the corporate centre to be more efficient in this context.
2. **Allocation of the remaining gap across the three front line departments**, based on applying the approach adopted in previous years. This is based on exclusion of "non controllable" spend, and ringfenced budgets, such as Schools, Public Health, and capital financing items and then allocating a target based on the overall proportion of the controllable budget.

3.6. This renders the following saving targets (rounded), representing the minimum savings level required to enable Member choice within the budget setting process for 2024-25:

**Table 8: Allocation of Saving Target by Department**

	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>Total MTFS saving target</b>	<b>Share</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>%</b>
Adults	20.700	16.100	19.600	7.800	64.200	44%
Children's Services	11.800	9.200	11.200	4.500	36.700	25%
Community and Environmental Services	11.400	8.900	10.800	4.300	35.400	24%
Strategy and Transformation	1.300	1.300	1.200	1.200	5.000	3%
Finance	1.000	1.000	1.000	0.900	3.900	3%
<b>Total</b>	<b>46.200</b>	<b>36.500</b>	<b>43.800</b>	<b>18.700</b>	<b>145.200</b>	<b>100%</b>

3.7. The above table assumes that the efficiency saving target is maintained across all years of the MTFS. The value reduces slightly over the MTFS as the savings assumed for previous years are delivered. This approach would mean that any increase in the gap that emerges during the budget setting process (whether in relation to 2024-25 or later years of the MTFS) would be distributed across the main three front line departments, with a resulting increase in the savings target for them to find.

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

4.1. This paper sets out an outline timetable and approach to the Council's budget planning process for 2024-25, while recognising that significant risks and uncertainties remain. The proposals in this report are intended to:

- set the context for service financial planning for the year to come;
- provide a robust approach to tackling the budget gap forecast for the whole MTFS period;
- assist the Council in managing the continuing significant uncertainty around local authority funding including funding reform while providing sufficient flexibility to respond to any changes required; and
- contribute to the Council setting a balanced budget for 2024-25.

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

5.1. In the context of continuing significant financial pressures and delays to Government plans for funding reform, it remains critical that the Council has a robust approach to budget setting and the identification of saving proposals. After more than a decade of savings delivery, the ability to continue to identify achievable savings at the scale required is becoming increasingly challenged. The preparation of a balanced budget for 2024-25 is key to ensuring that the necessary resources are available to continue to progress with the



implementation of the Council's key strategic ambitions, as well as the delivery of crucial day to day services.

- 5.2. It therefore remains essential to continue to engage with Government, MPs and other stakeholders to campaign for adequate and sustainable funding for Norfolk to enable the delivery of vital services to residents, businesses and visitors. Although funding reform plans have been delayed, it is still important that Government focuses on this issue and provides guidance on the direction of travel for reforms, financial planning assumptions, and indicative funding allocations for the medium term, as soon as possible.
- 5.3. Although lower than that addressed for 2023-24, the size of the budget gap forecast for 2024-25 is such that there is still a risk that the Council will be obliged to consider reductions in service levels. As a result it is important that the process of identifying, and consulting on, savings proposals is undertaken as soon as possible and in particular that a full suite of proposals is brought forward for Cabinet to consider in October. This will provide adequate time for consultation and engagement work around saving proposals, which should, in turn, support effective mobilisation, implementation and delivery of any proposals that are ultimately agreed to provide a full year saving for 2024-25.
- 5.4. The Council's planning within the MTFS forecast is based on the position agreed in February 2023 and it is important to note that this will be kept under review throughout the 2024-25 Budget setting process, particularly in the event that further information about funding becomes available. It nevertheless remains prudent to establish a process to begin planning for savings at the level required to close the underlying gap identified in February 2023.
- 5.5. The proposals in the report are intended to reflect a proportionate response to the challenges and uncertainties present in the 2024-25 planning process and will ultimately support the Council to develop a robust budget for the year.

