

Adult Social Care Committee

Item No:

Report title:	Strategic and Financial Planning 2019-20 to 2021-22 and Revenue Budget 2019-20
Date of meeting:	14 January 2019
Responsible Chief Officer:	James Bullion, Executive Director of Adult Social Services

Strategic impact

The proposals in this report will inform Norfolk County Council's (the Council) decisions on council tax and contribute to the Council setting a legal budget for 2019-20 which sees its total resources targeted at meeting the needs of residents. Budget planning has been undertaken in the context of the Council's overarching Vision and Strategy.

The information in this report is intended to enable the Adult Social Care Committee (the Committee) to take a considered view of all the relevant issues in order to agree budget proposals for 2019-20 and the Medium Term Financial Strategy to 2021-22 and make recommendations on these to the Policy and Resources Committee. Policy and Resources will then consider how the proposals from Service Committees contribute to delivering an overall balanced budget position on 28 January 2019 before the Full Council meets on 11 February 2019 to agree the final budget and level of council tax for 2019-20.

Executive summary

This report forms part of the strategic and financial planning framework for Service Committees and provides an overview of the financial issues for the Council, including the latest details of the Autumn Budget 2018 and the provisional Local Government Finance Settlement for 2019-20. It summarises this Committee's saving proposals for 2019-20, identified budget pressures and funding changes, and sets out the proposed cash-limited revenue budget as a result of these. The report also provides details of the proposed capital programme for 2019-20 to 2021-22.

In order to inform decision making, details of the outcomes of rural and equality impact assessments of the 2019-20 Budget proposals are set out in the paper, alongside the findings of public consultation in respect of specific savings proposals, where they are relevant to the Committee.

Policy and Resources Committee works with Service Committees to coordinate the budget-setting process, advising on the overall planning context for the Council. Service Committees review and advise on the budget proposals for their individual service areas. The report therefore provides an update on the Service Committee's detailed planning to feed into the final stages of the Council's budget process for 2019-20. The County Council is due to agree its budget for 2019-20, and Medium Term Financial Strategy to 2021-22, on 11 February 2019.

Adult Social Care Committee is recommended to:

- a) Consider the content of this report and the continuing progress of change and transformation of Adult Social Services**
- b) Consider and agree the service-specific budgeting issues for 2019-20 as set out in section 5**

- c) Consider and comment on the Committee's specific budget proposals for 2019-20 to 2021-22, including the findings of public consultation in respect of the budget proposals set out in Appendix 1
- d) Consider the findings of equality and rural impact assessments, attached at Appendix 2 to this report, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - i. Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
 - ii. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - iii. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it
- e) Consider and agree any mitigating actions proposed in the equality and rural impact assessments
- f) Consider the advice of the Executive Director of Finance and Commercial Services, and recommend to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2019-20, within the Council's tax referendum limit of 3.00% for the year
- g) Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 3:
 - i. including all of the savings for 2019-20 to 2021-22 as set out. *Or*
 - ii. removing any savings unacceptable to the Committee and replacing them with alternative savings proposals deliverable in 2019-20 and within the Committee's remit

For consideration by Policy and Resources Committee on 28 January 2019, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 11 February 2019.

- h) Agree and recommend the Capital Programme and schemes relevant to this Committee as set out in Appendix 4 to Policy and Resources Committee for consideration on 28 January 2019, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 11 February 2019

Appendix 1- Views on our proposal to change our Adult Social Care charging policy (P137)

Appendix 2- Equality and rural assessments-findings and recommendations (P173)

Appendix 3- Budget change forecasts for 2019-22 Adult Social Care (P194)

Appendix 4- 2019-20 to 2021-22 Capital Budget proposals (P197)

1. Introduction

- 1.1 The Council's approach to medium term service and financial planning is based on the preparation of a rolling Medium Term Financial Strategy, with an annual budget agreed each year. The County Council agreed the 2018-19 Budget and Medium Term Financial Strategy (MTFS) to 2022 at its meeting on 12 February 2018, at the same time as it agreed a new Strategy for the County Council, Norfolk Futures.
- 1.2 The Council has a robust and well-established framework for strategic and financial planning which updates the MTFS position through the year to provide Members with

the latest available financial forecasts to inform wider budget setting work across the organisation.

- 1.3 Norfolk County Council is due to agree its new Budget and Medium Term Financial Strategy for 2019-20 to 2021-22 on 11 February 2019. In support, this paper sets out the latest information on the provisional Local Government Finance Settlement and the financial and planning context for the County Council for 2019-20 to 2021-22. It summarises the Committee's pressures, changes and savings proposals for 2019-20, the proposed cash limit revenue budget based on all current proposals and identified pressures, and the proposed capital programme.

2. County Council Strategy and Norfolk Futures

- 2.1 Caring for our County, the vision for Norfolk, was approved by members in February 2018 and outlines the Council's commitment to:

- a) Building communities of which we can be proud
- b) Installing infrastructure first
- c) Building new homes to help young people get on the housing ladder
- d) Developing the skills of our people through training and apprenticeships
- e) Nurturing our growing digital economy
- f) Making the most of our heritage, culture and environment

- 2.2 The Council's Strategy for 2018-2021 – Norfolk Futures – was approved at the same time. It focuses our transformation plan on priority areas of Council work, delivering in a context where demand for our services is driven both by demographics and social trends, and when increasingly complex and more expensive forms of provision are becoming prevalent.

- 2.3 Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work:

- a) Offering our help early to prevent and reduce demand for specialist services
- b) Joining up work so that similar activities are easily accessible, done once and done well
- c) Being business like and making the best use of digital technology to ensure value for money
- d) Using evidence and data to target our work where it can make the most difference

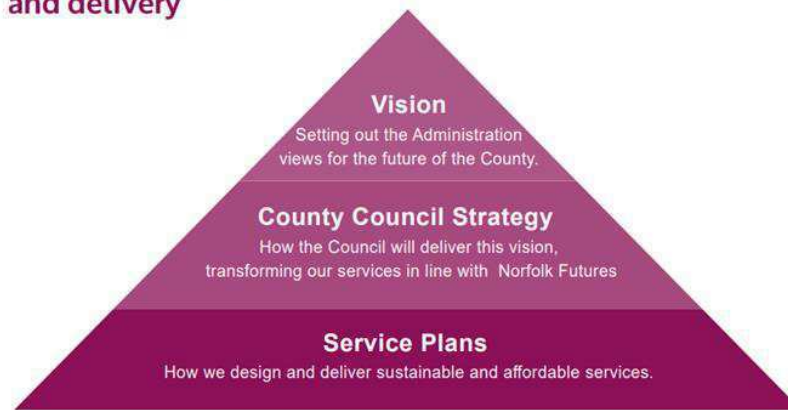
- 2.4 These four principles continue to underpin, inform and test everything that we do as an organisation.

