

Scrutiny Committee

Date: **Thursday 27 January 2022**

Time: **10 am**

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

Membership:

Cllr Steve Morpew (Chair)	
Cllr Lana Hemsall (V Chair)	
Cllr Carl Annison	Cllr Keith Kiddie
Cllr Lesley Bambridge	Cllr Ed Maxfield
Cllr Graham Carpenter	Cllr Jamie Osborn
Cllr Nick Daubney	Cllr Richard Price
Cllr Barry Duffin	Cllr Brian Watkins
Cllr Mark Kiddle-Morris	

Parent Governor Representatives

Mr Giles Hankinson
Vacancy

Church Representatives

Mrs Julie O'Connor
Mr Paul Dunning

Advice for members of the public:

This meeting will be held in public and in person.

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

https://www.youtube.com/channel/UCdyUrFjYNPfPq5psa-LFIJA/videos?view=2&live_view=502

However, if you wish to attend in person it would be most helpful if, on this occasion, you could indicate in advance that it is your intention to do so. This can be done by emailing committees@norfolk.gov.uk where we will ask you to provide your name, address and

details of how we can contact you (in the event of a Covid-19 outbreak). Please note that public seating will be limited.

Councillors and Officers attending the meeting will be taking a lateral flow test in advance. They will also be advised to wear face masks all times unless they are speaking or are exempt from wearing one. We would like to request that anyone attending the meeting does the same to help make the event safe for all those attending. Information about symptom-free testing is available [here](#).

A g e n d a

1 To receive apologies and details of any substitute members attending

2. Minutes

(Page 5)

To confirm the minutes of the meetings held on 24 November 2021 and 15 December 2021 and notes of the meeting held on 15 December 2021

3. Members to Declare any Interests

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

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

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

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

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

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

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

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

5 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Friday 21 January 2022**. For guidance on submitting a public question, please visit <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee>

6 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Friday 21 January 2022**

7 The deadline for calling-in matters for consideration at this meeting of the Scrutiny Committee from the Cabinet meeting held on Wednesday 12 January 2022 was 4pm on Wednesday 19 January 2022

8 Call-in of Key Decision: ASSD Service Review – Transformation and Prevention in Adult Social Care. (To follow)

9 Review of the performance of the Adult Learning Service (Page 21)

Report by Director, Community, Information and Learning

10 Major Estate renovation projects and consolidation of office space (Page 54)

Report by Executive Director for Finance and Commercial Services

11 Provisional Local Government Finance Settlement 2022-23 (Page 60)

Report by Executive Director for Finance and Commercial Services

12 Scrutiny Committee Forward Work Programme (Page 67)

Report by the Director of Governance

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

Date Agenda Published: 19 January 2021



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Scrutiny Committee

Minutes of the Meeting Held on 24 November 2021
at 10 am at County Hall Norwich

Present:

Cllr Steve Morpew (Chair)

Cllr Lana Hemsall (Vice Chair)

Cllr Lesley Bambridge

Cllr Nick Daubney

Cllr Barry Duffin

Cllr Mark Kiddle-Morris

Cllr Keith Kiddie

Cllr Jamie Osborn

Cllr Richard Price

Cllr Alison Thomas (substitute for Cllr Carl Annison)

Cllr Brian Watkins

Also present (who took a part in the meeting):

Cllr Martin Wilby

Cllr Andy Grant

Cllr Jamieson

Cllr Alexandra Kemp

Tom McCabe

Simon George

James Bullion

Grahame Bygrave

Karl Rands

Alex Cliff

Mark Ogden

Steve Miller

Al Collier

Geoff Connell

Peter Randall

Kat Hulatt

Tim Shaw

Cabinet Member for Highways, Infrastructure and Transport.

Cabinet Member for Environment & Waste

Cabinet Member for Finance

Cllr for call in of delegated Cabinet Member decision 211105:

A10 Setchey Safety Camera

Head of Paid Service and Executive Director of Community and Environmental Services

Executive Director of Finance and Commercial Services

Executive Director of Adult Social Services

Director of Highways and Waste

Highway Services Manager

Highway Network and Digital Innovation Manager

Flood and Water Manager

Director of Culture and Heritage

Director of Procurement

Director of Information Management Technology

Democratic Support and Scrutiny Manager

Head of Legal Services

Committee Officer

1. Apologies for Absence

- 1.1 Apologies were received from Cllr Carl Annison, Cllr Graham Carpenter, Cllr Mark Kiddle-Morris, Cllr Ed Maxfield, Mr Giles Hankinson (Parent Governor)

representative), Mrs Julie O' Connor (Church Representative) and Mr Paul Dunning (Church Representative)

2 Minutes

- 2.1 The minutes of the meeting held on 20 October 2021 were confirmed as an accurate record and signed by the Chair.

3. Declarations of Interest

- 3.1 Cllr Mark Kiddle-Morris and Cllr Alison Thomas declared an "other interest" in item 9 because they were both personally impacted by the flooding event that took place in December 2020.

4 Urgent Business

- 4.1 No urgent business was discussed.

5. Public Question Time

- 5.1 There were no public questions.

6. Local Member Issues/Questions

- 6.1 There were no local member issues/questions.

7 Call In

- 7.1 The Committee noted that there was one call in to be taken at item 8 of today's agenda.

8 Call In: delegated Cabinet Member decision 211105: A10 Setchey Safety Camera

- 8.1 The annexed report (8) related to the call-in of the delegated Cabinet Member decision 211105: A10 Setchey Safety Camera.

- 8.2 The Chair explained the way in which he would handle this item to best ensure a fair and balanced scrutiny process and to decide what (if any) issues the Committee would refer to the Cabinet.

- 8.3 The Head of Legal Services explained the options that were available to the Committee that were set out in the report.

- 8.4 The Chair welcomed to the meeting Cllr Alexandra Kemp, the Councillor who had called in the item, who, with the aid of photographs shown on monitors in the Committee room, explained the reasons for having done so. Cllr Kemp asked questions of Cllr Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport) and of the officers that were present for the consideration of this item.

- 8.5 The issues that were considered by the Committee included the following:

- Cllr Kemp said that as the County Councillor representing Setchey she wished to raise with the Committee concerns of local residents, the local Borough Councillor and the Parish Council about how the siting of a Speed

Safety Camera on Garage Lane Junction in an area of 40 mph without at the same time reducing the speed on the A10 to 30mph could cause increased risk of collisions due to the increased risk of driver distraction.

- Cllr Kemp said that drivers turning into Garage Lane Industrial Estate on the A10 were confused by the slip-road road parallel to the A10 with the long line of cars for sale and regularly missed the proper turning.
- Cllr Kemp added that the whole of Setchey was an accident cluster which required Traffic-calming of the A10 to 30 mph.
- In reply to questions from Cllr Kemp, Cllr Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport) and officers present for the consideration of this item said that the introduction of a fixed safety camera at the staggered junction on the A10 with Garage Lane and Setch Road in Setchey was a priority site.
- The County Council's Highways teams and the Safety Camera Partnership both supported the safety camera being located towards the back of the highway verge to alleviate visibility concerns previously raised about drivers emerging from Garage Lane. Reinstating the safety camera further back would not incur any additional costs, as these would be covered by the camera contractor.
- Alternative locations that had been suggested by the County Councillor, the Bough Councillor and Parish Council were discounted after investigation because they were not at locations within the injury accident cluster site.
- Officers said that the introduction of a safety camera would positively reduce the number of killed and injured road users. Safety cameras installed in the vicinity of junctions elsewhere on Norfolk's road network had resulted in a reduction of up to 44% of road users being injured.
- The Cabinet Member for Highways, Infrastructure and Transport said that he would ask officers to re-examine with partner organisations what changes could be made at the staggered junction on the A10 with Garage Lane and Setch Road in Setchey to improve driver visibility and road signage and take on board the concerns of Cllr Kemp.

RESOLVED (with 2 abstentions)

That the Committee notes the call in but takes no further action.

9 Update on Norfolk County Council's Response to the December 2020 Flooding Event

9.1 The Committee received the attached report (9).

9.2 During discussion of the report with Cllr Andy Grant (Cabinet Member for Environment & Waste) and the officers who were present for the consideration of this item the following key points were noted:

- The previous report to the Scrutiny Committee had covered the emergency response to the flooding event in December 2020: the report to today's meeting covered what had happened since January 2021 including the establishment of the Council's Flood Reserve Fund and the creation of the Norfolk Strategic Flood Alliance and the work with the 36 organisations in Norfolk that had legal responsibilities for dealing with flooding issues.
- It was noted that the next preliminary flood risk assessment was due in 2023.
- Cllrs raised concerns about the ability of the Council to secure adequate external capital funding to deal with flooding mitigation issues.
- The delivery of many of the solutions was expected to require successful funding bids to be secured from a variety of external sources.
- The Council had set up a flood reserve fund that included £1.5 m to complement the existing funds that the Council had for tackling flooding issues that focused on the work of the Norfolk Strategic Flood Alliance and was being used as matched funding for external bids.
- Most external funding for flooding issues came through DEFRA (at a ballpark figure of £30,000 per property) which was totally inadequate to cover the true costs of the mitigation work, which could include expensive sewage improvements.
- The main issue that was identified at Long Stratton, which was also experienced elsewhere in the county, was a poorly maintained riparian ditch which required urgent routine maintenance work.
- It was pointed out that NCC statutory enforcement powers were applied when necessary, however, discussions with landowners in the first instance to resolve issues could be lengthy and the taking of legal action could be very costly.
- The Council required greater enforcement powers against riparian owners of ditches and for the Government to go back to the original legislation and the findings of the Pit Review to see what could be done to reduce the number of organisations that had legal responsibilities for flooding issues.
- Through the Flood Alliance the County Council needed overarching authority to deal with flooding matters generally.
- It was suggested that Norfolk MPs should be asked to take up with the Government the need to review the inadequacies in the Flood and Water Management Act which had not taken on all the recommendations of the Pit Review.
- Without joined up action the situation would only get worse because Norfolk remained at serious risk from global warming.
- Complex issues about the maintenance of highway gullies in Norwich would be taken up with Cllr Osborn outside of the meeting.

9.3 **RESOLVED**

- **That Scrutiny Committee receive an update report in the next few months. The Scrutiny Committee wanted to find out what action was required to turn the whole complex system into something more workable.**
- **The update report to include details about the work that remains to be done by the Strategic Flood Alliance to resolve the issue of flooding,**

suggestions on ways to improve enforcement powers and issues on flooding to take up with the Government through the Norfolk MPs.

- **That the Committee place on record thanks to the officers who attended the meeting for this item for their helpful and informative answers to Councillors questions.**

10 Review of the Environmental Policy

10.1 The annexed report (10) was received.

10.2 During discussion of the report with Cllr Andy Grant (Cabinet Member for Environment & Waste), Cllr Jamieson (Cabinet Member for Finance) and the officers who were present for the consideration of this item the following key points were noted:

- The Committee discussed the delivery of the Environmental Policy, including work to promote nature recovery; reduction of Scope 1 and 2 carbon emissions; and the development of green travel across the county.
- The Committee also discussed ideas on how the Natural Norfolk concept could be taken forward and developed as a vehicle for visible leadership on nature recovery and the environment including as a communication platform for the promotion of demonstrator projects and outreach initiatives such as an Environmental Hub at Gressenhall Farm & Workhouse. Partnership working would deliver wider net zero ambitions.
- In terms of next steps, officers explained how they were working towards producing a dashboard that would enable easier monitoring and measurement of all emissions (Scope 1, 2 & 3 as set out in the appended report) and better focus efforts effectively with clearer reporting and tracking of progress.

