

Scrutiny Committee

Date: **Wednesday 23 November 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 Brian Long
Cllr Lesley Bambridge	Cllr Ed Maxfield
Cllr Phillip Duigan	Cllr Jamie Osborn
Cllr Barry Duffin	Cllr Richard Price
Cllr Mark Kiddle-Morris	Cllr Brian Watkins
Cllr Keith Kiddie	

Parent Governor Representatives

Mr Giles Hankinson
Vacancy

Church Representatives

Ms H Bates
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 members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

However, if you wish to attend in person it would be helpful if you could indicate in advance that it is your intention to do so as public seating will be limited. This can be done by emailing committees@norfolk.gov.uk.

The Government has removed all COVID 19 restrictions and moved towards living with COVID-19, just as we live with other respiratory infections. However, to ensure that the meeting is safe we are asking everyone attending to practise good public health and safety behaviours (practising good hand and respiratory hygiene, including wearing face coverings in busy areas at times of high prevalence) and to stay at home when they need to (if they have tested positive for COVID 19; if they have symptoms of a respiratory infection; if they are a close contact of a positive COVID 19 case). This will help make the event safe for all those attending and limit the transmission of respiratory infections including COVID-19.

A g e n d a

1 To receive apologies and details of any substitute members attending

2. Minutes

(Page 5)

To confirm the minutes of the meeting held on 19 October 2022

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 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 Thursday 17 November 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>

5 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 Thursday 17 November 2022**

6 The deadline for calling-in matters for consideration at this meeting of the Scrutiny Committee from the Cabinet meeting held on Monday 7 November 2022 was 4pm on Monday 14 November 2022

7 Review of Norfolk Flood Prevention Activity (Page 13)

Report by Executive Director of Community and Environmental Services

8 Norfolk Rural Economic Strategy – Impact on Market Towns (Page 64)

Report by Executive Director of Community and Environmental Services

9 Quarterly update on Children’s Performance Review Panel (Page 74)

10 Scrutiny Committee Forward Work Programme (Page 83)

Report by Director of Governance

Tom McCabe
Head of Paid Service
County Hall
Martineau Lane

Norwich
NR1 2DH

Date Agenda Published: 15 November 2022



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Scrutiny Committee

Minutes of the Meeting Held on 19 October 2022
at 10 am at County Hall Norwich

Present:

Cllr Steve Morpew (Chair)

Cllr Carl Annison

Cllr Lesley Bambridge

Cllr Graham Carpenter

Cllr Phillip Duigan

Cllr Mark Kiddle-Morris

Cllr Keith Kiddie

Cllr Ed Maxfield

Cllr Jamie Osborn

Cllr Richard Price

Cllr Robert Savage (substitute for Cllr Barry Duffin)

Cllr Brian Watkins

Cllr Tony White (substitute for Cllr Lana Hemsall)

Parent Governor representative

Mr Giles Hankinson

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

Cllr Andrew Proctor

Cllr Andrew Jamieson

Cllr Shelagh Gurney

Leader of the Council

Cabinet Member for Finance

Deputy Cabinet Member for Adult Social Care, Public Health & Prevention

Tom McCabe

Simon George

Paul Cracknell

Kat Hulatt

Karen Haywood

Tim Shaw

Head of Paid Service

Executive Director of Finance and Commercial Services

Executive Director, Strategy and Transformation

Head of Legal Services

Democratic Services Manager

Committee Officer

1 Apologies for Absence

- 1.1 Apologies were received from Cllr Barry Duffin, Cllr Lana Hemsall, Ms Helen Bates (Church Representative) and Mr Paul Dunning (Church Representative).
- 1.2 An apology was also received from Cllr Daniel Elmer (Deputy Cabinet Member for Children's Services) for the item about the quarterly update on Children's Services and Adult Social Care Performance Review Panels.

2 Minutes

- 2.1 The minutes of the previous meetings held on 22 September 2022 were confirmed as

an accurate record and signed by the Chair.

3. Declarations of Interest

3.1 There were no declarations of interest.

4. Public Question Time

4.1 There were no public questions.

5. Local Member Issues/Questions

5.1 There were no local member issues/questions.

6 Call In

6.1 The Committee noted that there were no call-in items.

7 Strategic Review Update

7.1 The annexed report (7) was received.

7.2 The Scrutiny Committee received a report that provided an update on progress towards the organisation wide strategic review commenced by Cabinet on the 4th April 2022.