- 2.5 The integrated transformation programme is also well underway and starting to deliver change across our critical priorities.

- 2.6 Each of the Service Committees has produced a three year forward plan setting out what will be delivered over the next three years within the resources available. These in turn are operationalised through annual Plans on a Page setting out aims and measurable objectives for each service area.

- 2.7 The alignment of our vision, to our strategy and to our service planning is shown below:

Service planning and delivery



How the Vision, Strategy and Service plans align

Figure 1 - Service Planning and Delivery Framework from The Council's Strategy 2018-2021

3. Strategic financial context

- 3.1 2019-20 represents the final year of the four-year funding allocations for 2016-17 to 2019-20. These allocations have provided the Council with a degree of certainty about core elements of funding over the period, and only minimal changes to the funding in scope of the certainty offer have been made. Nonetheless, allocations still have to be confirmed annually in the Local Government Finance Settlement. The end of the four-year settlement combined with uncertainty about the outcomes of the Comprehensive Spending Review (CSR), Fair Funding Review (FFR), and 75% Business Rates Retention Scheme (BRRS) means that the Council faces a very significant level of uncertainty about funding levels after 2019-20.
- 3.2 The Chancellor of the Exchequer, Philip Hammond, announced the **Autumn Budget 2018** on Monday 29 October 2018. The Chancellor stated that the Budget was based on planning for all eventualities in relation to the UK leaving the EU, but that in the event of material changes to economic or fiscal forecasts, there remained the possibility of upgrading the Spring Statement to a full Budget if required. In contrast to recent Budgets there were a number of announcements with implications for Local Government. Significantly for the 2019-20 Budget planning, this included additional funding for social care in 2019-20 worth £11.317m in total for Norfolk County Council broken down as follows:
- a) £4.179m Winter Pressures Grant (to be pooled into the Better Care Fund via the improved Better Care Fund (iBCF) and reported on accordingly in 2019-20. Government will confirm reporting requirements relating to the 2018-19 allocation separately)
 - b) £7.139m Social Care Support Grant (MHCLG advises that “where necessary” this should be used “to ensure that adult social care pressures do not create additional demand on the NHS” and to improve the social care offer for older people, people with disabilities and children. However, it is not ring-fenced, and there is no requirement for a specific adult or children’s share)
- 3.3 Further details of the Autumn Budget can be found in the November 2018 report to Policy and Resources Committee.
- 3.4 The **Provisional Local Government Finance Settlement 2019-20** was announced by the Secretary of State for Housing, Communities and Local Government, James Brokenshire, on 13 December 2018. The full details of the announcement can be

found [here](#)¹ and the Secretary of State's statement to parliament [here](#)². Funding allocations arising from the Autumn Budget were confirmed.

The following announcements were made as part of the Provisional Settlement:

- a) Norfolk's application to become a 75% Business Rates Retention Pilot in 2019-20 was successful. This is forecast to deliver a benefit of almost £8m to Norfolk as a whole and £3.9m for Norfolk County Council individually. The financial benefits of a pilot are likely to arise in 2020-21
- b) Norfolk County Council's Settlement Funding Assessment has been confirmed as £191.233m for 2019-20 (compared with £207.151m 2018-19). Funding allocations are broadly in line with the four-year certainty offer previously announced, however this funding will now be delivered via the Business Rates Pilot. In overall terms, the Provisional Settlement indicates a cash change in the County Council's core spending power of 2.6% between 2018-19 and 2019-20. This includes Government assumptions about local decisions to raise council tax and is slightly below the national cash increase of 2.8%
- c) Additional Rural Services Delivery Grant is to be provided in 2019-20 to maintain the allocation at the same level as 2018-19. This means an additional £0.786m for the County Council, which will also be delivered through the Pilot
- d) £20m is being provided nationally to maintain the New Homes Bonus baseline at 0.4%. This will mean a lower reduction in New Homes Bonus allocations than previously assumed, providing £0.183m
- e) The Secretary of State announced plans to distribute increased growth in business rates income which has generated a surplus in the business rates levy account in 2018-19. For Norfolk this amounts to £2.340m. 2018-19 is the first year this account has been in surplus and as a result £180m is being distributed to councils. This is not technically "new money" but funding as a result of growth nationally in business rates. It has not previously been included in budget planning as councils do not know the overall position until Government announces it. Funding is due to be paid by Section 31 grant in 2018-19, but is anticipated to be available to support the 2019-20 Budget
- f) The Government also confirmed the intention to fund the issue of "negative Revenue Support Grant (RSG)" through forgone business rates. Norfolk County Council is not in a negative RSG position and so does not benefit from this decision

3.5 In respect of **council tax**, the provisional thresholds for a council tax referendum have been announced as 3.0% for the general element of council tax with discretion for a further 2% to be raised for the adult social care precept (subject to a maximum adult social care precept increase of 8% in the period 2016-17 to 2019-20). The County Council's planning assumes an increase of 2.99% in general council tax. The Council has previously taken decisions to raise the full adult social care precept across the period 2016-17 to 2018-19 and as such there can be no increase in the adult social care precept in 2019-20 and it will therefore continue at the same level as in 2018-19 (£96.05 for a Band D property). A 2.99% increase in council tax is forecast to raise approximately £11.635m. This contributes to closing the forecast 2019-20 budget gap and mitigating the gap in future years. A council tax increase of 2.99% therefore enables a substantially more robust budget for 2019-20 and reduces risks for the council over the Medium Term Financial Strategy period.