10.4 After further discussion it was:

RESOLVED

That the Committee:

- **Note the report discussed at Cabinet on progress towards delivering the Norfolk County Council Environmental Policy and associated recommendations and commitments, with a particular focus on areas where Scrutiny could add value moving forward.**
- **Welcome progress to producing a dashboard that would enable easier monitoring and measurement of all emissions and invite officers to provide an update on progress against agreed environmental targets and milestones to the Committee as early in 2022 as could be arranged.**

11 NCC Savings Proposals

- 11.1 The annexed report (11) was received.
- 11.2 The Committee discussed with Cllr Jamieson (Cabinet Member for Finance) and Simon George the Executive Director of Finance and Commercial Services the key points that were included in the NCC savings proposals for 2022/23.
- 11.3 The Cabinet Member for Finance said that the Administration was using savings from technology to transform the way in which the Council met its savings targets. The scale of the budget gap to be closed remained subject to considerable uncertainty and Covid-19 and the percentage of Council tax increase for 2022/23 were only some of the significant costs in the next financial year that would have long term implications for the Council's budget and the level of funding that would have to be met by Norfolk citizens. It was because of reasons of financial hardship for Norfolk citizens due to the pandemic that the Cabinet had decided not to follow the recommendation of the Executive Director regarding the proposed level of increase in Council Tax.
- 11.4 A minority of Councillors said that they would have liked to have seen the Council explain the budget setting process more clearly and to have provided evidence to show the means by which it would meet its budget targets. They questioned whether the Administration was being challenging enough of senior officers in its approach to finding savings.
- 11.5 The Chair questioned the "Budget Challenge Process" that would lead to savings being presented to the County Council. The Executive Director of Finance and Commercial Services considered that these meetings were policy development meetings and as such was of the view that the said information was not appropriate for a Scrutiny report.
- 11.6 The Executive Director of Adult Social Services said that the outcomes to be delivered as part of the budget setting process would support service users independence at the most efficient cost that such services could be provided.
- 11.7 After further detailed discussion it was:

RESOLVED

That the Committee

- **Note the Strategic and Financial Planning 2022-23 report to Cabinet on the 8 November 2021, including:**
 - a. **Savings proposals developed to date to support the setting of a balanced budget for 2022-23;**
 - b. **Proposed next steps in the budget setting process for 2022-23, including the planned approach for public consultation and development of further savings proposals;**
 - c. **Key areas of risk and uncertainty related to development of the 2022-23 budget.**

- **Note the implications for scrutiny of the overall NCC budget setting process.**

12 Scrutiny Committee Forward Work Programme

12.1 The annexed report (12) was received.

12.2 The Democratic Support and Scrutiny Manager drew Cllrs attention to changes in the work programme previously reported to the Committee which were highlighted in the appendices to the report.

12.3 RESOLVED

That the Committee note the revised forward work programme as set out in the appendix to the report.

The meeting concluded at 2.00 pm

Chair



Scrutiny Committee

Minutes of the Meeting Held on 15 December 2021
at 10:00 am in the Edwards Room, County Hall, Norwich

Present:

There were no Members present for the meeting

Also present:

Karen Haywood	Democratic Services Manager
Jonathan Hall	Committee Officer

1 Apologies for Absence

1.1 Apologies were received from:

Cllr Steve Morphew (Chair)
Cllr Lana Hemsall (V Chair)
Cllr Carl Annison
Cllr Lesley Bambridge
Cllr Graham Carpenter
Cllr Nick Daubney
Cllr Barry Duffin
Cllr Mark Kiddle-Morris
Cllr Keith Kiddie
Cllr Ed Maxfield
Cllr Jamie Osborn
Cllr Richard Price
Cllr Brian Watkins

Apologies were also received from Mr Giles Hankinson (Parent Governor Representative), and Paul Dunning (Church Representative) and Mrs Julie O'Connor

1.2 Due to the emerging situation regarding the Coronavirus pandemic the Chair, Vice-Chair and other party spokespersons asked councillors not to attend the committee meeting. The agenda had already been published when this decision was made, so the meeting was convened in the usual way. As no Members were present at the meeting it was declared inquorate by the Democratic Services Manager.

The meeting concluded at 10.15am

Chair



Scrutiny Committee

Notes of the Meeting Held on 15 December 2021
at 10.05 am as a Microsoft Virtual Teams Meeting

Present:

Cllr Steve Morpew (Chair)	
Cllr Lana Hempsall (Vice Chair)	
Cllr Carl Annison	Cllr Keith Kiddie
Cllr Lesley Bambridge	Cllr Jamie Osborn
Cllr Graham Carpenter	Cllr Richard Price
Cllr Phillip Duigan (substitute for Cllr Nick Dubney)	Cllr Robert Savage (substitute for Cllr Barry Duffin)
Cllr Mark Kiddle-Morris	Cllr Brian Watkins
Mr Giles Hankinson (Parent Governor Representative)	

Also present (who took a part in the meeting):

Cllr Andrew Jamieson	Cabinet Member for Finance
Cllr Graham Plant	Cabinet Member for Growing the Economy
Cllr Shelagh Gurney	Deputy Cabinet Member for Adult Social Care, Public Health & Prevention
Cllr Daniel Elmer	Deputy Cabinet Member for Children's Services
James Bullion	Executive Director of Adult Social Services
Seb Gasse	Assistant Director Education Strategy and Infrastructure, Children's Services
Simon George	Executive Director of Finance and Commercial Services
Karen Gibson	Economic Programmes & Skills Manager, Community and Environmental Service
Katy Dorman	Apprenticeship Strategy Manager, Community and Environmental Service
Lauren Reader	Apprenticeships and Talent Development Partner, Strategy & Transformation
James Wilson	Director of Quality and Transformation, Children's Services
Marcus Needham	Head of Quality Performance & Systems, Children's Services
Peter Randall	Democratic Support and Scrutiny Manager
Kat Hulatt	Head of Legal Services
Tim Shaw	Committee Officer

1A Chair's Opening Remarks

In his opening remarks Cllr Steve Morphew (Chair) said that following the Government's announcement to ask those who could work from home to do so (and given the emerging situation with regard the Omicron variant of covid-19) he and Lana Hempsall (Vice-Chair) had asked Councillors not to turn up for the Scrutiny meeting in person. He added that Councillors and other essential attendees were invited to join this remote public meeting via Teams, where the scheduled business could be safely discussed. This was being broadcast live and would also be available on the County Council's YouTube channel. Any decisions reached would be reported to the next quorate meeting for endorsement so that they then had the same standing and validity as if they had been made in a full scrutiny meeting in County Hall.

1B Apologies for Absence

- 1.1 Apologies were received from Cllr Nick Daubney, Cllr Barry Duffin, Cllr Ed Maxfield, Mr Giles Hankinson (Parent Governor representative), Mrs Julie O' Connor (Church Representative) and Mr Paul Dunning (Church Representative)

2 Minutes

- 2.1 The minutes of the meeting held on 24 November 2021 were noted but could not be confirmed as an accurate record and signed by the Chair before they were presented to the next quorate meeting of the Committee.

3. Declarations of Interest

- 3.1 There were no declarations of interest.

4 Urgent Business

- 4.1 No urgent business was discussed.

5. Public Question Time

- 5.1 There were no public questions.

6. Local Member Issues/Questions

- 6.1 There were no local member issues/questions.

7 NCC Apprenticeship Strategy and Action Plan

- 7.1 The annexed report (7) was received.
- 7.2 Cllr Graham Plant, Cabinet Member for Growing the Economy, said that the Apprenticeship Strategy explained how Norfolk County Council went about creating a strategic vision and operational action plan for apprenticeships across all areas of work-related activity in the county.
- 7.2 The Cabinet Member said that the NCC Apprenticeship Strategy and Action Plan cohesively brought together three strategic strands of activity which were summarised as:
Strand One: NCC Children's Services: supporting a broad range of pathways into

apprenticeships for those pre-16 years of age and those aged 16 to 18.

Strand Two: NCC Growth and Development: driving forward the provision of apprenticeships to support Norfolk businesses to prosper and Norfolk residents to achieve their aspirations throughout their working lives.

Strand three: NCC Human Resources: including the provision of leadership and coordination of the internal Norfolk County Council apprenticeships programme.

- 7.3 The Cabinet Member added that the report showed the three partnership directorates had made some significant progress in delivering operational action plans for each of the strands within the apprenticeship strategy. Collectively the strategy provided an agile response to a changing apprenticeship landscape particularly as Norfolk moved out of the pandemic and into economic recovery. The action plan attached as an appendix to the strategy was updated regularly and reported quarterly to the NCC Apprenticeships Board.
- 7.4 The issues that were considered by the Committee included the following:
- The educational institution where the young person was enrolled had the legal responsibility to provide impartial advice and guidance about the next stage of a person's education or entry into work. Pathway to Work teams went into schools to work directly with young people and careers teachers to ensure that young people knew about their options.
 - For young people with an Education Health and Care Plan (EHCP) there was a health and care coordinator to ensure they were well prepared for adult life.
 - There were opportunities for young people at complex needs schools to experience the world of work.
 - Since 2017 apprenticeships for all age groups had gone through a significant period of reform, including major changes to the way courses were designed, delivered and the way they were funded.
 - Data had shown that the long period of decline in apprentice places had continued in 2021 and the reasons for this were wider than just the pandemic.
 - Another big challenge for businesses was helping them understand how the funding worked and working with them to maximise the levies and to ensure that they got the programmes in place that best suited their needs.
 - While things were quite complex, there were still plenty of opportunities for businesses and for apprentices to take up suitable places; if an individual, employer and training provider were all in place collectively.
 - Cllrs said that additional allowances in funding were important to provide apprenticeships for those difficult-to-reach groups or people living in isolated rural areas to take up places and this should be borne in mind when negotiating with training providers.
 - In response to questions from committee members it was pointed out that there was additional support available for certain apprentices with a learning, or other disability, who required extra support.

- Apprentices had a right to the same terms and conditions of employment as other employees and had to be paid at least the minimum apprentice rate.
- Cllrs questioned whether a lack of public transport in rural areas and the pay for apprentices were stopping some people taking up apprenticeships.
- In response, officers said that a three-month long council study had found that, although the national minimum wage for an apprentice was £4.30 an hour, the average in Norfolk was over £5.50. In some cases apprentices were paid much higher rates and this could be seen more in certain sectors. Officers agreed to find further data for Cllrs following the meeting. The transport policy for all those aged 16-19 was currently being refreshed.
- Regarding the many detailed figures shown in the report, success meant moving the number of apprenticeship starts into a positive figure in the next 2-3 years and continuing to minimise complexities in the system.
- The number of vacancies since February 2021 to the present day had increased from a low of 100 vacancies in a week to a figure that exceeded 380 in a week (which had plateaued over a 3-month period). Steps were being taken to ensure that vacancies were filled, particularly by young people, because the 16-19 and 19-24 demographic groups were the hardest hit by the pandemic.
- Apprenticeships Norfolk had secured £1.9m in external funding since August 2020 to provide businesses with a range of initiatives including wraparound support and the incentives/grants they needed to stimulate an upturn in the take up of apprenticeships and progress individuals from the Kickstart scheme onto an apprenticeship. It also included funding to support apprentices with bursary grants for equipment and travel expenses. This included funding from the Norfolk Strategic Fund, ESF, FCE C-Care and Community Renewal Fund.
- Human Resources had supported 640 starts within NCC's workforce to date, of which 347 were currently active.
- Adult Learning apprenticeships had increased by 76% this year compared to last year.
- The adult employment service worked with approx. 80 people with learning difficulties at any one time and was part of a whole inclusion programme.
- The County Council worked to support youth offenders. Those in a prison setting were supported through the work of other agencies who had overall responsibility for providing the training for these groups.
- There were many examples of well-supported higher and degree level apprenticeship schemes within the County Council which were commended by Cllrs and officers.

7.5 **RESOLVED**

1. **That the Committee give their full support to the NCC Apprenticeship Strategy and Action Plan, thanking officers for their hard work in drawing it together.**
2. **The Committee endorses the outlined activity to improve opportunities for**

young people in Norfolk.

3. **The Committee requests that the Cabinet Member and officers report back in a year's time with a refreshed action plan and an outline of next steps to increase the number and type of apprenticeship opportunities in Norfolk and reduce barriers to access.**

8 **Quarterly Update on Children's Services and Adult Social Care Performance Review Panels**

8.1 The annexed report (8) was received.

8.2 This report outlined progress with regards to the establishment and ongoing activity of the two Performance Review Panels (PRPs), one for Adult Social Care and one for Children's Services. The Performance Review Panels were responsible for monitoring and providing challenge to Norfolk County Council's Children's/Adult Social Services functions, reviewing performance to improve service delivery and ensure readiness for future independent inspections (CQC/Ofsted).

8.3 **Adult Social Care PRP**

The issues that were considered by the Committee included the following:

- Cllr Shelagh Gurney the Deputy Cabinet Member for Adult Social Care, Public Health and Prevention said that she had agreed, alongside the panel, a forward programme of work and schedule of meetings for the Adult Social Care Performance Review Panel through until April 2022. The Panel was scheduled to meet once every 6 weeks.
- Issues for the Panel included:
 - HomeFirst - Discharge to Assess (D2A), partnership working and the impact on Social Care
 - Safeguarding – Trends and Drivers of Safeguarding Activity
 - Performance of the care market in Norfolk and market shaping
 - Value for money in the care market.
- The Committee noted that the upward trend of demand for services had continued during 2021 and no sign existed that this level of demand was tailing off.
- It was important that the Panel benefitted from the experience of front-line staff and service users. The *Making It Real Group* was thought to be a good example of work that would provide a broad base of people and experiences.
- Some of the key areas to improve were staff recruitment (current vacancy rate was 14%), people with disabilities in employment, reablement, follow on care after discharge from hospital and reduction in residential care volumes.
- Staff recruitment and retention were very important issues to the panel, with dedicated session planned for the new year.
- The compulsory vaccination of care staff was a "one off" issue for staff retention.