## **6. Alternative Options**

- 6.1. This report sets out a framework for developing detailed saving proposals for 2024-25 and at this stage no proposals have been agreed, meaning that a range of alternative options remain open.
- 6.2. In addition, there are a number of areas where Cabinet could choose to consider different parameters for the budget setting process, such as:
  - Adopting an alternative allocation of targets between services, or retaining a target corporately.
  - Considering an alternative timetable within the time constraints required to develop proposals, undertake public consultation, and meet statutory deadlines for the setting of council tax.
  - Changing assumptions within the MTFS (including the level of council tax assumed for planning purposes) and therefore varying the level of savings

sought. **Every 1% reduction in the level of council tax (or ASC precept) would equate to approximately £4.9m of additional savings to be identified as part of the 2024-25 Budget.**

6.3. The planning context for the Council will be updated if further information becomes available. Final decisions about the overall shape of the 2024-25 Budget, savings, and council tax will not be made until February 2024.

## **7. Financial Implications**

7.1. Financial implications are discussed in detail throughout this report, which sets out the proposed indicative savings targets which will need to be found by each department to contribute to closing the 2024-25 and future year budget gap, subject to formal approval by Full Council in February 2024. The proposals in the report will require services to identify further significant savings to be delivered against current budget levels. The experience of budget setting in recent years has demonstrated that the scope to achieve savings at the level required is becoming increasingly challenging in the context of service delivery expectations, and existing saving programmes.

7.2. The Council is legally required to set a balanced Budget annually and should plan to achieve this using a prudent set of assumptions. However, Cabinet could choose to vary the allocation of indicative targets between directorates, or to establish an alternative approach to identifying savings. Taking into account the savings already planned for 2023-24 and future years, the scale of the budget gap and savings required are such that if the Council is required to continue to identify and deliver savings at this level there remains a risk that this could threaten the Council's ability to continue to fully deliver its statutory responsibilities. As such the Government's response and decisions about Council funding in 2024-25 will be hugely significant. Any changes in Government funding could have a material impact on both the level of savings to be identified, and the Council's wider budget process. Government has hitherto failed to deliver the level of funding needed in recognition of the importance and costs of providing social care, and to adequately fund local authorities to provide these and other vital services. In spite of improvements in recent settlements, fundamentally there remains an urgent need for a larger quantum of funding to be provided to local government to deliver a sustainable operating environment for future years.

7.3. Work to deliver additional Government funding could therefore have an impact on the overall budget gap to be addressed. Equally, in the event that future funding allocations or reform sees resources shifted away from shire counties, the Council's forecast gap for 2024-25 or future years could increase. At this point, Government has not confirmed details of the proposed approach or timescales for consultation on funding reform, but they are not anticipated until 2025-26 at the earliest. Many key assumptions about 2024-25 funding remain to be confirmed and should be considered a key area of risk.

7.4. As a result of the above, the budget setting process and savings targets will be kept under review as budget planning progresses. In the event that additional budget pressures for 2024-25 emerge through budget planning, there may be a requirement to revisit the indicative saving targets.

## 8. Resource Implications

8.1. **Staff:** There are no direct implications arising from this report although there is a potential that staffing implications may be linked to specific saving proposals developed. These will be identified as they arise later in the budget planning process.

8.2. **Property:** There are no direct property implications arising from this report although existing saving plans include activities linked to property budgets and assumptions around capital receipts to be achieved.

8.3. **IT:** There are no direct IT implications arising from this report although existing saving plans include activities linked to IMT budgets. In addition, activities planned within Business Transformation will include further work to deliver savings through activity related to digital and IT initiatives.

## 9. Other Implications

9.1. **Legal Implications:** This report sets out a process that will enable the Council to set a balanced budget for 2024-25 in line with statutory requirements, including those relating to setting council tax, and undertaking public consultation.

9.2. **Human Rights implications:** No specific human rights implications have been identified.

9.3. **Equality Impact Assessment (EqIA) (this must be included):** Any saving proposals with an impact on service delivery will require public consultation, and an Equality Impact Assessment of all proposals will need to be completed as part of budget-setting in due course. The results of public consultation and the findings of all EqIAs will be presented to Cabinet in January 2024 in order to inform budget recommendations to County Council.