¹ <https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2019-to-2020>

² <https://www.gov.uk/government/speeches/provisional-local-government-finance-settlement-2019-to-2020-statement>

- 3.6 Alongside the usual consultation on the Provisional Settlement, the Secretary of State announced two further consultations on reforms to the business rates retention system, and the new approach to distributing funding through the Review of Relative Needs and Resources. The Council will respond to these in due course. The Government also confirmed that the long-awaited social care green paper will be published “soon”.
- 3.7 On 16 December, the Government also announced³ additional funding to support children with special educational needs (SEND). The allocation of this to individual councils has now been announced and Norfolk should receive £3.605m of the £250m being provided nationally to support children and young people with complex SEND. This will be received as £1.803m in both 2018-19 and 2019-20. Government has also confirmed funding of £100m nationally for investment to create more specialist places in mainstream schools, colleges and special schools in 2019-20. The allocation of this has not yet been confirmed, but Norfolk could potentially expect approximately £1.268m if this were to be distributed on the usual basis. The additional SEND funding is expected to flow through Dedicated Schools Grant, however it is not anticipated to be sufficient to address the High Needs Block overspend position.
- 3.8 The latest estimate of the Council’s overall budget position for 2019-20 as a result of the above, and any other emerging issues, will be reported to Policy and Resources Committee in January.

4. 2019-20 Budget Planning

4.1 2018-19 Medium Term Financial Strategy

- 4.1.1 The current year’s Budget and Medium Term Financial Strategy (MTFS) for the period 2018-19 to 2021-22 was agreed in February 2018 including £78.529m of savings and with a remaining gap of £94.696m. The MTFS provided the starting point for the Council’s 2019-20 Budget planning activity. Full details of cost pressures assumed in the Council’s MTFS are set out in the 2018-19 [Budget Book](#).⁴

4.2 2018-19 budget position

- 4.2.1 The latest information about the Committee’s 2018-19 budget position is set out in the budget monitoring report elsewhere on the agenda. The Council’s overarching budget planning for 2019-20 is based on the assumption that a balanced 2018-19 Budget is delivered (i.e. that all savings are achieved as planned and there are no overall overspends).
- 4.2.2 Further pressures in the forecast 2019-20 Budget have been provided for as detailed later in this report.

4.3 The budget planning process for 2019-20

- 4.3.1 In July 2018, Policy and Resources Committee considered how the 2019-20 budget planning process would be aligned with the Council’s Strategy, Norfolk Futures. Policy and Resources agreed budget assumptions, budget planning principles and guidance for 2019-20 which were then communicated to Service Committees.
- 4.3.2 In September, Service Committees therefore began their detailed budget planning by discussing both their approach to savings development and any key risks for the Council’s budget process.

³ <https://www.gov.uk/government/news/new-funding-to-support-children-with-special-educational-needs>

⁴ <https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2018-22.pdf?la=en>

4.3.3 Following further input from Policy and Resources Committee, in early October 2018, Service Committees then considered and agreed their detailed saving proposals for 2019-20, which were recommended to Policy and Resources Committee for consultation where appropriate. Policy and Resources duly considered the latest budget planning position for 2019-20 at its meeting on 29 October. This included the summary of all proposed savings from Service Committees, and a revised forecast of the remaining **budget gap for 2019-20, which at that point stood at £6.369m. Over the three year planning period, a gap of £45.980m remained to be closed.** In November, Policy and Resources was advised that following the announcements of additional funding at the Autumn Budget, it was anticipated these would assist in closing the gap identified for 2019-20, and as a result Services were not asked to seek additional savings. However, **Policy and Resources agreed that any change to planned savings or removal of proposals would require alternative savings to be identified by the relevant Service Committee.**

4.3.4 The budget position and associated assumptions are kept under continuous review. The latest financial planning position will be presented to Policy and Resources Committee in January prior to budget-setting by County Council in February. The outline budget-setting timetable for 2019-20 is set out for information later in this report.

4.4 **Latest 2019-20 Budget position**

4.4.1 Since the last report to Service Committees in October 2018, a number of additional pressures have emerged, including:

- a) Pressures arising in Schools' High Needs Block budgets with a potential impact on the Council's General Fund
- b) Significant additional pressures in Children's Services budgets
- c) The addition of "Winter Pressures" funding within the Adult Social Care budget, and pressures relating to continuing support for the care market, and continued enhanced levels of social work capacity. The Adult Social Care budget makes use of some one-off funding and use of reserves
- d) Recognition of a part funded pressure in 2019-20 relating to an increase in the employer contribution rates for Fire Service pensions
- e) Final changes to inflation forecasts for 2019-20 and future years
- f) Updated council tax forecasts from Districts for tax base and collection fund which will be finalised in January 2019

4.4.2 These additional pressures have been offset by proposed changes following a thorough review of all other pressures and savings included in budget planning, and by additional funding announced in the Autumn Budget and the provisional Local Government Finance Settlement as set out in section 3. As a result, a balanced budget is therefore expected to be presented to Policy and Resources Committee for 2019-20. Details of the remaining gap over the Medium Term Financial Strategy will be confirmed to Policy and Resources in January 2019.

4.5 **Budget planning assumptions 2019-20**

4.5.1 In setting the annual budget, Section 25 of the Local Government Finance Act 2003 requires the Executive Director of Finance (Section 151 Officer) to report to members on the robustness of budget estimates and the adequacy of proposed financial reserves. This informs the development of a robust and deliverable budget for 2019-20. Further details are provided below, and the full report will be included in the Budget papers for Policy and Resources Committee.

4.5.2 The Executive Director of Finance and Commercial Services' judgement on the robustness of the 2019-20 Budget is substantially based upon the following assumptions:

- a) An increase of 2.99% in council tax in 2019-20 and 1.99% in both subsequent years 2020-21 and 2021-22 based on the current amounts allowed by Government before a local referendum is required. The assumed council tax increases are subject to Full Council's decisions on the levels of council tax, which will be made before the start of each financial year. In future years there will be an opportunity to consider the required level of council tax in light of any future Government announcements relating to the Fair Funding Review and Comprehensive Spending Review
- b) In addition to an annual increase in the level of council tax, the budget assumes annual tax base increases in line with recent trends
- c) Revised assumptions about the future funding changes to be delivered through the Comprehensive Spending Review and Fair Funding Review based on recent announcements including those made at the Autumn Budget. Until now, the Council's assumptions about funding reductions have been based on the Government's stated intention to end Revenue Support Grant, with an expectation that all Revenue Support Grant would therefore cease after 2019-20. This would result in a cliff edge in 2020-21 and a budget pressure of almost £39m. Such a significant funding reduction would be out of line with recent experience and does not reflect the fact that Government has sought to provide additional levels of one-off funding for key areas such as social care. Taking all these funding sources in the round, the Council's current budget planning is therefore now based on an assumption that effectively half of the impact of the loss of Revenue Support Grant would occur in 2020-21 and half in 2021-22, although Revenue Support Grant itself may disappear. In other words, it is assumed that Government will provide alternative (potentially transitional) funding to mitigate the effect of a Revenue Support Grant cliff edge
- d) No increase in the Adult Social Care precept from the 2018-19 level
- e) 2018-19 Budget and savings will be delivered in line with current forecasts and plans (no overall overspend)
- f) Use of additional Adult Social Care funding for 2018-19 and 2019-20 as agreed with partners and in line with conditions, and that market pressures can be absorbed within existing budgets
- g) Growth pressures forecast in Children's Services relating to Looked After Children, and the overspend on High Needs Block, can be contained within the additional funding allocations
- h) Pressures forecast within waste and highways budgets can be accommodated within the additional funding allocations
- i) Revised assumptions to use an additional £5m capital receipts in 2020-21 rather than £10m (with £10m being required in 2021-22 and the balance of £5m in 2022-23 resulting in the use of an additional £20m capital receipts in total to support the revenue budget over the period 2020-21 to 2022-23)
- j) The assumed use of one-off funding including:
 - i. £1m from the Insurance Fund in 2019-20; and
 - ii. £6m from the Adult Social Care business risk reserve over the budget planning period
- k) That all the savings proposed and included for 2019-20 can be successfully achieved

5. Service Budget, Strategy and Priorities 2019-20

5.1 As part of the 2018-21 medium term planning process, Adult Social Services committed to delivery of £27m savings in this financial year and further savings of £9.351m in 2019-20; £13.700m in 2020-21 and £3.900m in 2021-21. Subsequently, the Council has needed to plan for additional savings and these have been considered as part of the budget planning and consultation process during 2018. The total savings proposed for Adult Social Care for 2019-22 are:

Table 1	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m
Existing savings programme	-9.351	-13.700	-3.900	-26.951
Additional savings proposals	-8.543	-3.557	-1.800	-13.900
Total new savings target	-17.894	-17.257	-5.700	-40.851

5.2 The service is currently on track in 2018-19 to deliver £22m against the planning savings, which together with alternative savings, increased service user income and use of winter funding to support increased demand, is resulting in a forecast balanced budget at Period 8. The finance monitoring report to January 2019 Committee sets out the position at the end of November 2018.

5.3 Our financial strategy for achieving savings continues to be focused on:

- a) investing in early intervention and targeted prevention to keep people independent for longer
- b) investing in excellent social work which helps people regain and retain independence, and reduces, prevents and delays the need for formal social care
- c) commissioning services which enable and re-able people so they achieve and maintain as much independence as they can and reducing the amount of formal social care they need
- d) reducing the proportion of people who are placed in permanent residential and nursing care
- e) leading and developing the market for social care so that it is stable and sustainable and aligns with the ambitions of Promoting Independence
- f) working with health partners to reduce system demand and improve outcomes
- g) increasing the use of technology to enable more people to live independently for longer
- h) charging people appropriately for their care and providing welfare rights support
- i) strengthening the contract management of our commissioned contracts, and pursuing efficiencies in all areas of our work

5.4 The strategy for Adult Social Care has embedded the core principles set out within Norfolk Futures and firmly works towards the agreed vision for Norfolk.

5.5 We have a clear vision – to support people to be independent, resilient and well. To achieve our vision, we have a strategy – Promoting Independence – which is shaped by the Care Act with its call to action across public services to prevent, reduce and delay the demand for social care. We want to move to a way of working across the service, and with our partners, which supports people earlier before their ability to manage deteriorates. In the past we recognise that we have relied heavily on formal services, focusing on what people cannot do, rather than looking at their strengths and

the existing support around them. Across health and social care, we are seeking a shared 'home first' culture which helps people keep and regain independence.

5.6 Promoting Independence has these main elements:

Prevention and early help – empowering and enabling people to live independently for as long as possible through giving people good quality information and advice which supports their wellbeing and stops people becoming isolated and lonely. We will help people stay connected with others in their communities, tapping into help and support already around them – from friends, families, local voluntary and community groups. For our younger adults with disabilities, we want them to have access to work, housing and social activities which contribute to a good quality of life and wellbeing.

Staying independent for longer – for people who are most likely to develop particular needs we will try and intervene earlier. Certain events, such as bereavement or the early stages of an illness like dementia can be a trigger for a rapid decline in someone's wellbeing, but with some early support we can stop things getting worse and avoid people losing their independence and becoming reliant on formal services. Our social care teams will look at what extra input could help people's quality of life and independence – this might be some smart technology, some adaptations to their homes to prevent falls, or access via telephone or on-line to specialist tailored advice. When people do need a service from us, we want those services to help people gain or re-gain skills so they can live their lives as independently as possible. This could mean, for example, a spell of intensive reablement after a stay in hospital to restore their confidence and their ability to do as many day to day tasks as possible.

Living with complex needs – for some people, there will be a need for longer term support. This might mean the security of knowing help is available for people with conditions like dementia, and that carers can have support. We will look at how we can minimise the effect of disability, so people can retain independence and control, after say a stroke or period of mental illness. For some people, moving into residential care, or to housing where there are staff close by, will be the right choice at the right time, but such decisions should be made with good information and not in a crisis.

5.7 The key focus areas will be:

- a) **Building capacity and living well** - the Living Well - 3 conversations approach and the recruitment and project activity that will provide the capacity to deliver this model and remove the backlogs
- b) **Learning disabilities** - the range of projects focused on promoting independence and delivering savings for individuals with learning disabilities
- c) **Integrated short-term support** - the establishment of schemes to deliver against the Better Care Fund and High Impact Change Model alongside other projects that are targeting reductions in Delayed Transfers of Care and improvements to the interface between Health and Social Care
- d) **Technology enabled service** - the development of the Technology Enabled Care Strategy including the future role of assistive technology will ensure that decisions to commit future savings targets to these areas are based on robust evidence
- e) **Housing** – 10 year Programme to stimulate the development of 2,842 Extra Care units, investing NCC land and capital where appropriate, to meet future forecast need and support older people to stay independent in their local communities. This is in partnership with district councils, social landlords, developers and providers.