- The Executive Director said that 27,000 people worked in social care in Norfolk. This figure needed to rise by 6% a year to take account of demographic growth and should currently be at least 28,000 people.
- Differences in pay between the NHS and Adult Social Services was a major challenge going forward.
- Training courses for those working in the adult social care sector provided for 600 to 700 places a year and would help improve the quality as well the quantity of care in Norfolk.
- Details regarding the *Front Door Service* would be shared with Cllr Lesley Bambridge after the meeting.
- The Chair said that it was important for detailed issues to be explored by the performance review panels rather than by the Scrutiny Committee duplicating that work.
- The Vice-Chair said that it was important to explore areas of work where improvements could be made and how the service could be effectively challenged rather than simply coming up with a list of existing issues within Adult Social Services.

8.4 **Children's Services PRP**

The issues that were considered by the Committee included the following:

- Cllr Daniel Elmer, Deputy Cabinet Member for Children's Services, said that topics selected by the panel for a deep dive included School Exclusion rates and an overview of the Ofsted inspection framework.
- The Scrutiny Committee discussed in some detail the rate of looked after children in Norfolk. It was noted that the current rating for NCC was red, but the quality of practice and end of care had been strengthened so was more sustainable. This rating was now returning to normal slowly and therefore the data was plateauing. The red rating did not however tell the full story and could be a distraction for Cllrs.
- The number of children per 10,000 who were in care was a vital sign. The number of children in care currently stood at 1,081 children of which 82 were unaccompanied child asylum seekers. The detail behind this issue was flagged up as a matter for the review panel to consider rather than the Scrutiny Committee.
- Staffing levels and staff turnover in the fast teams were identified as another vital sign issue for the review panel to consider as a deep dive rather than the Scrutiny Committee to consider at this stage.
- Other vital signs to be considered by the panel were school exclusions and issues of home schooling.
- The Vice Chair said that the Panel needed to consider where it was providing a challenge to the officers in those areas it was considering and what added value it could make to the work of Children's Services.

- The Chair, adding to comments made by the Vice-Chair, said that a promising start had been made in the relationship between the review panels and the Scrutiny Committee and that next time the Committee received a report it would need to look carefully at the effectiveness of the review panel process itself.
- It was important to have substitute members attend the review panels where appropriate.

8.5 **RESOLVED**

That the Committee:

- 1. Note progress and activity from the two performance review panels, providing feedback and recommendations where appropriate.**
- 2. Note the forward work programmes attached to the report (Appendix A & B), providing feedback to the panel leadership around potential items for further investigation.**

9 **Scrutiny Committee Forward Work Programme**

- 9.1 The annexed report (9) was received. It was noted that some issues had yet to be programmed within the work plan and that the plan needed to be extended to cover a calendar year.
- 9.2 The Chair said that the County Council needed to have clear rules in place to identify what could and could not be done by Cllrs as part of virtual meetings.

9.3 **RESOLVED**

That the Committee note the revised forward work programme as set out in the appendix to the report.

The meeting concluded at 1.10 pm

Chair

Scrutiny Committee

Item No: 9

Report Title: Review of the performance of the Adult Learning service

Date of Meeting: 27 January 2022

Responsible Cabinet Member: Cllr Margaret Dewsbury (Cabinet Member for Communities & Partnerships)

Responsible Director: Ceri Sumner, Community Information and Learning

Executive Summary

The Adult Learning service is externally funded through the Department for Education and tuition fee income and is an Ofsted-rated “Good” provider. It delivers an exceptional, comprehensive, high quality teaching, learning and assessment service to adults in Norfolk, with 9,000 learner registrations in the 2020-21 academic year.

Adult Learning is extremely proud that its highly effective response to the needs of Norfolk residents has been recognised nationally. Most notably, winning the prestigious Adult and Community Learning Provider of the Year at the Times Educational Supplement Awards 2021.

The judges said:

“Norfolk County Council’s Adult Learning service has an amazing ability to do what’s right for its community. As a result, learners remain connected with education and, crucially, with each other.”

Adult Learning operates at the cutting edge of the further education sector and has successfully brought in over £1 million of new funding to Norfolk in 2021-22, firstly as a sector lead in the use of technology in education and, secondly, to enable the establishment of two construction training hubs. These respond directly to the needs of Norfolk’s economy and the future skills needs of the county, with a real emphasis on skills that support a green and sustainable economy.

Adult Learning provides a wide range of innovative, learning programmes that are welcomed by Norfolk residents with a 97% satisfaction rate.

A comment from one of the service's learners provides the essence of what the service aims to achieve:

"My low income prevents me from doing many things I would love to do, but this service allows me to access education which would otherwise be closed to me."

Adult Learning has extensive impact on Norfolk residents, for example:

- 1,600 registrations each year on English, maths and digital skills qualifications, responding directly to the need for foundation level skills in Norfolk
- An outstanding Apprenticeship programme with 98.7% of apprentices remaining in sustainable, long term employment
- 86% of learners achieve a positive progression outcome, into employment, voluntary work or further learning.

Members are asked to consider and comment on the exceptional performance of Norfolk's Adult Learning service.

Action Required

To:

1. Consider and comment on the exceptional performance of the Adult Learning service.

1. Background and Purpose

- 1.1 The Adult Learning service is an Ofsted-rated 'Good' Further Education adult and community education provider, that is externally funded through grant funding from central Government through the Department for Education's Education and Skills Funding Agency (ESFA) and tuition fee income.
- 1.2 With a total income of **£4,689,126** in the current academic year, the service is one of the largest adult education providers in the country and is cost neutral to the Council. It earns its external funding and tuition fee income through the delivery of information, advice and guidance; teaching, learning and assessment; as well as learner and learning support activities, with around **9,000** adult learner (age 19+) registrations across Norfolk each year.

Appendix A provides detailed information on the service's Income and Financial Management.

1.3 The service's funding enables it to deliver a wide-ranging curriculum, including:

- Qualifications from entry level to Level 5 (foundation degree equivalent)
- Apprenticeships
- Community learning courses that engage with residents who are the furthest from education and/or employment or who need support through learning
- Self-financed creative and personal development courses.

Further information about the Adult Learning Curriculum is provided in **Appendix B**.

1.4 Innovation

Adult Learning is nationally recognised for its innovative approach to the service it provides and is consistently focused on developing new initiatives that meet the needs of residents and the county.

In the current academic year, the service has implemented a new construction and environmental sustainability curriculum, which provides a creative response to local challenges in the sector and aims to address the deficit of skilled workers and respond to the needs of adult residents who are economically inactive, unemployed and low skilled. In addition, this new curriculum responds to Norfolk's net zero ambitions. The first courses are starting in January 2022 and the service has secured **£560,000** from the Community Renewal Fund to establish two construction training hubs in Norfolk (Norwich and King's Lynn). This work is underway and will be complete by June 2022.

The service is also taking the national lead in the development of the use of technology in education. In September 2021, the service secured a **£500,000** Further Education Professional Development Grant from the Department for Education to lead a digital leaders project which aims to improve the use of technology across the further education sector. Together with 9 local authority partners, this ground-breaking work positions Norfolk at the forefront of the use of cutting-edge technology to deliver learning.

2. Proposal

2.1 The proposal is for Members to consider and comment on the exceptional performance of the Adult Learning service.

2.2 The Impact of Adult Learning in Norfolk

Adult Learning regularly asks its learners for feedback. The following comment was made by a learner who attended a course in the 2020-21 academic year:

“My low income prevents me from doing many things I would love to do, but this service allows me to access education which would otherwise be closed to me.”

This comment provides the essence of the impact that Adult Learning achieves in Norfolk. We enable people who lack confidence and opportunity to believe in themselves and we change people’s aspirations and their lives.

The service uses evidence-based research and extensive partnership working to identify the key drivers for the development and delivery of its courses. These drivers consider both the challenges that have been caused by the Covid-19 pandemic, such as the impact on jobs and the needs of the economy, as well as physical and mental health issues and inequalities and the impact on families and children; and the county’s ambition and aspiration to be high performing, to enjoy economic growth and to protect the environment; as well as to have safe, empowered and connected communities.

Appendix C outlines in detail how Adult Learning’s strategic and operational activities respond to Norfolk County Council’s Strategic Priorities as detailed in the Better Together, For Norfolk Strategy 2021-25.

Examples of Impact:

- The service actively targets Norfolk’s most disadvantaged communities and, as a result, **41%** of learners currently attending the service’s qualification programmes are from the top **30%** most deprived wards in the county
- The high-quality English, numeracy and digital skills qualification programmes target **1,600** registrations, achieve strong outcomes, and draw down central Government funding to the value of **£1.3 million** each year
- The growth in the service’s Apprenticeships delivery responds well to the needs of Norfolk’s employers. Apprenticeship achievement in 2020-21 was **11%** above the national rate. An outstanding **98.7%** of our apprentices have remained in sustainable, long term employment
- Our highly successful vocational qualifications programme includes a substantial cohort of Accountancy and Bookkeeping learners who take qualifications from Level 1 to Level 4. With around **250** learners each academic year, this programme draws down central Government funding of around **£500,000**

- Despite the constraints resulting from the lockdowns and restrictions, the service improved attendance on courses by **2%** to **88%**. On vocational qualification programmes attendance was an outstanding **93%**
- Following the most recent academic year, 2020-21, **86%** of learners achieved a positive progression outcome, either into employment, voluntary work or further learning.

2.3 Outstanding response to Covid

Just occasionally, in the face of extreme adversity, something truly exceptional happens. With the onset of the pandemic in March 2020, despite the immense challenges the service faced in continuing service delivery, the determination of the Adult Learning team led to the most extraordinary outcomes for Norfolk residents and communities, as a direct result of a rapid and highly innovative transformation of service delivery.

In early March 2020, Adult Learning was delivering **98%** of its courses in **200** community venues across Norfolk, with just **2%** of learners learning online.

The pandemic presented a stark choice. Close the service or rapidly rethink how it is delivered. Many Local Authority adult education services stopped delivery. In Norfolk, Adult Learning immediately identified the benefits of service transformation, joining the **6%** of providers nationally who moved **100%** online and the service achieved this by April 2020 i.e., within one month of closing its community-based classes (UFI VocTec/HOLEX Digital ACE 2020). This was identified as a highly innovative and cost-effective way to deliver essential support to residents through tutor-led online classes.

The service's determination and innovation enabled adults to achieve incredible outcomes while in lockdown, while nationally learner outcomes dropped significantly. Qualification achievement was **21%** over national trend. **100%** of apprentices who received online delivery during lockdown remain in long-term employment. In the first 9 months of the pandemic, **7,000** residents accessed the service's online learning programmes, **20%** declaring a disability, and the service increased participation by **16%**.



The service's vision to keep residents connected resulted in the creation of **200** new online courses, focusing on the health and wellbeing of residents experiencing loneliness and social isolation and reducing pressure on other Council and NHS services.

Natasha Waller, Skills Manager, New Anglia Local Enterprise Partnership said:

“Adult Learning dynamically and quickly switched to online provision to ensure it continued to support learners. It worked closely with individuals, so they were not adversely impacted, and actually increased its numbers and outcomes! Staff could have easily said it is too difficult, but thankfully this is not its culture!”

The service regularly collects feedback and produces case studies that demonstrate the impact of its services on Norfolk residents. An extremely high **97%** of the **1,930** learners who responded to post-course surveys in the 2020-21 academic year confirmed that they enjoyed their course, with **95%** stating they would recommend the service to friends and family.

Appendix D provides feedback from learners and examples of learner case studies.

In late summer and autumn 2021 the service returned to a mix of classroom-based and online delivery and is now ready to move seamlessly between the two as and when external constraints require the service to respond.

2.4 National recognition and the wider adult education landscape

2021 was an exceptionally successful year, in which national recognition for the impact of the Adult Learning service's work in Norfolk, combined with the service's continuing innovation in response to the challenges faced due to the ongoing pandemic.



At the Times Education Supplement (tes) Further Education awards, Adult Learning was awarded the title of Adult and Community Learning Provider of the Year 2021. The judges, who are leading professionals in the sector, said

“Norfolk County Council’s Adult Learning service has an amazing ability to do what’s right for its community. As a result, learners remain connected with education and, crucially, with each other.”

The service was asked to produce a 20 second video that highlights Adult Learning’s key successes. This is a link to the video for Members to view: [Celebrating our TES Award Nomination](#)



Adult Learning was also a finalist in the Local Government Chronicle Awards 2021, reaching the final six in the ‘Innovation’ category from an overall field of 650 applications. This recognises the high level of innovation across the service, with a team that is absolutely determined to never give in to the challenges they face and to find solutions to keep Norfolk residents learning.

Voluntary Norfolk commented that:

“Throughout the pandemic, Adult Learning has had a significant impact on Norfolk’s disadvantaged and rural communities, by actively tackling loneliness and social isolation and supporting people to feel more connected and involved. Nothing but praise for the team in their willingness to innovate and solution focus in partnership working.”