9.4. No specific EqIA has been undertaken in respect of this report, although the EqIA in relation to the 2023-24 Budget can be found as part of the [budget papers considered in February 2023](#)

9.5. **Data Protection Impact Assessments (DPIA):** N/a

9.6. **Health and Safety implications (where appropriate):** N/a

9.7. **Sustainability implications (where appropriate):** There are no direct sustainability implications arising from this report although existing 2023-24

budget plans include funding for activities which may have an impact on the environmental sustainability of the County Council through the delivery of the Environmental Policy. These issues were considered in more detail within the February budget report to Full Council. Further details are set out in the [Norfolk County Council Climate Strategy](#) considered by Cabinet in May 2023 (agenda item 8). Ultimately sustainability issues and any associated financial implications in relation to either new 2024-25 proposals, or activities developed during 2023-24, will need to be fully considered once such initiatives are finalised, and ultimately incorporated as part of budget setting in February 2024.

**9.8. Any other implications:** Significant issues, risks, assumptions and implications have been set out throughout the report.

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

10.1. Significant risks have been identified throughout this report. Risks in respect of the MTFS were also set out within the February 2023 report to Full Council.

10.2. A number of significant uncertainties remain which could have an impact on the overall scale of the budget gap to be addressed in 2024-25, linked to ongoing uncertainty around local government (and wider public sector finances) including:

- further “cost of living” pressures and the wider economic impacts, including impact on demand for services (including the ongoing impact of the war in Ukraine and the impact on energy costs and inflationary pressures);
- implications of increases in the National Living Wage;
- the progress of funding reforms (previously the Fair Funding Review) now likely to be developed for implementation in 2025-26;
- Government decisions about the council tax referendum limit or further ASC precept flexibilities in 2024-25 and beyond;
- the need for a long-term financial settlement for local government;
- delivery of other reforms to local government funding including further details of the approach to Adult Social Care reforms to implement the cap on care costs, and changes to other funding streams;
- progress on delivery of the Safety Valve programme and implementation of Local First Inclusion within Children’s Services;
- progress of various elements of Government policy including levelling up, delivery of the County Deal, and the Shared Prosperity Fund.

10.3. The Council’s Corporate Risk Register provides a full description of corporate risks, including corporate level financial risks, mitigating actions and the progress made in managing the level of risk. A majority of risks, if not treated, could have significant financial consequences such as failing to generate income or to realise savings. These corporate risks include:

- RM001 – Infrastructure funding requirements
- RM002 – Income streams.
- RM006 – Service delivery – The potential risk of failure to deliver our services within the resources available for the period 2022-23 to the end of 2023-24.
- RM022b – EU transition
- RM027 – MyOracle
- RM030 – Non-realisation of Children’s Services Transformation change and expected benefits
- RM031 – NCC Funded Children's Services Overspend
- RM033 – Norwich Western Link Project
- RM035 – Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets
- RM039 – ASSD financial, staffing & market stability impacts due to implementation of social care reform

Further details of all corporate risks, including those outlined above, can be found in Appendix C of the [April 2023 Risk Management report to Cabinet](#) (item 12). There is close oversight of the Council’s expenditure with monthly financial reports to Cabinet. Any emerging risks arising will continue to be identified and treated as necessary.

## 11. Select Committee comments

- 11.1. Select Committees provided commentary and input to the 2023-24 Budget process during budget development, and this was reported to Cabinet at various stages of the process. No specific input has been sought from Select Committees in respect of this report, however Select Committees are expected to again have the opportunity to comment when they consider the implications of 2024-25 budget setting for the service areas within their remit when they meet during the year as set out in the proposed timetable.

## 12. Recommendations

- 12.1. Cabinet is recommended:

1. **To consider the overall budget gap of £126.522m included in the Medium-Term Financial Strategy (MTFS) set by Full Council in February 2023, and agree:**
  - a. **the gap of £46.216m to be closed for 2024-25; and**
  - b. **the extension of the MTFS by a further year (to 2027-28), adding a further £18.689m to the gap and resulting in additional pressure assumptions to be addressed and leading to an overall gap for planning purposes of £145.211m over the next four years. (Section 2).**

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

### **13. Background Papers**

- 13.1. Background papers relevant to this report include:

[Norfolk County Council Revenue and Capital Budget 2023-24 to 2026-27, County Council 21/02/2023, agenda item 5](#)

[2023-24 Budget Book](#)

[Better Together, for Norfolk](#)