5.8 The core four principles of Norfolk Futures are embedded in Promoting Independence:

- a) Offering our help early to **prevent and reduce** demand for specialist services – we have sustained our early help and prevention so that we engage with people sooner and because we see this as an invest to save for the future. Through social prescribing, community development workers, support for loneliness, better advice and information we are supporting people to keep their well-being and stay independent. Our reablement service is core to helping to prevent and reduce demand; we know that 61% of people who benefit from reablement need no further services from us, so investment in this service gives savings for the future as well as delivering better outcomes for people by helping them to stay in their home
- b) **Joining up** work so that similar activities and services are easily accessible, done **once and done well** – our integration and collaboration with the NHS is designed to join up skills and care for people who use our services. We have a network of schemes across Norfolk for avoiding admission to hospitals through joint working with teams of professionals from the NHS, social care and the voluntary sector
- c) Being **business-like** and making best use of **digital technology** to ensure value for money. We already have an assistive technology service which supports people to stay independent, and we see an expansion of this service – and new innovations – as critical for helping to transform care for people in the future
- d) Using evidence and data to **target our work** where it can make the most difference – working with health partners to join up evidence and exploit benefits to the wider health and social care system. For example, using public health data to target early help and prevention work within the community and primary care to reduce crisis events and admissions to hospitals

5.9 **Additional one-off funding for social care**

5.9.1 As referenced in 3.2 (a), the Finance Settlement confirmed that the one-off winter funding provided in 2018/19 of £4.179m would be repeated in 2019/20. It is proposed that this is utilised to support the continuation of the plan during the next financial year. In practice this will mean that actions that span the two years can be funded and recurrent costs arising through increased winter demand in 2018/19 can be funded in 2019/20. Depending upon the length of care packages this will create additional pressure in 2020/21 if funding ceases. The one-off social care fund totalling £7.139m in 2019/20 is not incorporated within the adult social care planning assumptions, due to significant pressures arising for children's social care services.

5.10 **Better Care Fund and Improved Better Care Fund**

5.10.1 The improved better care fund will continue to support delivery of services in line with the agreed iBCF plans, previously reported. The funding represents a mix of recurrent and one-off funding and the service has created a reserve to ensure that the agreed plans are delivered over multiple years. The adult social care budget reflects these movements and use of reserves. Detailed information for future years for the Better Care Fund, including any uplifts, is still awaited. Planning assumptions are based on a continuation of the use and level of funding.

5.11 **Adult Social Care precept**

5.11.1 The Council Tax includes the adult social care precept agreed in previous years. NCC agreed an increase of 3% in both 2017/18 and 2018/19, which was in line with the Government's requirement of a maximum 6% increase between 2017-20. Therefore, there is no further increase in 2019/20.

5.12 Pressures

- 5.12.1 The budget plans set out at Appendix 3 include cost pressures facing the service in 2019-20 and future years. The budget plans support new cost pressures for the service, totalling £29m. The net pressures for 2019/20 total £20m. These include:
- a) Staff pay – 2% and national living wage - £1.263m
 - b) Price inflation and market pressures (including national living wage) - £11.188m
 - c) Demographic growth (incl. transitions from children to adult services) - £6m
 - d) Cost of care increases - £2.903m
 - e) Pressures to manage capacity and improve delayed transfers of care (predominately invest to save across the health and social care system) - £6.714m

5.13 Risks for the service

- 5.13.1 In setting the budget it is not possible to make financial provision for all potential risks. The key risks for this Committee are:
- a) Pressure on services from a needs led service where the number of service users continues to increase. The number of older people age 85+ is increasing at a greater rate compared to other age bands, with the same group becoming increasingly frail and suffering from multiple health conditions. A key part of transformation is about managing demand to reduce the impact of this risk through helping to meet people's needs in other ways where possible
 - b) The ability to deliver the forecast savings, particularly in relation to the demand led element of savings, which will also be affected by wider health and social care system changes
 - c) The cost of transition cases, those service users moving into adulthood, might vary due to additional cases that have not previously been identified, particularly where cases are out of county. Increased focus on transition will help mitigate this risk
 - d) The impact of pressures within the health system, through both increased levels of demand from acute hospitals and the impact of increased savings and current financial deficits in health provider and commissioning organisations. This risk is recognised within the service's risk register and the Council's involvement in the change agenda of the system and operational groups such as Accident and Emergency Delivery Boards and Local Delivery Groups will support the joint and proactive management of these risks
 - e) The proposed budget aims to strengthen the market, but risks remain regarding market stability and the impact of closures
 - f) The impact of the UK's exit from the EU, particularly in relation to nursing and care workforce, which could result in further instability within the care market
 - g) Impact of further decisions regarding National Living Wage legislation affecting sleep ins. The budget reflects the Court of Appeal decision in the Royal Mencap Society vs Tomlinson-Blake case
 - h) The impact of health and social care integration including Transforming Care Plans, which aims to move people with learning disabilities, who are currently inpatients within the health service, to community settings
 - i) Uncertainty regarding funding for adult social care beyond 2019-20 and the increased use of one-off funding to deliver recurrent services.

6. Budget proposals for Adult Social Care Committee

- 6.1 Budget proposals have been developed for the service in the context of the following factors, which affect the way adult social services are planned:
- Adult Social Care is provided in line with legislation set out in the Care Act 2014. This sets out the Council's duties, including the national threshold to determine eligibility of needs and rights to an assessment for adults and carers
 - The Promoting Independence programme of work is supporting delivery of £34m savings across 2019-22, through changing the way that people's needs are met in Norfolk. Through supporting people earlier and preventing care needs and by providing care in different ways, the Council is planning to reduce the amount of care it purchases. Increased use of assistive technology and digital solutions will aim to provide new approaches to support service users and providers
 - Integrated social care and health teams – the service provides integration through its operational and commissioning teams, working with community health and clinical commissioning groups. The Better Care Fund is developed alongside CCGs and district councils in relation to the effective deployment of disabled facility grant, which is passported in full to district councils. The service continues to work closely with health partners within the sustainable transformation programme and particularly as the wider system works towards Integrated Care System status; the budget plans reflect priorities within the programme, including social prescribing, use of reablement, winter planning and high impact change model to improve delayed transfers of care from hospital
 - Use of the market – The service spends £290m each year on the purchase of care with the local care market. Rising costs from national living wage, difficulties with recruitment and an increased complexity of needs has led to pressure from providers to increase care fees. Some providers have been facing more severe financial difficulties and this has increased risks for the county council in relation to continuation of care and provision of care at usual prices
 - Social work capacity - the budget plans recognise the need to continue current levels of social work capacity to manage the transformation agenda and support safeguarding

6.2 The Adult Social Care Committee held in October agreed new budget savings proposals to help meet the budget shortfall. These are set out in Table 2 below, including revised savings following consultation, as set out at 7.2. This is in addition to the savings that have already been agreed amounting to £9.351m for next financial year, and further savings of £13.700m in 2020-21 and £3.900m in 2021-22.