As a member of the wider Community, Information and Learning team, together with the Libraries and Information service, Adult Learning received the Best of Communities Award at the Smarter Working Live Awards 2021, for ‘Creating Communities During Covid’.

The Adult Learning service is immensely proud of these achievements and the contribution it makes to Norfolk County Council's priorities and remains driven to achieve ever more for our residents.

The national recognition the service receives has enabled it to secure **£1 million** additional funding for Norfolk in the 2021-22 academic year, firstly as a sector lead in the use of technology in education and, secondly to enable the implementation of two new construction and environmental sustainability hubs. The service is targeting **600** construction training enrolments in the current academic year.

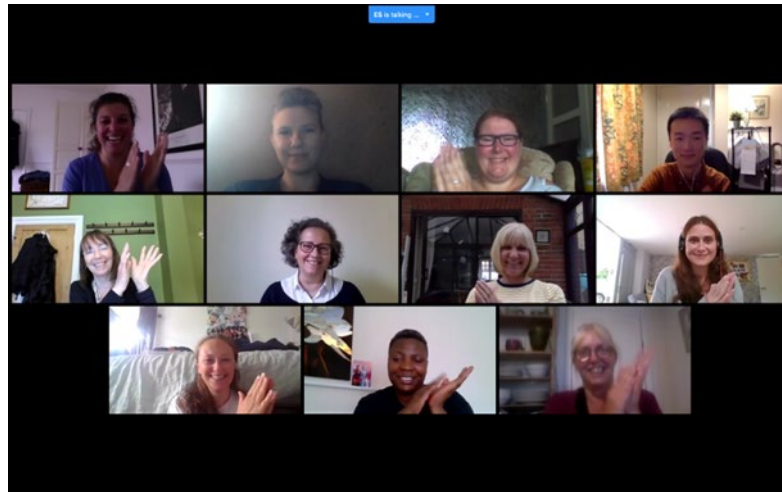
The service is also actively involved in regular conversations with senior officers in the Department for Education, as it now has an influencing role in relation to the development of national Further Education policy.

2.5 Local delivery

Adult Learning uses its external funding and income to plan both flexible and responsive learning programmes and has set its operations up so that it is able to change its delivery method overnight when external circumstances require the service to do so. This means that the service responds well to local resident needs in a range of creative ways.

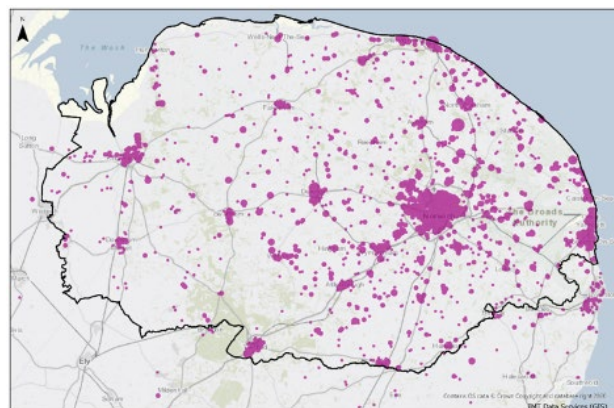
In the 2021/22 academic year, the service offers a range of learning options to residents, including local, classroom-based courses, online tutor-led courses, and blended learning courses, which offer a mix of face to face and online learning opportunities.

The service's innovative approach to digital learning has led to the national recognition outlined in this report. From September 2021, the service has been delivering synchronously, so that learners in a classroom and online attend the same course at the same time together. This supports access to courses for residents in rural areas and learners who have a disability have welcomed the new opportunities provided through online learning. This is highly innovative and ahead of most of the rest of the country.



The service's current offer is around 50% in the classroom and 50% online. 46% of learners during the lockdowns told the service they would like to continue to learn online, so the service will maintain a mixed offer that meets their needs. In 2020-21, an online yoga session achieved a record number of learners in one of the service's classrooms with 145 residents learning yoga together. The service is ready to move courses from classroom to online seamlessly should it be necessary.

This map outlines the spread of Adult Learning learners in the 2020-21 academic year:



As the service returned to a proportion of classroom delivery in the summer and autumn 2021, it faced many challenges as the traditional community venues that it has used for many years, such as schools and community halls, were not available for adult education and local networks were broken due to Covid-related issues.

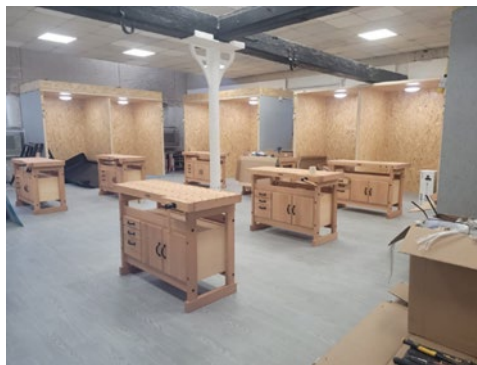
The service's largest centre, Wensum Lodge, Norwich, has been overhauled and set up as a Covid-secure training centre and the service has responded to the challenges in relation to local venues around the county by establishing dedicated training rooms in the following locations:

- Attleborough Community and Enterprise Centre

- Dereham Library
- Great Yarmouth Library
- King's Lynn Library
- Norman Centre, Norwich
- Swaffham Community Centre
- Thetford Library.

In addition, the service is working with other venues on an ad hoc basis, such as Merchants Place in Cromer and Charring Cross in Norwich.

The service's two new construction training hubs are currently being established in Norwich and King's Lynn, and this will be complete by June 2022. In the meantime, a temporary construction training centre has been established at Wensum Lodge in Norwich.



Adult Learning is working closely with the Libraries and Information service in relation to the redevelopment projects that are contributing to high street regeneration in Great Yarmouth and King's Lynn.

The service's aspiration is that, in addition to its online offer, the service will have a physical presence no more than 10 miles from any resident in Norfolk.

2.6 The Quality of the Adult Learning Service

Ofsted

Adult Learning is subject to Ofsted inspection and following its most recent inspection was judged to be a Good provider. A copy of the inspection report is in **Appendix E** Ofsted Inspection Report Jan 2020. Ofsted said:

“Leaders have designed an effective curriculum that meets the needs of the local community and employers well. They understand the needs of learners living in rural, often economically deprived, areas of Norfolk. Good provision is available for learners with complex learning and social needs”.

Self-Assessment Report (SAR) 2020-21 academic year

Adult Learning produces an annual self-assessment report (SAR), which is a comprehensive internal review of the service's performance against Ofsted criteria, as outlined in the Education Inspection Framework. This report is sent to Ofsted at the end of January each year.

The most recent report is for the 2020-21 academic year and, overall, the service judges itself to be Good. This report provides robust evidence that the service is making strong progress towards Outstanding, with two of the four judgement areas now rated as Outstanding.

Education Inspection Framework Judgement Area	2020-21 Self-Assessment Report (SAR)
Overall Effectiveness	Good
Quality of Education	Good
Behaviours and Attitudes of learners	Outstanding
Personal Development of Learners	Outstanding
Leadership and Management	Good

A copy of the Self-Assessment Report 2020-21 Key Findings is available in **Appendix F**.

Appendix G provides an overview of the service's highly effective Safeguarding arrangements.

The service uses its Quality Improvement Plan to focus on moving areas of Good practice into Outstanding and to ensure that it responds robustly to Areas for Development. No stone unturned is our mantra.

2.7 Learner involvement

The service has made great strides in involving its learners in service activities and developments. Two elected learner representatives are members of the service's Steering Group and regular learner forums are held to gather learner views.

The service held its first Learner Awards ceremony in September 2021. This was a virtual event (15 minutes in length) that showcased the amazing achievements of Norfolk's learners. This event is available through the following link:

<https://www.youtube.com/watch?v=GW8EntEhba4>

3. Impact of the Proposal

- 3.1 The exceptional performance of the Adult Learning service enables the Council to use its central Government funding and tuition fee income highly effectively to meet the learning needs of adults in Norfolk.

4. Financial Implications

- 4.1 Adult Learning is externally funded through the Education and Skills Funding Agency, student loans and tuition fee income and is financially self-sustainable.
- There are no financial implications from this proposal.

5. Resource Implications

5.1 Staff:

There are no staffing implications from this proposal.

5.2 Property:

There are no property implications from this proposal.

5.3 IT:

There are no IT implications from this proposal.

6. Other Implications

6.1 Legal Implications:

There are no legal implications from this proposal. Adult Learning operates within the requirements of Ofsted, the Department for Education, the Education and Skills Funding Agency and the European Social Fund.

6.2 Human Rights Implications:

There are no human rights implications from this proposal.

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

There are no service changes proposed through this proposal.

Adult Learning actively seeks to target diverse and vulnerable individuals and communities. Adult Learning has an immensely positive impact on adult residents, for example:

- 41% of learners attending qualification programmes are from the 30% most deprived wards in Norfolk
- The service responds well to the needs of Norfolk's ethnic minority communities, with 20% of learners from a non-White British ethnic background
- The Independent Living Skills programme supports residents with a learning disability to gain the skills they need to live an independent life
- The Lipreading programmes supports residents with a hearing impairment to live independent lives
- The service's support for learners is outstanding and this enables learners to keep learning and progress
- The service's approach to countywide delivery, with both a classroom-based and online offer, opens up access to learning for residents who previously had barriers, such as residents with a disability or who live in a rural area (see map in section 2.8).

6.4 Data Protection Impact Assessments (DPIA):

Adult Learning is fully compliant with data protection requirements and there are no changes in this proposal that have implications in relation to data protection.

6.5 Health and Safety implications (where appropriate):

Adult Learning operates in line with Government regulations and in consultation with Health and Safety colleagues in the Council. An Assistant Head of Service is responsible for this process and for ensuring that learners and staff are and remain safe.

6.6 Sustainability implications (where appropriate):

There are no sustainability implications from this proposal.

6.7 Any Other Implications:

None.

7. Risk Implications / Assessment

- 7.1 The risks associated with the Adult Learning service's operations are managed through the Community, Information and Learning service risk register. There are no additional risks resulting from this proposal.

8. Select Committee Comments

- 8.1 Not applicable.

9. Action Required

To:

1. Consider and comment on the exceptional performance of the Adult Learning service.

10. Background Papers

10.1 None.

Officer Contact

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

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Email: denise.saadvandi@norfolk.gov.uk



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

Appendix A: Service Income and Financial Management

Historically, the service experienced challenges in managing its budgets effectively and regularly asked the Council to support it with budget deficits of up to £500,000 each financial year. It is good to report that the financial management of the service is now robust and for the past three financial years the service has been cost neutral to Norfolk County Council, and that with strong financial management the service delivers a balanced budget each financial year.

Adult Learning is externally funded through grant funding from central Government's Education and Skills Funding Agency (ESFA). The service's income, in the 2020-21 academic year totalled £4,689,126, and was broken down as follows:

- Adult Education Budget (AEB) (£3,636,326),
- National Skills Fund (£17,800), student loans (£280,000),
- Tuition fees (£205,000) and
- Apprenticeships (£550,000).

This funding is earned through the delivery of teaching, learning and assessment across Norfolk. £150,000 from the Apprenticeships income is paid to the Norfolk Fire Service for the delivery of their Apprenticeship programme.

The impact of the pandemic in the 2020-21 academic year made it challenging to achieve the tuition fee element of the service's income, as more of the service's learners were entitled to fully funded courses and due to some course suspensions where it was not possible to deliver the course online e.g., silversmithing and pottery. The service recovered £305,000 of lost fee income through the Department for Levelling Up, Housing and Communities' (DLUHC) loss of income scheme and the Covid recovery grant.

As a result of the service's over-performance in relation to its funding in the 2019-20 academic year, it received an additional £107,000 from the Department for Education in January 2021, but this was offset by the challenging environment in 2020-21, with nearly all the service's delivery online, social distancing in classrooms that has meant the service is unable to fill its classes as previously and restrictions that meant that the service could not engage as effectively with learners out in the community. This led to a small under-delivery and will see us returning £155,000 of AEB and £58,000 of National Skills Fund funding to the ESFA in January 2022. This has been taken into consideration and has been removed from the overall figures above. Nationally, the Further Education sector faced similar and in general greater challenges to those experienced here in Norfolk.

With the return to a balance of classroom and online provision from September 2021, the service expects to use all its funding in the 2021-22 academic year.

In addition to the income detailed above, Adult Learning has been highly successful in bringing more than £1 million of new funding into Norfolk.

- A Community Renewal Fund application has secured £560K that will be used to establish two construction and environmental sustainability hubs in Norwich and King's Lynn., leading the way in the development of green skills in Norfolk, and helping people into new employment.
- An application to the Department for Education's Further Education Professional Development Grant Pilot, where Adult Learning is the lead provider, has secured £500K to deliver a wide range of professional development opportunities that focus on cutting-edge developments in the use of technology in education across 10 local authority adult education services. This directly recognises the high level of digital innovation within the service.