[Corporate Delivery Plan and Corporate Delivery Plan – Annual Report 2022-2023, Cabinet 10/05/2023, agenda item 11](#)

[Finance Monitoring 2022-23 Outturn Report, Cabinet 05/06/2023 \(on this agenda\)](#)

[Risk Management, Cabinet 03/04/2023, agenda item 12](#)

## **Officer Contact**

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

**Officer name:** Titus Adam

**Tel no.:** 01603 222806

**Email address:** [titus.adam@norfolk.gov.uk](mailto:titus.adam@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 – 2023-24 Budget reconciliation

The following tables provide a summary of the adjustments between the Net Budget position presented to County Council in February 2023, and the Net Budget position which appears in the [2023-24 Budget Book](#) and will form the basis for 2023-24 monitoring in future reporting to Cabinet. These adjustments **do not change the overall County Council Budget for 2023-24**, but instead reflect the changes arising from the transfer of whole services from the Finance and Commercial Services budget into other Departments from April 2023, following the departure of the Executive Director of Finance and Commercial Services. It should be noted that there will be further budget changes (below whole team level) as a result of the detailed implementation of the Strategic Review, but these will be completed as in-year 2023-24 budget adjustments when the final details are known as implementation progresses, and will be reported through 2023-24 financial monitoring to Cabinet later in the year. Further details are set out in the [2023-24 Budget Book](#).

	Adult Social Services £m	Children's Services £m	Community and Environmental Services £m	Strategy and Transformation £m	Finance and Commercial Services £m	Finance General £m	Total £m
Net Budget 2023-24 as per Full Council February 2023	249.481	232.593	177.109	12.761	35.793	-214.029	<b>493.707</b>
<b>Adjustments</b>							
Public Health	0.045	0.000	-0.045	0.000	0.000	0.000	<b>0.000</b>
Corporate Property Team	0.000	0.000	13.303	0.000	-13.303	0.000	<b>0.000</b>
Procurement	0.000	0.000	1.388	0.000	-1.388	0.000	<b>0.000</b>
IMT	0.000	0.000	0.000	10.180	-10.180	0.000	<b>0.000</b>
Combine Finance and Finance General	0.000	0.000	0.000	0.000	-214.029	214.029	<b>0.000</b>
<b>Total 2023-24 c/f below</b>	<b>249.526</b>	<b>232.593</b>	<b>191.754</b>	<b>22.941</b>	<b>-203.107</b>	<b>0.000</b>	<b>493.707</b>



<b>Net Budget</b>	<b>Adult Social Services £m</b>	<b>Children's Services £m</b>	<b>Community and Environmental Services £m</b>	<b>Strategy and Transformation £m</b>	<b>Finance £m</b>	<b>Total £m</b>
2023-24 (adjusted)	249.526	232.593	191.754	22.941	-203.107	<b>493.707</b>
2024-25	256.555	248.053	199.830	23.675	-160.776	<b>567.337</b>
2025-26	269.342	258.194	207.359	24.828	-134.912	<b>624.811</b>
2026-27	282.680	268.118	214.335	25.935	-106.160	<b>684.908</b>
2027-28	298.500	278.400	221.615	26.967	-105.079	<b>720.403</b>

**CORPORATE SELECT COMMITTEE – FORWARD WORKPLAN 2023**

**Item: 12**

Corporate Select Committee	15 May 2023 (CANCELLED)	10 July 2023	Future – to be scheduled
	<p><b>Part A –</b></p> <p><b>Part B –</b> Committee forward plan</p>	<p><b>Part A –</b></p> <ul style="list-style-type: none"> <li>• Smarter Working update</li> <li>• Modern Slavery Statement</li> <li>• Digital Inclusion update</li> <li>• Wellbeing Strategy (<i>moved from May meeting</i>)</li> <li>• Constitutional Changes (including Policy Framework Review) (<i>moved from May meeting</i>)</li> </ul> <p><b>Part B –</b> Committee forward plan</p>	<p><b>Part A –</b></p> <ul style="list-style-type: none"> <li>• Communication Strategy</li> <li>• EDI (Jan 24)</li> <li>• County Deal</li> </ul> <p><b>Part B –</b> Committee forward plan</p>