Table 2: Additional savings proposed

Proposal Note: savings are shown as a negative figure	2019-20	2020-21	2021-22	2019-22 Total
	£m	£m	£m	£m
Extending accommodation based reablement offer	-1.000			-1.000
Extension of home based reablement offer	-2.000			-2.000
Extra care housing programme			-0.200	-0.200

Full year effect of invest to save increasing support for people to claim welfare benefits and reduce the number of people that do not make a contribution towards their care	-1.400			-1.400
Revise the NCC charging policy for working age adults to apply the government's minimum income guarantee amounts	-1.000	-3.000		-4.000
Budget review – reprofile commitments and inflation	-1.000			-1.000
Reducing staff travel costs	-0.100			-0.100
Shift to community and preventative work within health and social care system – demand and risk stratification	-1.000	-1.000	-1.000	-3.000
Reduction in demand due to social prescribing		-0.600	-0.600	-1.200
Adjustment to payment timescale for direct payment to improve cashflow in line with audit recommendations	-1.000	1.000		0.000
One off use of repairs and renewals reserves no longer required	-0.043	0.043		0.000
Total new savings proposed	-8.543	-3.557	-1.800	-13.900
Existing savings programme	-9.351	-13.700	-3.900	-26.951
Total new savings	-17.894	-17.257	-5.700	-40.851

6.3 The impact of the savings proposed is set out within the Equality Impact Assessment at Appendix 2. One saving required public consultation and the findings from the consultation that took place during Autumn 2018 are set out in Appendix 1.

7. Revenue Budget

7.1 The tables in Appendix 3 set out in detail the Committee's proposed cash limited budget for 2019-20, and the medium term financial plans for 2020-21 to 2021-22. These are based on the identified pressures and proposed budget savings reported to this Committee in October 2018, which have been updated in this report to reflect any changes to assumptions. The savings reflect the programme of work that has been reported to this Committee throughout 2018/19.

7.2 The only change from the position reported to October committee relates to the revised charging policy, which was part of the budget consultation. The value of the savings initially shown represented a prudent forecast, reflecting the need for full consultation. The consultation was undertaken setting out the full impact of the proposed changes to the charging policy; a forecast £5m increase in income. The responses to the consultation and the equality impact assessment identified the importance of the implementation process. In light of the consultation, the proposal put forward is based on full implementation of the charging policy, but with both a lead in time to provide

time for service users to manage the changes and a phased introduction across 2019-20 and 2020-21 to help mitigate the impact for affected service users. It also includes utilising £1m investment to support implementation and improvements to employment services, as well as access to financial information and advice. The proposed savings profile is therefore £1m in 2019-20 and £3m in 2020-21. Further work is being undertaken to refine the profile for each year and this will be updated.

- 7.3 Cost neutral adjustments for each Committee will be reflected within the Policy and Resources Revenue Budget 2019-20 to 2021-22 paper which will be presented on 28 January 2019.
- 7.4 The Revenue Budget proposals set out in Appendix 3 form a suite of proposals which will enable the County Council to set a balanced Budget for 2019-20. **As such, any recommendations to add growth items, amend or remove proposed savings, or otherwise change the budget proposals, will require the Committee to identify offsetting saving proposals or equivalent reductions in planned expenditure.**
- 7.5 As set out elsewhere in this report, the Executive Director of Finance and Commercial Services is required to comment on the robustness of budget proposals, and the estimates upon which the budget is based, as part of the annual budget-setting process. This full assessment will be reported to Policy and Resources Committee and County Council.

8. Capital Programme 2019-20

- 8.1 A summary of the Capital Programme and schemes relevant to this Committee can be found in Appendix 4.

9. Public Consultation

- 9.1 Under Section 3(2) of the Local Government Act 1999, authorities have a duty to consult representatives of a wide range of local people when making decisions relating to local services. This includes council tax payers, those who use or are likely to use services provided by the authority, and other stakeholders or interested parties. There is also a common law duty of fairness which requires that consultation should take place at a time when proposals are at a formative stage; should be based on sufficient information to allow those consulted to give intelligent consideration of options; should give adequate time for consideration and response and that consultation responses should be conscientiously taken into account in the final decision.
- 9.2 Saving proposals to bridge the shortfall for 2019-20 were put forward by Committees, the majority of which did not require consultation because they could be achieved without affecting service users.
- 9.3 Where individual savings for 2019-20 required consultation:
- a) Consultation took place between 5 November 2018 and 23 December 2018 with consultation feedback on both individual budget proposals and council tax available for Committees in January
 - b) Proposals were published and consulted on via the Council's consultation hub, Citizen Space <https://norfolk.citizenspace.com/consultation/budget2018/>
 - c) Consultation documents were made available in large print and easy read as standard, and other formats on request
 - d) The Council made extra effort to find out the views of people who may be affected by the proposals and carry out impact assessments

- e) Opportunities for people to have their say on budget proposals and council tax were promoted through the Your Norfolk residents' magazine, news releases, online publications, and social media
- f) Every response has been read in detail and analysed to identify the range of people's opinions, any repeated or consistently expressed views, and the anticipated impact of proposals on people's lives
- g) As part of the consultation process for proposals around the revised charging policy, and in addition to the steps the council has taken to promote the consultation, we have also written to all 2,776 people who are potentially affected by this proposal including a consultation feedback form and freepost address. We provided consultation materials in several formats, including Easy Read, video, large print, online, paper copies and additional language versions. We provided a consultation helpline that people could call if they had any questions. This received 246 calls from service users and agencies during the consultation period. A summary of the consultation feedback is described below

9.4 Summary of the consultation feedback

- 9.4.1 We received 454 responses to this consultation. Of these the overwhelming majority (401 or 88.3%) were from people responding as individuals or as family members. Of the respondents who described their relationship to the service, most were people who used Adult Social Care services (266).
- 9.4.2 We asked questions about the different elements of our proposal and how people felt that they would be affected by these.
Most people responding, (247), disagreed or strongly disagreed with our proposal to use different rates of Minimum Income Guarantee (MIG).