Both projects are highly innovative and demonstrate national recognition of the immense achievements of Adult Learning in Norfolk.

Appendix B: Adult Learning Curriculum

Qualifications:

- Functional (basic English, maths and digital skills) and vocational qualifications from entry level (basic knowledge and understanding) to level 5 (foundation degree equivalent)
- Knowledge; skills; attainment; and employability skills
- Targeting residents who either do not have the basic skills and professional qualifications they need to progress, or who are seeking to reskill and retrain and/or progress into further learning and employment
- Fully funded for eligible learners, subject to Government criteria, with an element of tuition fees and student loans for other learners
- Each qualification attracts a funding tariff and 20% of the funding for each learner is earned on achievement of the qualification.

Apprenticeships

- A fast-growing, high quality programme across a variety of employment sectors that meets the needs of Norfolk employers and residents
- This programme provides entry to sustainable employment for apprentices and opportunities to develop new and higher-level skills for those who are already in employment
- The service's apprenticeships programme addresses Local Enterprise Partnership (LEP) priorities by contributing to the creation of a skilled workforce and supporting businesses to plan their strategies as they recover from the impact of the pandemic.

Community Learning

- The community learning programme provides a vital space and a structure where residents who are the furthest from education and/or employment or who need support through learning can reengage with learning, grow and progress with confidence
- These programmes aim to break the cycle of low achievement and renew and rebuild confidence and capacity to achieve and progress
- Community Learning:
 - Responds to physical and mental wellbeing challenges and health inequalities
 - Supports residents to become connected, resilient and independent and to overcome loneliness and social isolation
 - Develops safe communities
 - Supports recovery from the pandemic
 - Enables people to live well independently
 - Provides support for carers

- Enables families to support their children and breaks intergenerational cycles of poor outcomes.

Self-financed creative and personal development courses

- Courses that are self-financed by the learner – completely outside the Government-funded system
- No Government funding support, so tuition fee income must cover costs and this programme has the potential to grow and generate new income
- These courses target residents who are looking for personal development opportunities without the constraints of the Government-funded system
- Highly popular creative arts programme, in particular pottery and silversmithing courses; modern foreign languages; and a growing range of general interest courses.

Appendix C: How Adult Learning responds to Norfolk's priorities

This document outlines in detail how Adult Learning's strategic and operational activities respond to Norfolk County Council's Strategic Priorities as detailed in the Better Together, For Norfolk Strategy 2021-25.

A vibrant and sustainable economy

Adult Learning:

- Provides extensive progression routes that enable learners to increase their literacy, numeracy and digital skills
- Provides access to a wide range of skills and vocational and qualifications, as well as strong access routes into higher education
- Provides a wide range of employability skills to enable individuals to reskill and secure employment
- Is growing a highly successful apprenticeship programme in key sectors to provide sustainable employment and support for employers and the economy
- Delivers community-funded courses that give residents the employability skills they need to get back into work and a range of courses that provide business start-up skills that target residents who aim to start their own business
- Is establishing two construction training hubs where adult learners will gain environmentally sustainable construction skills that will enable Norfolk to achieve its net zero targets
- Is developing Wensum Lodge as a creative hub and continues to focus on further developing both its physical and online creative offer.

Better opportunities for children and young people

Adult Learning:

- Delivers family learning opportunities that aim to break the intergenerational cycles of poor outcomes and contribute to the levelling up of outcomes for families
- Provides courses that help parents to support their children who have mental health challenges
- Delivers courses that enable families to support their children to be school ready, including targeting families at risk due to county lines
- Delivers early years training and qualifications to support the early years sector
- Provides training and qualifications for teaching assistants, enabling them to provide effective support in schools
- Is currently developing and introducing a new Level 4 Early Intervention Apprenticeship across Norfolk's schools.

Healthy, fulfilling and independent lives

Adult Learning:

- Provides a comprehensive careers information, advice and guidance service that is available to residents age 19+ across the county
- Maximises the use of support funding to enable residents to access learning, for example, the service provides laptops and access to broadband to learners
- Delivers a comprehensive programme of high quality, tutor-led online learning that enables residents to access learning from home, thus overcoming the barriers to access to learning in a large, rural county like Norfolk
- Delivers an independent living skills programme that enables people with disabilities to access learning and work and to live independent lives
- Provides access to learning opportunities that respond to issues such as healthy eating and lifestyle, budgeting, loneliness, social isolation and mental wellbeing
- Provides learning opportunities for the ageing population, for example, digital skills that enable residents to access services
- Delivers a lipreading programme that supports residents with a hearing loss to continue to lead independent lives
- Offers a programme of creative and personal development courses that are self-financed by the learner, enabling residents to extend their knowledge and grow
- Raises aspirations with its learner awards and involvement programmes.

Strong, engaged and inclusive communities

Adult Learning:

- Places the service's programmes in the heart of Norfolk's communities, both in physical classrooms and through online learning, to enable residents to access teaching and learning in the way that best meets their needs
- Plays a key role in rebuilding communities and responding to the rural nature of the county, by supporting individuals and communities to be healthy, connected, safe, resilient and independent
- Provides the digital skills that people need to take control of their lives and participate fully in community life
- Delivers learning programmes that connect and support Norfolk's carers
- Continues to develop training for volunteers, both in specific sectors such as health and social care and sports coaching, and by targeting the wider community through the Volunteering Passport
- Works closely with colleagues, partners and stakeholders to support community development and cohesion
- Champions Safeguarding and Prevent, including the British Values. In particular, the service continues to work to target domestic violence, child abuse and modern slavery, as it works with residents across Norfolk.

A greener, more resilient future

Adult Learning:

- Is establishing a sustainable construction and environmental skills training programme that enables individuals to upskill, retrain or reskill and that responds to existing and future skills gaps in the construction industry in Norfolk
- Is establishing and resourcing two construction skills training hubs in Norwich and King's Lynn, dedicated to adult learners, with a strong emphasis on Norfolk's net zero aspirations through an environmentally sustainable curriculum
- Through the success of the two initial hubs, aims to secure additional funding to enable the development of further hubs in other areas of the county
- Is currently developing extensive progression routes into employment in the construction industry, through an innovative and progressive curriculum that directly contributes to Norfolk's economy and the decarbonisation agenda.

Being able to lipread has made me feel like a human being again, it has given me back my life

Adult Learning is a truly amazing place to learn remotely and safely

It's been the first bit of learning I've done in 39 years and it was fabulous because it got my brain going and my spirits lifted

The programme has allowed me to understand my daughter's schoolwork and support her more effectively

It greatly improved my mental wellbeing and mood. It has given me a useful skill and has improved my confidence and given me a sense of achievement

My course was a lifeline, giving a focus and means of expressing feelings and connection with like-minded people

I loved that it was online - I am physically disabled, chronically ill, so getting to weekly classes is essentially impossible for me due to my circumstances. With the course being online, I was able to access something that was previously inaccessible to me, which was fantastic

Absolutely brilliant courses with tutors who were always happy to help, cannot praise it enough. I find it hard to believe how much I have learnt. I couldn't leave the house but was still be able to learn and interact with other people

Breathing exercises, dyslexia support for me and got a job which is really from the help I got from my tutor

It's not an easy time for any of us but these sessions are really insightful and interesting and I'm learning a lot

The Tutors are excellent!! I couldn't ask for more, very, very helpful, making effort outside of lessons

The course helped me in acquiring a higher banded job within the NHS and it has also given me confidence in what I know

With my disabilities and remote location, I would not be able to attend classroom courses. Therefore, online courses have been a godsend!

I put off going to university for 5 years because I was too scared and didn't feel ready but by the end of the Access course I gained the confidence, knowledge, skills and preparedness to take the next step to becoming a clinical psychologist



Name: Adrian Zabicki
Course: Accounting
Apprenticeship and AAT Level 3

Accountancy had always appealed to Adrian and the finance apprenticeship seemed like the perfect opportunity to reach his goals, as he knew he didn't want to go via the university route. He started working with Thurne in 2018, alongside studying for his AAT Level 3, saying, *"I am very lucky to be with the company that I work for, and for the educational opportunities with Adult Learning. I had very good tutors and amazing teachers that really support you throughout the whole course, they are there with you until the end. The advantage of doing the apprenticeship is that you get many opportunities to learn, and my employers are very good at giving me new challenges and tasks that go hand in hand with my studies."*

Due to the lockdown he sat the endpoint assessment for his Level 3 AAT online, which meant additional support and consideration from his tutor. He said, *"We had a couple of TEAMS meetings to help me prepare for the setting of doing an important interview online."*

Adrian thinks the benefits of a hands-on apprenticeship provide even more learning opportunities. Adrian said, *"Learning and getting the experience whilst you are doing your qualification is very important because you can cross-check things, ask more questions, and better understand the processes that go with doing the job on a daily basis."*



Name: Abbie King
Course: Functional Skills
English and Maths

Abbie has overcome personal doubt to build her confidence and thrive in her studies she said, *"Doing the courses has made me so much more confident, before I first attended the class, I was very shy and I wouldn't answer questions. I told my tutor I didn't want to be picked on in class and she understood this, and she followed my wishes. Now I don't feel that way at all, I just speak freely, and I look forward to my lessons."*

This has impacted other areas of her life she said, *"My family can also see a change in me as I can now help my brother with his maths homework. I'm able to work out percentages when shopping and to do calculations in my head. I do feel really proud of how far I have come, because when I first started maths I felt like there was no hope for me, but now I enjoy it and feel I have progressed so much."*

Learning online has been beneficial for Abbie as she said, *"I have a physical disability and attending class can sometimes be a problem for me, so I have benefited from learning online as I can attend every lesson."*

A welcome result of her English studies is that Abbie has rekindled her passion for reading, saying, *"Because of doing English, one of the tests we do is reading, and I used to love reading. Since lockdown I've started reading again. I was recommended a kindle because it has a dyslexic option, and in the space of lockdown I've gone through 7 books. I find reading has really helped me again."*

Name: Helen Gilbert
Course: Healthy Living Skills

Helen is a learner on the Healthy Living programme who has overcome her anxiety to continue learning online and build her confidence. Helen has social and emotional difficulties and Asperger's Syndrome, and has found the Covid-19 pandemic very traumatic. When courses moved online Helen was supported by her tutor and LSA (Learner Support Assistant) to continue her learning via video calls, covering the course work and building confidence in learning remotely. Her technical skills using her tablet improved, enabling her to send photographs of her work each week. This led to Helen feeling confident enough to join courses online with other learners, engaging with them and offering encouragement. Helen said *"I look forward to the adult learning sessions because they are fun and my teacher is lovely. I've learnt to use different colours and get absorbed in what I'm doing. It helps my mental health because it distracts me from more disturbing situations for a short time and gives me something else more positive to think about."*

Name: Amanda Brown
Course: Functional Skills English Level 2

Amanda is determined to succeed and has fitted her studies around being a key worker, and volunteering in her local community group by helping people with their shopping and prescriptions. Online learning has given some much needed normality, *"It's amazing how quickly things have changed in learning and to adapting to cope with everything really. It gives you a sense of normality as well, you've got things to do at a regular time. You know we are all in the same position and it does make a difference, like keeping in touch with your regular groups."* Amanda spoke of the ongoing support from her tutor in the transition from classroom to online learning, *"He's been absolutely brilliant. He's either there at the end of the telephone, or I can email him and I know I can get an answer either way. He's been really quite encouraging, not just to me but to everybody."*

She said she would love to help others achieve similar skills stating, *"I would like to be in a job where I can actually give something back and I can help people, and I can say, do you know what, this really is achievable. I've been there and done it, you can do it too."*



Short inspection of Norfolk County Council Adult Learning

Inspection dates:

28–29 January 2020

Outcome

Norfolk County Council Adult Learning continues to be a good provider.

Information about this provider

Norfolk County Council Adult Learning (NCCAL) provides adult learning and apprenticeship programmes. NCCAL provides training in a region that has a high proportion of residents with a low level of numeracy, literacy and vocational qualifications.

At the time of the inspection, there were 3,354 learners. Most learners study level 1 and level 2 courses. These include functional skills qualifications in English and mathematics. Most learners are adults. 143 learners are on apprenticeship programmes, most at level 3. Programmes include business administration, operational firefighter and teaching assistant standards.

The provider's largest teaching centre, Wensum Lodge, is in the early stages of a major development project. The council has provided significant investment which is currently being used to provide new learning resources to meet the needs of the community.

What is it like to be a learner with this provider?

Learners enjoy the comfortable, inclusive learning environment. They feel welcomed and supported by staff and tutors. Tutors provide them with good-quality learning resources to use at home. This helps learners to improve and consolidate their skills and knowledge more rapidly.

Tutors support learners effectively, helping them to develop their confidence. Many courses help learners overcome their loneliness and isolation from society. For example, lipreading classes enable hearing-impaired learners to lead an active life. Learners develop the confidence to meet new people and interact with their neighbours.

Many learners enjoy developing their hobbies to a high standard. Courses such as silversmithing teach techniques essential for producing delicate high-quality jewellery. Learners often develop their hobbies into self-employment.

Most learners gain basic skills in English and mathematics.

Learners feel safe studying at NCCAL.

What does the provider do well and what does it need to do better?

Leaders have designed an effective curriculum that meets the needs of the local community and employers well. They understand the needs of learners living in rural, often economically deprived, areas of Norfolk. Good provision is available for learners with complex learning and social needs. For example, they teach adults with learning disabilities how to live independent lives. Leaders ensure that programmes offered provide many opportunities for learners to continue studying. Good provision exists for the ageing population.

Tutors are skilful in helping learners become more resilient. For example, apprentices are able to discuss concepts such as unconscious bias and the impact it has on their behaviour and corporate culture. This enables them to have difficult conversations with their team members.

Tutors enable apprentices to understand the impact that national issues may have on their businesses. Apprentices relate these well to their own learning. For example, they engage in lively and informed discussions about Brexit. They are able to relate the implications that this may have on future trading in the European market.

Staff embrace the diverse backgrounds of their learners. They use their different interests and cultural traditions to develop effective resources and learning activities. For example, Chinese learners develop their writing using information about the Chinese New Year calendar. Tutors use sports articles from newspapers to help adult learners read using their interest in football.

Tutors ensure that most learners and apprentices access good-quality learning resources. Learners benefit from a flexible learning approach using new technology. This helps them to make good progress on their courses. For example, adult learners receive effective support from their tutors to enable them to link the online learning resources to classroom activities. This supports them to continue their learning in their own time. However, learners in a few community learning venues do not benefit from these good resources and facilities.

Tutors do not ensure that adult learners receive appropriate developmental feedback to enable them to improve the standard of their written work. For example, learners do not develop skills in self-correction when reviewing their own work because

tutors do not routinely correct or explain basic errors in spelling, punctuation and grammar.

Assessors do not identify apprentices' starting points effectively. As a result, they do not have a good understanding of the skills, knowledge and behaviours that apprentices need to develop. Leaders are taking steps to rectify this, but it is too early to demonstrate its impact.

Tutors and assessors carry out effective careers advice and guidance. Leaders have a rich source of information about their communities and learners. Experienced staff work closely with the local job centres and libraries to ensure that learners benefit from detailed information on their next steps.

Leaders recently strengthened the senior leadership team. Management training has ensured that they have the skills and expertise they need. Governance arrangements are strong. They have a secure understanding of the strengths and weaknesses of the provision. Governors set robust targets to ensure that senior leaders improve the provision. They monitor the completion of the targets effectively.

Safeguarding

The arrangements for safeguarding are effective.

The safeguarding team is well trained. The team provides good support to teachers and learners. Staff deal with safeguarding concerns promptly. All staff complete appropriate training. They have a good understanding of the local issues that may affect their learners' safety.

What does the provider need to do to improve?

- Leaders should ensure that the feedback given by tutors enables learners to develop their knowledge and skills rapidly.
- Leaders should rapidly improve the learning resources and facilities at the few insufficiently resourced adult community learning venues.
- Managers must ensure that assessors use the starting points of apprentices to plan learning effectively.

Provider details

Unique reference number	53545
Address	County Hall Martineau Lane Norwich NR1 2DH
Contact number	01603 306605
Website	www.norfolk.gov.uk/education-and-learning/adult-learning
Principal/CEO	Denise Saadvandi
Provider type	Local authority
Date of previous inspection	18–21 April 2016
Main subcontractors	Norfolk County Football Association

Information about this inspection

The inspection was the first short inspection carried out since Norfolk County Council Adult Learning was judged to be good in April 2016.

The inspection team was assisted by the Head of Service, as nominee. Inspectors took account of the provider's most recent self-assessment report and development plans, and the previous inspection report. The inspection was carried out using the further education and skills inspection handbook and took into account all relevant provision at the provider. Inspectors collected a wide range of evidence to inform judgements including observing learning sessions, scrutinising learners' work, seeking the views of learners, staff and other stakeholders, and examining the provider's documentation and records.

Inspection team

Michael Worgs, lead inspector

Penny Fawcus

Sambit Sen

Chris Bealey

Her Majesty's Inspector

Her Majesty's Inspector

Her Majesty's Inspector

Ofsted Inspector

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Appendix F: Self-Assessment Report 2020-21 – Key Findings

Ofsted Education Inspection Framework Judgement Area	Key Outstanding Features	Key Good Features	Key Areas for Development
The Quality of Education is Good Intent Implementation Impact	<ul style="list-style-type: none"> Curriculum Intent responds well to Norfolk County Council and LEP Strategic Priorities An exceptional response to the pandemic enabled learners to continue learning and progressing Positive destinations for apprentices Outstanding Learner Support, including pastoral support, that encourages independent learning Achievement on apprenticeships Progression of learners both internally and into further, external learning and employment 41% of the Education and Training cohort were from the 30% most deprived wards in Norfolk Retention, pass rates and achievement for community learning programmes. 	<ul style="list-style-type: none"> Quality of teaching, learning and assessment Planning and embedding of English and maths as wider learning in Education and Training programmes Employer satisfaction on apprenticeship programmes BAME representation on community learning programmes. 	<ul style="list-style-type: none"> Learning Support Assistants' feedback to tutors requires development to further support tutor planning Continue to seek flexible options for the delivery of examinations during local and national restrictions Consistency of achievement in all subject areas and qualification types Inconsistent representation and achievement gaps in some learner group types Implementation of the Family Learning curriculum to ensure it achieves a wider impact.
The Behaviours and Attitudes of learners is Outstanding	<ul style="list-style-type: none"> High attendance on Vocational and Independent Living Skills (ILS) programmes Learners demonstrate consistently outstanding behaviours and attitudes to learning Learners' behaviour continuously contributes to an inclusive learning environment Staff are resilient and tenacious in maintaining excellent communications with learners The 'Learner Voice' is consistently captured through all formal observations of Teaching, Learning and Assessment and is actively used to inform service improvements Exceptional level of learner satisfaction. 		

Ofsted Education Inspection Framework Judgement Area	Key Outstanding Features	Key Good Features	Key Areas for Development
The Personal Development of learners is Outstanding	<ul style="list-style-type: none"> • Tutors promote a consistently inclusive environment that meets the needs of all learners • Learner benefits from learning with us extend far beyond that of the academic, vocational, and technical knowledge • Learners have multiple options to interact and engage and take these up consistently, including through the service's learner forums • The development of learners' understanding to enable them to keep physically healthy and maintain an active lifestyle is exceptional. 	<ul style="list-style-type: none"> • Extensive Information, Advice and Guidance opportunities enable learners to progress well, and the service will continue to develop this further to ensure the maximum impact on learners. 	
Leadership and Management is Good	<ul style="list-style-type: none"> • Safeguarding arrangements are highly effective • The robust governance arrangements are outstanding • National recognition of exceptional leadership and management • 95% of learners said they would recommend Adult Learning to others • Staff consistently report high levels of support for wellbeing issues • Through regular and meaningful engagement, leaders are confident that staff issues are quickly identified and dealt with consistently and appropriately • Learner Services team provides an exceptional service to learners • A comprehensive and engaging Learner Involvement Strategy secures a high level of learner feedback and involvement 	<ul style="list-style-type: none"> • Focussed and comprehensive continuing professional development and training opportunities for staff • Learner Awards celebrate the many achievements of the service's learners. 	<ul style="list-style-type: none"> • Family Learning and Community Learning leaders and managers need to identify new approaches to ensure the successful recruitment of learners from local and hard-to-reach communities across Norfolk.

Appendix G: Adult Learning's Safeguarding arrangements

As a Further Education learning provider, Adult Learning has the following legal duties:

- To safeguard and promote the welfare of learners
- To have due regard to the need to prevent people from being drawn into terrorism.

Led by the service's safeguarding team, Adult Learning has highly effective safeguarding arrangements in place. The safeguarding of learners and staff, while everyone's responsibility, is led by the Head of Service, who is the service's Designated Safeguarding Lead, supported by a team of four Deputy Safeguarding Leads. The Designated Safeguarding Lead reports to the service's Steering Group at every formal Steering Group meeting.

The safeguarding team is well trained and provides highly effective support to staff and learners. The service has clear policies and processes in place that enable staff to identify, help and protect learners and reduce their risk of harm. Safe Recruitment of new staff is adhered to through Norfolk County Council's HR process.

All staff are DBS-checked in accordance with the service's policy and receive regular and appropriate training, which is led by the safeguarding team. An internal audit of DBS and safeguarding training evidence found that the service has 100% compliance. A weekly monitoring and alert process, together with internal audits, ensures that the service complies with its legal responsibilities.

The service also provides local updates for staff through regular communications and team activities, including the inclusion of safeguarding on all management and agendas. This has resulted in a good level of awareness among staff of local issues, such as county lines, that may affect their learners' safety. In addition, the service has implemented an additional programme of online safeguarding training for all managers, to increase safeguarding awareness and further reinforce measures in relation to Safe Recruitment.

Staff deal with safeguarding concerns promptly and appropriately and effective records are maintained. In 2020/21, all cases were managed and closed within 24 hours of them being reported.

In the 2020/21 academic year, a year when Adult Learning's provision was almost entirely delivered online due to the impact of the pandemic, the service's safeguarding team implemented a range of support for staff and learners under the banner '*A vigilant culture*'. This includes a comprehensive support guide for managers and another for staff, and *THINK! Safeguarding* slides that staff can use in meetings and in their virtual classroom to raise staff and learner awareness, with a particular focus on learners at home during lockdown who may need help as a result of domestic abuse.

The service is currently introducing the use of QR Codes that a learner can easily scan, both in a physical environment and in an online class, to ask for help.

THINK! Safeguarding



- **T – Talk** – talk about safeguarding
- **H – Hear** – what are you hearing and not hearing?
- **I – Inquisitive** – be naturally inquisitive – don't ignore small things
- **N – Notice** – what are you noticing about your learners?
- **K – Know** – how do we know our learners are safe and do we know how to make a referral?



Abuse is always wrong

Everyone has the **right** to be free from abuse
It is always **right** to report abuse



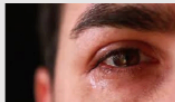
We are here to help you 24 hours a day

**Our Safeguarding Team can be contacted on
0344 800 8005
OR**

Safeguarding email address:
al.safeguarding@norfolk.gov.uk

We take the Safeguarding of our Learners and Staff Very Seriously

Your feelings



Your body



Your money



Your freedom



Because you, are you



**THINK!
Safeguarding**



Scrutiny Committee

Item No:10

Report Title: Major Estate renovation projects and consolidation of office space

Date of Meeting: 27 January 2022

Responsible Cabinet Member: Councillor Greg Peck Cabinet Member for Commercial Services and Asset Management

Responsible Director: Simon George Executive Director for Finance and Commercial Services

Executive Summary

It has been a key priority of Norfolk County Council (NCC) to repair and refurbish the County Hall building to provide safe and secure accommodation for staff and visitors. The major capital investment has created a modern, attractive and flexible office space for the County Council and the public sector in the 21st Century.

To ensure it remains so will require an appropriate level of revenue funding for statutory servicing and testing, annual and reactive maintenance together with a fully funded capital programme in the future for the planned replacement of mechanical, electrical and building fabric items as they reach the end of their service lives.

Recommendations

1. **Scrutiny Committee are asked to review this report and comment as appropriate.**

1. Background and Purpose

- 1.1. With the inception of the Corporate Property Team (CPT), the County Council on 1 June 2015, adopted the Corporate Landlord model. This provided a single property client function, centralised the control and management of the property estate (non-schools estate), took over the property strategy function, and managed the commissioning of professional property services from NPS (now Norse Consulting) and other suppliers.
- 1.2. One of the early key actions was the establishment of "Total FM¹" whereby all the facilities management functions are centrally coordinated, using properly

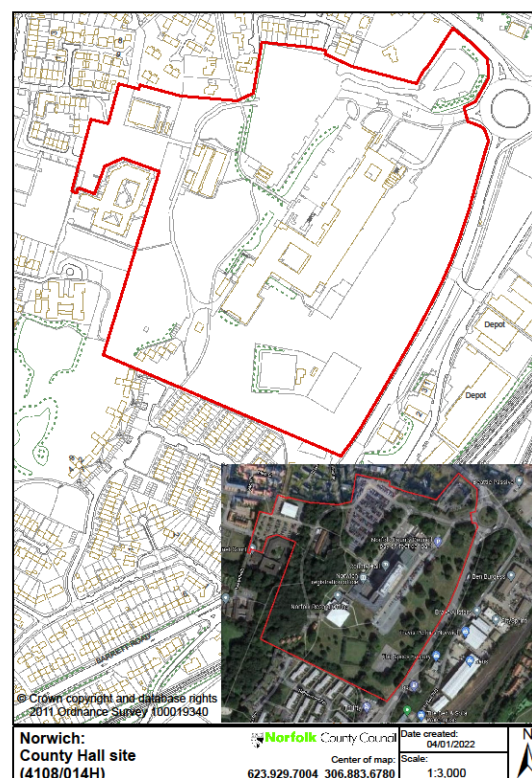
¹ FM=Facilities Management

procured suppliers for professional, maintenance and cleaning services. This has established the appropriate workmanship standards, provided a consistent level of service, ensured statutory testing/servicing is undertaken as well as achieving significant savings.