(17 strongly agree / 56 agree / 52 neither agree nor disagree / 54 disagree / 193 strongly disagree / 47 don't know).
- 9.4.3 When it came to our proposal to take the enhanced rate of the daily living component of the Personal Independent Payment (PIP) into account, the majority of those responding (267) disagreed or strongly disagreed.

(12 Strongly agree / 47 agree / 50 neither agree not disagree / 69 disagree / 198 strongly disagree / 43 don't know).
- 9.4.4 The key issues and concerns identified were similar for each element of this proposal. Those that generally agreed with the proposals felt that it was fair that people contributed the amount that they could afford or that the thinking behind the proposals was acceptable.
The main reasons given by people who disagreed or strongly disagreed were that they felt:
 - a) That the proposed changes would create additional financial hardship for people who already have a low standard of living / limited ability to boost their income from other sources
 - b) That age should not be the main factor in determining the amount people need to pay
 - c) That the proposal was based on flawed thinking
 - d) That the proposed changes would have a negative impact on people's wellbeing
 - e) That the proposed changes affect the most vulnerable
 - f) That those affected have had previous reductions to their income and are experiencing the cumulative effect of cuts to income and services

- g) They felt that disabled people already experienced multiple disadvantages and should not be expected to bear the burden of cost savings as well
- h) Local government is having to resolve central Government financial issues
- i) Carers and family members will be negatively affected

9.4.5 Of those responding, 391 said they felt that the proposed change would have a negative impact on them. The main impacts cited were financial hardship, decreased wellbeing and the possibility of having to reduce care. Thirty people said they thought they would not be affected.

9.4.6 We also asked what extra help and support people would need if our proposal went ahead and presented people with four options. Of those responding, 41 said 'Help to find work', 169 said 'Help with claiming benefits', 122 said 'Help with managing money' and 117 put forward other suggestions or comments. Of these other comments, the majority were general comments about the proposals rather than suggestions about any support needed.

9.4.7 Some respondents made other comments pertinent to the consultation. We received 105 comments from people suggesting that the proposed changes were potentially discriminatory and would affect some people with protected characteristics more than others or may be unfair to people with different levels of need within a protected group. We also received 128 comments about the consultation process itself, with people saying that although we had provided easy read materials they found the subject matter complex and hard to understand.

9.4.8 More generally, some people told us they lacked faith in the process and felt that a decision had already been made.

The following points were also raised:

- a) That the proposed changes would impact negatively on care providers and organisations that support disabled people
- b) That the additional help on offer is already provided by national or voluntary bodies and NCC should not be 'subsidising' these organisations
- c) Parents caring for disabled children face multiple financial disadvantages over their lifetime
- d) That more guidance and support around claiming Disability Related Expenses (DRE) would be needed
- e) That the Council should look more closely at other Councils' rationale
- f) That the reality of opportunities in the employment market needed to be acknowledged
- g) The more people paid for the care the more vital it is for the council to ensure the quality of that care
- h) Some people may suffer serious financial consequences as a result of not being able to manage their finances
- i) The proposed changes may affect people's capacity to become independent
- j) The proposed changes may lead to some people reducing their support hours and put them at risk of harm

9.4.9 Lastly, some respondents suggested ways of saving money, ways in which the proposed changes might be rolled out, or ways in which the council could operate more efficiently. These included:

- a) Creating an automated online timesheet for care
- b) Preventing duplication of benefit assessments
Using all available evidence at assessment
- c) Using peer support
- d) Working closely with district council partners.
- e) Means testing winter fuel payments

- f) Reducing Members pay / expenses
- g) Stopping pay rises for staff
- h) Revising contracts with care providers
- i) Phasing the proposed changes in over time

9.4.10 A full summary of the consultation feedback received to the proposal(s) relevant to this Committee can be seen at Appendix 1.

10. Equality and rural impact assessment – findings and suggested mitigation

- 10.1 When making decisions the Council must give due regard to the need to promote equality of opportunity and eliminate unlawful discrimination of people with protected characteristics.
- 10.2 Equality and rural impact assessments have been carried out on each of Adult Social Care Committee's 11 budget proposals for 2019/20, to identify whether there may be any disproportionate or detrimental impact on people with protected characteristics or in rural areas.
- 10.3 It is evident from this process that the Committee's proposals will primarily impact on disabled and older people and their carers – which is inevitable, because disabled and older people constitute the majority of adult social care users.
- 10.4 However, only one proposal (the proposal to make changes to the Adult Social Care charging policy) is likely to have a significant detrimental impact on disabled and older people or people in rural areas.
- 10.5 The other 10 proposals are unlikely to have a detrimental impact.
- 10.6 Broadly speaking, this is because no changes are proposed to assessment processes, eligibility of needs, service standards, quality or delivery. In addition, five of the 11 proposals will enable the Council to better promote independence for disabled and older people and increase the accessibility of housing, to enable disabled and older people to stay at home for longer. This prioritises the independence, dignity and safety of disabled and older people, and draws directly on the voices of disabled and older service users to guide service design. Disabled and older people consistently report that these are critical factors in supporting well-being.
- 10.7 Six mitigating actions are proposed to address the detrimental impact relating to the proposal to make changes to the Adult Social Care charging policy:
- a) Consider phasing in the amount that the Council asks people to pay so that the changes are not made all at once and come in gradually
 - b) Continue to review whether individual service users (for example people with learning difficulties) face barriers to managing their spending. If so, develop actions for addressing any barriers
 - c) If a service user expresses concern about financial austerity, offer appropriate budget planning or other relevant support to make sure people are spending as effectively as possible, and ensure transition plans are established
 - d) If the proposal goes ahead, contact all service users affected, to offer guidance and advice on any steps they need to take – taking into account the particular needs of different groups of service users, such as people with learning difficulties. This will include how to complete forms and the evidence that is required, to enable their needs to be taken into account. It will also include how to ask for help and who to talk to if they are worried about how they will manage the financial impact

- e) Work with relevant stakeholders to ensure that the guidance provided is simple, clear and accessible, particularly for people with learning difficulties and people with mental health issues
- f) Ensure any new build homes meet M4(2) accessible and adaptable dwellings and/or M4(3) (wheelchair user dwellings). This will ensure build is compliant with current accessible build standards

10.8 The full assessment findings are attached for consideration at Appendix 2. Clear reasons are provided for each proposal to show why, or why not, detrimental impact has been identified, and the nature of this impact.