- 1.3. The Total FM approach has ensured that County Hall maintenance is undertaken in a timely way and protects the capital investment made over the last few years.
- 1.4. CPT has, since 2015, led out on the development of the Asset Management Plan. The most recent iteration (now called the Strategic Property Asset Management Framework) was adopted 29 November 2021. Policies, strategies and an annual action plan will flow from the framework ensuring that the right mechanisms are in place to look after all NCC property (some 1,500² sites³ with a net book value of £649million⁴) whilst meeting the requirements of the Councils Corporate Plan (Together for Norfolk).
- 1.5. The current Building Maintenance fund for the entire non-schools' portfolio currently amounts to £1.8million. This is used for statutory servicing and testing, repairs and reactive maintenance. Should a major repair be required, such as the replacement of a boiler, capital funds are utilised.

2. Major Projects

- 2.1 In July 2012 the Council made a key decision to undertake a major programme of repairs and refurbishment to the County Hall building. County Hall, which opened in 1968, was in poor condition with significant structural issues, poor energy efficiency and inefficient utilisation of the office space.
- 2.2 In making the decision to repair and refurbish significant parts of the building consideration was given to alternative options including demolition and the construction of a new headquarters for the County Council. On balance it was concluded it was more cost effective to proceed with a repair and refurbishment programme. This was on the basis that staff would remain in situ during the repair and refurbishment works relocating



² Source – C2 property data base maintained by NPS on behalf of NCC as of 18 August 2021

³ Site as defined by a separate unique property reference number

⁴ Source – draft Statement of Accounts 2020-21, NCC website as of 18 August 2021

within the building as required by the building programme.

- 2.3 The initial repair and refurbishment programme concentrated on the main tower commencing Spring 2013; however, the programme was extended to cover other areas such as the mezzanine floor, rear terrace and a limited refurbishment of the lower and basement floors as additional capital resources became available and was allocated by the Council. This initial programme was completed in 2016. The remaining parts of the County Hall complex had to wait for additional Capital resources to be identified.
- 2.4 A separate programme (Norfolk County Hall Refurbishment Phase 2) was undertaken to refurbish the North Wing and remaining parts of the lower ground and basement not completed in the initial phase.
- 2.5 Phase 2 was extended to include additional works to:
 - The cladding in the North Wing Courtyard.
 - South Wing cladding.
 - Improvements to accessibility to the public meeting rooms (Council Chamber, Foyer, Cranworth room, Colman room, Edwards room and associated facilities). At the same time a significant maintenance backlog relating to the public meeting rooms was addressed.
- 2.6 Phase 2 was completed December 2021.

3. Benefits

- 3.1 In building fabric terms, the key benefits derived from the repair and refurbishment programmes are:
 - The addressing of a significant maintenance backlog such as repairs to the concrete frame, cladding, stopping water ingress, removal of asbestos and replacement of roof finishes.
 - Installation of double glazing and external insulation.
 - Installation of new energy efficient heating and ventilation.
 - Installation of new electrical systems together with new transformers and electrical distribution panels.
 - Complete remodelling of office spaces to provide flexible space, increased provision of meeting and training rooms.
 - Upgrade to water supply systems and drainage systems.
 - Improvements to fire safety through installation of sprinklers, improved escape routes and installation of a new fire alarm system.
 - Installation of solar panels.
 - Refurbishment of toilet and kitchen facilities.
 - Refurbished reception.
 - Improved accessibility.
 - Relocated staff restaurant.
 - Improved thermal comfort.
 - Reduction in energy use and CO2 emissions.
- 3.2 The major investment in the County Hall building has addressed a huge backlog

of repairs that reflected the lack of investment over the preceding decades.

- 3.3 Moving forward it is acknowledged that there will need to be the appropriate level of revenue funding to maintain the building to the standard now achieved.
- 3.4 There are also non-building fabric benefits of the investment such as:
- Staff redeployed from other offices to County Hall which have subsequently been released from the portfolio thereby providing revenue savings/capital receipts, examples being Vantage House and Carrow House.
 - An attractive working space to aid recruitment and retention of staff.
 - Increased staff capacity.
 - Improved communication between co-located teams.
 - Provision of an excellent public sector hub conducive to interagency cooperation.
- 3.5 In respect of the other projects on the site a key success was the bringing back into beneficial use the Netherwood Green dwellings to support Adult Services deliver their priorities. Also, there is now increased parking capacity on the site.
- 3.6 The County Council now has a very fine asset. A key result is the flexible nature of the office accommodation that will be able to easily flex to meet the prevailing demands of public service delivery. Gone are the cellular offices and personal desk spaces that characterised an older style and in its place is cooperation space where teams can come together. Teams can form and reform as circumstances dictate far more quickly without having to be concerned about moving internal partitions or who sits where.

4. Lessons learnt

- 4.1 Prior to the commencement of phase 1 capital funded maintenance was carried out when required and revenue maintenance continued throughout the building, As the building approached forty-five years old it was becoming clear that all service and building elements had reached the point where revenue maintenance and adhoc capital investment alone would not be effective to significantly extend the life of the building.
- 4.2 The approach adopted followed several surveys and investigations and an option appraisal undertaken by NPS in 2011.
- 4.3 Some of the surveys and investigations involved testing of services and limited opening-up of the structure and as a result any conclusions would have been caveated to the limit of what could have been seen or inferred by the available evidence. Extensive opening up of the structure would have been very disruptive and so in the main was not carried out.
- 4.4 In respect of the phase 1 project, it is acknowledged that the traditional approach to procuring design, professional services and contractors led to a situation where lines of responsibility were not entirely clear and became blurred. In the intervening period it has become common place to use independent Clerk of

Works and was a key lesson taken forward to phase 2.

- 4.5 By the time the planning for phase 2 commenced the CPT had been established and was able to fulfil the lead role as intelligent client for the County Council. CPT developed robust specifications for the design team, project manager and the main contractor which has resulted in the successful completion of phase 2 despite the key challenges posed by the broadening of the programme and the Covid pandemic.

5. Decarbonisation

- 5.1 The improvements to mechanical services, heating and insulation have all contributed to a reduction in energy consumption and thereby a reduction in carbon emissions from energy generation using fossil fuels.

6. Resource Implications

- 6.1 **Staff:** No staff implications arising from this report.
- 6.2 **Property:** As described in the earlier parts of this report.
- 6.3 **IT:** No IT implications arising from this report.

7. Other Implications

- 7.1 **Legal Implications:** No legal implications arising from this report.
- 7.2 **Human Rights Implications:** No human rights implications arising from this report.
- 7.3 **Equality Impact Assessment (EqIA):** No specific EqIA has been undertaken in respect of this report.
- 7.4 **Data Protection Impact Assessments (DPIA):** No data protection impact implications arising in respect of this report.
- 7.5 **Health and Safety implications:** No Health and Safety implications arising in respect of this report.
- 7.6 **Sustainability implications:** No sustainability implications arising in respect of this update report.

8. Recommendations

- 8.1 Scrutiny Committee are asked to review this report and comment as appropriate.

Officer Contact

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

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Scrutiny Committee

Item No: 11

Report Title: Provisional Local Government Finance Settlement 2022-23

Date of Meeting: 27 January 2022

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

Responsible Director: Simon George, Executive Director of Finance and Commercial Services

Executive Summary

This report updates the Scrutiny Committee on details surrounding the Provisional Local Government Finance Settlement 2022-23 announced by central government on 16 December 2021, outlining implications for the wider NCC budget setting process for 2022-23.

Recommendations / Action Required [delete as appropriate]

To:

1. Note the update provided on the Provisional Local Government Settlement for 2022-23, considering implications for NCC; and
2. Note that Cabinet will consider the implications of the settlement in the context of the proposed 2023-24 Budget when it meets 31 January 2022 and Scrutiny Committee will have an opportunity to further consider this issue when it meets 16 February 2022.

1. Background and Overview

- 1.1. The Provisional Local Government Settlement for 2022-23 was announced via a written ministerial statement on 16 December 2021 (<https://questions-statements.parliament.uk/written-statements/detail/2021-12-16/hcws510>). The statement sets out a priority to “*provide stability*” and ensure “*local government has the resources it needs to support the most vulnerable through adult and children’s social care,*” with a more fundamental review of local government funding starting in 2022.

- 1.2. The statement includes the following key points:

- Funding announcement for **one year only** (2022-23).
- Broadly a roll-over of main funding elements.
- No additional COVID funding for 2022-23.
- Additional funding for 2022-23 via increased social care grant and a **one-off** “Services Grant” un-ringfenced for core services.
- Council tax referendum principles as per the Spending Review.
- An intention to “*update the system*” and **undertake funding reform for 2023-24**.
- Confirmation of the Norfolk Business Rate Pool for 2022-23.
- A four week consultation on the Provisional Settlement.

1.3. Provisional Settlement documents are available here:

<https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2022-to-2023>

1.4. The Provisional Settlement is very much in line with announcements made at the Spending Review/Budget 2021.

2. Settlement Allocations and Core Spending Power

2.1. The Provisional Settlement sets out the following Core Spending Power figures:

	2021-22	2022-23	Change
	£m	£m	£m
Settlement Funding Assessment	194.679	195.903	1.224
Compensation for under-indexing the business rates multiplier	8.077	12.737	4.660
Council Tax Requirement excluding parish precepts	442.861	467.126	24.265
Improved Better Care Fund (iBCF)	38.454	39.617	1.163
New Homes Bonus	2.269	1.833	-0.436
Rural Services Delivery Grant	4.178	4.178	0.000
Social Care Grant	30.342	41.494	11.152
Market Sustainability and Fair Cost of Care Fund	0.000	2.821	2.821
2022-23 Services Grant	0.000	10.687	10.687
Core Spending Power	720.860	776.396	55.536
<i>Change %</i>			<i>7.7%</i>

2.2. Almost half the increase in core spending power is driven by assumed council tax increases. 5% of the total £55.5m cash increase (£2.8m) is in fact provided by the Market Sustainability and Fair Cost of Care Fund, which is for a new burden. The remainder largely represents additional funding via Social Care Grant and a new (one-off) “Services Grant” – funded from the £1.6bn announced at the Spending Review (£1.5bn after a top slice for some specific funding announcements). These uplifts will be required to meet 2022-23 budget pressures. From the national £1.5bn announced at the Spending

Round 2021, £70m will be used to apply inflation to Revenue Support Grant, £636m for additional social care grants, and £822m for the new Services Grant. This means only 42% of the £1.5bn has been allocated to social care. The proportion allocated to social care (compared to all services) has meant allocations towards the lower end of estimates which might have otherwise been expected for upper tier authorities.

2.3. Additional funding for Social Care reform (Market Sustainability and Fair Cost of Care) will come with additional burdens as set out in the grant conditions: <https://www.gov.uk/government/publications/market-sustainability-and-fair-cost-of-care-fund-2022-to-2023/market-sustainability-and-fair-cost-of-care-fund-purpose-and-conditions-2022-to-2023>. It is uncertain at this stage whether there will be new burdens associated with the iBCF uplift.

3. Fair Funding Reforms

- 3.1. As had been widely anticipated, the Provisional Settlement provides figures for one year (2022-23) only. The written statement indicates that the Department for Levelling Up, Housing and Communities (DLUHC) intends to deliver some form of funding reform (potentially taking forward the Fair Funding Review) for 2023-24 and states *“Government is committed to ensuring that funding allocations for councils are based on an up-to-date assessment of their needs and resources.”* This is reinforced by the fact that the “Services Grant” is one-off and *“will be excluded from potential transitional protections.”*
- 3.2. The implications of this for Norfolk, and of wider funding reform, remain to be seen and will be dependent on Government policy objectives. As previously proposed, the Fair Funding Review was anticipated to be broadly neutral or positive for Norfolk, however this will not be known until Government provides further details. It is likely that Government would bring forward consultation in spring 2022.

4. Remaining Uncertainties

- 4.1. The settlement announcement has confirmed a number of key elements of funding for the 2022-23 Budget, however there remain several areas of uncertainty and it is likely that further details will emerge over the coming days and analysis is completed. The Settlement does not include details of:
- Public Health Grant
 - Clarification regarding the Contain Outbreak Management Fund (COMF) – however, following the settlement the UK Health Security Agency confirmed that unspent COMF funds can be carried forward into financial year 2022-23
 - Other specific grant funding including funding within Adult Social Services (e.g. Deprivation of Liberties) and Children’s Services (Troubled Families and Adoption Support Fund).

5. Council Tax Referendum Limits

5.1. The Provisional Settlement confirms the following referendum limits relevant to the County Council:

- A core council tax referendum principle of up to 2% for shire counties
- An Adult Social Care (ASC) precept of 1% for all authorities responsible for ASC.

5.2. The **principles as currently set out would not provide scope for any unused 2022-23 ASC precept to be carried forward to 2023-24**, i.e. if not taken in 2022-23 that discretion will be lost.

6. Business Rates Pools

6.1. Alongside the Provisional Settlement, DLUHC has confirmed the establishment of a Norfolk Business Rates Pool for 2022-23, on the basis requested by Norfolk authorities and including all Norfolk councils. As in previous years, members of the prospective Pool have 28 days from the date of the Provisional Settlement to apply to revoke the pooling designation (13 January 2022). Confirmation of the Pool arrangements have been shared with Norfolk District Councils.

7. Consultation

7.1. DLUHC is (as usual) undertaking a consultation on the Provisional Settlement (<https://www.gov.uk/government/consultations/provisional-local-government-finance-settlement-2022-to-2023-consultation/provisional-local-government-finance-settlement-2022-to-2023-consultation>). The consultation covers a number of technical matters in relation to the settlement and proposed funding distribution. The consultation closed 13 January 2022 and a response on behalf of the Council has been submitted.

8. Impact on Budget and MTFS Position

8.1. In overall terms the Provisional Settlement has broadly delivered the expected funding changes following announcements at the Spending Review / Budget 2021 in late October. **The full implications of the Provisional Settlement will be reflected in 2022-23 Budget setting as part of the draft Budget presented to Cabinet 31 January 2022.** The overall robustness and sustainability of the MTFS position will ultimately be highly dependent on the delivery of the fair funding / funding reform process for 2023-24. District forecasts for council tax and business rates remain to be confirmed (due 31 January 2022). There remains potential for some change between the Provisional and Final Settlement (although material changes are unlikely).

9. Dedicated Schools Grant Funding

9.1. Additional allocations have been announced for the High Needs Block:
<https://www.gov.uk/government/news/school-funding-boosted-by-4bn-to->

[level-up-education-for-young-people](#). This provides an additional £4.350m for Norfolk for “additional High Needs,” which is on top of the DSG allocation itself and subject to DSG rules. These allocations are on top of the DSG high needs block allocations calculated under the national funding formula, but are subject to the same DSG conditions of grant.

- 9.2. There is also an additional £16.5m to mainstream schools via a supplementary grant for which the Council will receive school level allocations to pass on in the Spring.

10. Summary

In headline terms, the Provisional Settlement provides additional funding broadly in line with expectations following the Spending Review / Budget 2021. Government decisions about allocation of the £1.6bn additional funding per year have resulted in a funding increase towards the lower end that might have been anticipated, due to the proportions allocated between all services and social care. The latest Budget position taking the Provisional Settlement announcements into account will be reflected in the proposed budget recommended to January Cabinet.

11. Resource Implications

- 11.1 Staff:** There are no specific direct implications arising from the provisional settlement, however the settlement informs the Council's 2022-23 Budget setting and any implications of the overall budget will be addressed in reports to Cabinet / Full Council.
- 11.2 Property:** There are no specific direct implications arising from the provisional settlement, however the settlement informs the Council's 2022-23 Budget setting and any implications of the overall budget will be addressed in reports to Cabinet / Full Council.
- 11.3 IT:** There are no specific direct implications arising from the provisional settlement, however the settlement informs the Council's 2022-23 Budget setting and any implications of the overall budget will be addressed in reports to Cabinet / Full Council.

12. Other Implications

- 12.1 Legal Implications:** There are no specific direct implications arising from the provisional settlement, however the settlement informs the Council's 2022-23 Budget setting and any implications of the overall budget will be addressed in reports to Cabinet / Full Council.
- 12.2 Human Rights Implications:** None identified.

12.3 Equality Impact Assessment (EqIA) (this must be included): None specifically identified. A full EQIA of 2022-23 Budget proposals is included in reports to Cabinet / Full Council.

12.4 Data Protection Impact Assessments (DPIA): None identified.

12.5 Health and Safety implications (where appropriate): None identified.

12.6 Sustainability implications (where appropriate): None identified.

12.7 Any Other Implications: None identified.

13. Risk Implications / Assessment

13.1 None identified, although detail of all risks will be included in reports to Cabinet / Full Council.

14. Select Committee Comments

14.1 There are no Select Committee comments on the provisional Settlement specifically, however Select Committee comments on the wider 2022-23 Budget process will be included in reports to Cabinet / Full Council.

15. Recommendations

To:

1. Note the update provided on the Provisional Local Government Settlement for 2022-23, considering implications for NCC; and
2. Note that Cabinet will consider the implications of the settlement in the context of the proposed 2023-24 Budget when it meets 31 January 2022 and Scrutiny Committee will have an opportunity to further consider this issue when it meets 16 February 2022.

16. Background Papers

[Strategic and Financial Planning 2022-23, Cabinet, 08/11/2021, agenda item 17 Budget Book 2021-25](#)

Officer Contact

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

Officer name:

Telephone no.:

Email:



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Scrutiny Committee

Item No: 12

Report Title: Scrutiny Committee Forward Work Programme

Date of Meeting: 27 January 2022

Responsible Cabinet Member: None

Responsible Director: Director of Governance

Executive Summary

This paper sets out the current forward work programme for the Scrutiny Committee, outlining committee dates and items for consideration through to March 2022.

Recommendations

Members of the committee are asked to:

1. Note the current Scrutiny Committee forward work programme and discuss potential future items for consideration.
2. Note changes to the Scrutiny Committee forward work programme format

1. Background and Purpose

- 1.1 Members agreed a forward programme of work at the meeting of the Scrutiny Committee on the 21 July 2021.
- 1.2 The work programme attached is amended frequently to better reflect officer pressures and changes to the Cabinet forward plan of decisions.
- 1.3 All topics are subject to change, with the committee remaining flexible to ensure the ability to adapt to emerging and urgent topics for consideration.
- 1.4 Following adoption of key strategic goals for NCC with '**Better Together for Norfolk – County Council Strategy 2021-25**' at the Full Council meeting held on the 29th November 2021, the work programme format has been adapted to better reflect the role of Scrutiny in delivering NCC's strategic ambitions.
- 1.5 When scheduling items for the work programme the committee should consider, where applicable, the item contributes to NCC's strategic goals and overall delivery of the County Council's strategy for 2021-25.

2. Proposal

- 2.1 Members are asked to note the attached forward programme of work (**Appendix A**) and discuss potential further items for consideration.

3. Impact of the Proposal

- 3.1 Maintaining the proposed work programme will ensure that the Scrutiny Committee has a full schedule of work, and officers are well prepared to present to the committee.

4. Financial Implications

- 4.1 None

5. Resource Implications

5.1 Staff:

The County Council is still dealing with the COVID crisis and the focus for Officers will be in supporting this work. Some Officers may be redeployed from their current roles elsewhere to support ongoing work during the pandemic and the Committee may need to be mindful of focusing requests on essential information at this time.

5.2 Property:

None

5.3 IT:

None

6. Other Implications

6.1 Legal Implications:

None

6.2 Human Rights Implications:

None

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

None

6.4 Data Protection Impact Assessments (DPIA):

None

6.5 Health and Safety implications (where appropriate):

None

6.6 Sustainability implications (where appropriate):

None

6.7 Any Other Implications:

None

7. Risk Implications / Assessment

7.1 None

8. Select Committee Comments

8.1 None

9. Recommendations

Members of the Scrutiny Committee are asked to:

1. Note the current Scrutiny Committee forward work programme and discuss potential future items for consideration.

10. Background Papers

10.1 **Appendix A** – Scrutiny Committee Forward Programme of Work

Officer Contact

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

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Scrutiny Committee Forward Work Programme

Date	Report	Further notes/Comments	Better Together for Norfolk - Strategic Goal(s)*	Cabinet Member	Exec Director
27/01/22	Adult Learning	Update to committee	<ul style="list-style-type: none"> - A Vibrant and Sustainable Economy - Better Opportunities for Children and Young People - Healthy, Fulfilling and Independent Lives. 	Cllr Margaret Dewsbury, Cabinet Member for Communities and Partnerships	Tom McCabe, Executive Director for Community and Environmental Services
	Update on Provisional Local Government Finance Settlement 2022-23	Written update to committee	<ul style="list-style-type: none"> - A Vibrant and Sustainable Economy 	Andrew Jamieson, Cabinet Member for Finance	Simon George, Executive Director for Finance and Commercial Services.
	County Estate Refurbishment	Update to committee	<ul style="list-style-type: none"> - A Greener, More Resilient Future 	Cllr Greg Peck, Cabinet Member for Commercial Services and Asset Management	Simon George, Executive Director for Finance and Commercial Services.

	County Farms	Written update - requested at the meeting of the Scrutiny Committee on the 22 September	<ul style="list-style-type: none"> - A Greener, More Resilient Future - A Vibrant and Sustainable Economy - Better Opportunities for Children and Young People 	Cllr Greg Peck, Cabinet Member for Commercial Services and Asset Management	Simon George, Executive Director for Finance and Commercial Services.
16/02/22	Norfolk County Council Budget 2022-23	Standard items as part of annual budget setting process	<ul style="list-style-type: none"> - A Vibrant and Sustainable Economy - Better Opportunities for Children and Young People - Healthy, Fulfilling and Independent Lives - Strong, Engaged and Inclusive Communities - A Greener, More Resilient Future 	Andrew Jamieson, Cabinet Member for Finance	Simon George, Executive Director for Finance and Commercial Services.
	Norfolk County Council Revenue Budget 2022-23			Andrew Jamieson, Cabinet Member for Finance	Simon George, Executive Director for Finance and Commercial Services.
	Capital Strategy and Programme 2022-23			Andrew Jamieson, Cabinet Member for Finance	Simon George, Executive Director for Finance and Commercial Services.
	Annual Investment and Treasury Strategy 2022-23			Andrew Jamieson, Cabinet Member for Finance	Simon George, Executive Director for Finance and

					Commercial Services.
23/03/22	Six Month Review of Performance Review Panels	Agreed by the Scrutiny Committee at the meeting held on 21 July 2021	<ul style="list-style-type: none"> - Better Opportunities for Children and Young People - Healthy, Fulfilling and Independent Lives 	Cllr Bill Borrett, Cabinet Member for Adult Social Care, Public Health and Prevention & Cllr John Fisher, Cabinet Member for Children's Services	James Bullion, Executive Director for Adult Social Care & Sarah Tough, Executive Director for Children's Services
	NALEP - Update on Economic Renewal Strategy	Requested at the meeting of the Scrutiny Committee on the 22 September	<ul style="list-style-type: none"> - A Vibrant and Sustainable Economy 	Cllr Graham Plant, Deputy Leader and Cabinet Member for Growing the Economy	Tom McCabe, Executive Director for Community and Environmental Services
	Children's Mental Health Services	Update to committee	<ul style="list-style-type: none"> - Better Opportunities for Children and Young People - Healthy, Fulfilling and Independent Lives 	Cllr John Fisher, Cabinet Member for Children's Services	Sara Tough, Executive Director for Children's Services

**The 'Better Together for Norfolk – County Council Strategy 2021-25' outlines five strategic priorities. These are:*

- *A Vibrant and Sustainable Economy*
- *Better Opportunities for Children and Young People*

- *Healthy, Fulfilling and Independent Lives*
- *Strong, Engaged and Inclusive Communities*
- *A Greener, More Resilient Future*

When scheduling items for the work programme the committee should consider, where applicable, the item contributes to the above strategic goals and overall delivery of the County Council's strategy for 2021-25.

Issues to be considered for addition to work programme:

- Better Together for Norfolk – Corporate Strategy
- Implementation of New Technology in Adult Social Care
- Onshore Renewable Energy
- Waste Disposal
- Quality of Care & Care Market in Norfolk
- Norfolk Rural Strategy 2021-24
- Local Transport Plan
- Social Value in Procurement (pending review of the Cawston Park SAR at the Norfolk HOSC).
- People with Disabilities – Engagement and Charging Policy
- Update on Flood Prevention Activity
- Monitoring of NCC Environment Policy – Development of Digital Dashboard