11. Budget Timetable

11.1 The Council's overarching budget setting-timetable for 2019-20 was agreed by County Council in February as part of the 2018-19 Budget. The timetable is updated as further information becomes available (for example about the timing of Government announcements). The latest version of the timetable is set out in the table below:

Table 3: Budget setting timetable 2019-20 to 2021-22

Activity/Milestone	Time frame
County Council agree recommendations for 2018-22 including that further plans to meet the shortfall for 2019-20 to 2021-22 are brought back to Members during 2018-19	12 February 2018
Spring Statement 2018 announced	13 March 2018
Consider implications of service and financial guidance and context, and review / develop service planning options for 2019-22	February – June 2018
Member review of the latest financial position on the financial planning for 2019-22	July 2018
Development of savings proposals 2019-22	June – September 2018
Member review of service and budget planning position including savings proposals	Committees in October 2018
Chancellor's Autumn Budget 2018	29 October 2018
Consultation on new planning proposals and council tax 2019-22	5 November to 23 December 2018
Provisional Local Government Finance Settlement	13 December 2018
Service reporting to Members of service and financial planning and consultation feedback	January 2019
Committees agree revenue budget and capital programme recommendations to Policy and Resources Committee	Mid-January 2019
Final Local Government Finance Settlement	TBC January / February 2019
Policy and Resources Committee agree revenue budget and capital programme recommendations to County Council	28 January 2019
Confirmation of District Council tax base and Business Rate forecasts	31 January 2019

County Council agree Medium Term Financial Strategy 2019-20 to 2021-22, revenue budget, capital programme and level of council tax for 2019-20	11 February 2019
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12. Financial implications

- 12.1 Potentially significant financial implications for the Committee's Budget, including those arising from the Autumn Budget 2018 and the Provisional Local Government Finance Settlement, are discussed throughout this report. The implications of the three changes expected to be implemented in 2020-21 remain the subject of considerable uncertainty and although they have been reflected as far as possible in the Council's 2019-20 budget planning, these impacts will need to be refined as further information is made available by Government.
- 12.2 Funding relating to adult social care services in recent years has predominately been on a one-off basis. Whilst the service has aimed to align one-off funding to one off expenditure, such as invest to save proposals, this is not always possible. In particular, use of winter funding is targeted at managing demand arising from timely discharge from hospital which predominately reflects recurrent costs. These short term funding approaches have increased the pressures arising in 2020-21 and illustrates sharply the case that continues to be made by this Council for a sustainable financial solution for adult social care.

13. Issues, risks and innovation

- 13.1 Significant risks, assumptions, or implications have been set out throughout the report and specifically within para 5.13.
- 13.2 Specific financial risks in this area are also identified in the Corporate Risk Register, including the risk of failing to manage significant reductions in local and national income streams (RM002) and the potential risk of failure to deliver our services within the resources available over the next three years commencing 2018-19 to the end of 2020-21 (RM006).
- 13.3 Risks relating to budget setting are also detailed in the Council's budget papers. There is a risk in relation to the Comprehensive Spending Review and the Fair Funding Review that a failure by the Government to provide adequate resources to fund local authorities could lead to a requirement for further service reductions, particularly where the Fair Funding Review results in a redistribution between authority types or geographical areas.
- 13.4 Decisions about significant savings proposals with an impact on levels of service delivery have required public consultation. As in previous years, new 2019-22 saving proposals, and the Council's Budget as a whole, have been subject to equality and rural impact assessments as described elsewhere in this report.

14. Recommendations

- 14.1 **Adult Social Care Committee is recommended to:**
- a) **Consider the content of this report and the continuing progress of change and transformation of Adult Social Services**
 - b) **Consider and agree the service-specific budgeting issues for 2019-20 as set out in section 5**

- c) Consider and comment on the Committee's specific budget proposals for 2019-20 to 2021-22, including the findings of public consultation in respect of the budget proposals set out in Appendix 1**
- d) Consider the findings of equality and rural impact assessments, attached at Appendix 2 to this report, and in doing so, note the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - i. Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act**
 - ii. Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it**
 - iii. Foster good relations between persons who share a relevant protected characteristic and persons who do not share it****
- e) Consider and agree any mitigating actions proposed in the equality and rural impact assessments**
- f) Consider the advice of the Executive Director of Finance and Commercial Services, and recommend to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2019-20, within the Council's tax referendum limit of 3.00% for the year**
- g) Agree and recommend to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 3:
 - i. including all of the savings for 2019-20 to 2021-22 as set out. *Or***
 - ii. removing any savings unacceptable to the Committee and replacing them with alternative savings proposals deliverable in 2019-20 and within the Committee's remit****

For consideration by Policy and Resources Committee on 28 January 2019, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 11 February 2019.

- h) Agree and recommend the Capital Programme and schemes relevant to this Committee as set out in Appendix 4 to Policy and Resources Committee for consideration on 28 January 2019, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 11 February 2019**

Background Papers

[Norfolk County Council Vision and Strategy](#)

[Norfolk County Council Revenue and Capital Budget 2018-22 \(Item 4, County Council 12 February 2018\)](#)

[Norfolk County Council Budget Book 2018-22](#)

[Strategic and Financial Planning 2019-20 to 2021-22 \(Item 10, Policy and Resources Committee, 16 July 2018\)](#)

[Strategic and Financial Planning reports to Committees in September 2018](#)

[Strategic and Financial Planning 2019-20 to 2021-22 \(Item 9, Policy and Resources Committee, 24 September 2018\)](#)

[Strategic and Financial Planning reports to Committees in October 2018](#)

[Strategic and Financial Planning 2019-20 to 2021-22 \(Item 12, Policy and Resources Committee, 29 October 2018\)](#)

[Implications of the Autumn Budget 2018 \(Item 9, Policy and Resources Committee, 26 November 2018\)](#)

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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