7.3 During discussion of the report with Cllr Andrew Proctor (the Leader of the Council), Cllr Andrew Jamieson (Cabinet Member for Finance), Tom McCabe (Head of Paid Service) and Paul Cracknell (Executive Director, Strategy and Transformation) the following key points were noted:

- The Leader said that the strategic review was designed to be a whole organisation exercise. The initial focus was on the role and number of management layers and spans of control, to enable the right capacity and capability across the organisation within the current challenging financial landscape.
- Work by the Strategic Review Project Team had commenced in mid-May 2022 following a competitive procurement process.
- The initial stages of the review had centred on determining the right balance of work done at the centre of the organisation and that done by the services themselves.
- This was the first time that such a review had been undertaken in more than 10 years.
- In the past organisational change had evolved on a departmental basis.
- The strategic review would partly be delivered by implementing standardised job role profiles across departments, which would help to maintain a good structure in the future and mitigate equal pay risk.
- The Leader said that the Council was right to have not started on a strategic review of this nature while fighting Covid in such a big way.

- The Chair said that Covid had not stopped work on the transformation agenda, and this was not the first year in which the Council was under financial pressures; the annual challenge rounds and the corporate board should have identified layers of duplication in senior management at a much earlier stage. A mechanism needed to be put in place for the Council to be able to reflect on what came out of the review and look to identify what further changes might be required in the future.
- In reply to questions, the Head of Paid Service said that the existing organisational structure and the management approach to change had served the Council well for many years. This could be seen by the way in which the Council had performed during the Covid pandemic. Now that the Council was starting to work in a post covid world, the Executive Directors were of the view that this was an appropriate time to take a few steps back and to have a fresh look at the overall organisation. The external financial pressures on the Council meant that the review would remain an ongoing process.
- It was pointed out that a real challenge in the review would be dealing with the job losses that were necessary to deliver a balanced budget. Formal consultations with staff were expected to start in early 2023.
- It was planned to achieve in the region of £16m in savings from Phase 1 of the review.
- Front line social workers were in short supply and were not at risk from the review.
- The Executive Director, Strategy and Transformation said that there were regular contract meetings with the external consultants, and that a programme steering group, task and finish groups and a design and engagement group had been set up to oversee the management of the programme.
- The costs of employing the consultants would be made public at a more appropriate time.
- A Councillor expressed some concern about how a risk of staff resistance to large scale change might impact on the Council's ability to deliver key aspects of the review.
- In reply, the Leader said that while it was right to understand the risks associated with the review it was also important to understand the mitigation measures that Cabinet were putting in place to deal with those risks. The Cabinet would monitor the risks by way of regular performance monitoring reports.
- In reply to questions from the Chair about how the review fitted in with the timetable for the 2023/24 budget, the Cabinet Member for Finance said that all the savings from staffing reductions were not expected to be delivered until sometime in the new financial year. This was because it would be necessary to work through the notice periods for staff effected by the review.

- The Chair said that the financial impact of any extended notice periods needed to be set out in the budget.
- The Cabinet Member said that to provide an answer regarding numbers and types of staff who might fall into this position would mean identifying individuals, and it would be wrong to do so at this time. By January 2023 there would be a sufficiently clear enough picture to be able to come before Members with a higher level of clarity as to the individuals concerned.
- The Chair said that the report lacked the assumptions and projections to explain what was expected to happen at given points in the review.
- In reply, the Cabinet Member said that savings identified by the strategic review had to be assessed for deliverability before they were presented to Members as part of the budget setting process. Savings from vacant posts would be delivered from 1st April.
- Net zero was not an explicit part of the strategic review report and therefore did not feature in it.
- The Chair said that he would be seeking further information after the meeting to explain the process whereby the organisational changes would happen and to what timetable.

7.4 **RESOLVED**

That the Committee note the current position in relation to the issues mentioned in the Strategic Review Update report received by Cabinet on the 3 October 2022 and ask that they be kept informed of developments as the review progresses.

8 **Strategic and Financial Planning 2023-24**

8.1 The annexed report (8) was received.

8.2 The Scrutiny Committee received an update report on the Council's process for developing the 2023-24 Budget which provided an opportunity for the Committee to consider savings proposals identified to date, the approach to public consultation, and the overall timeline and activity required to deliver a balanced budget.

8.3 The Committee considered the following:

- The scale of the budget gap identified within the Medium -Term Financial Strategy (MTFS) agreed by Full Council in February 2022 was one of the largest that the Council had ever faced.
- Many elements of the budget remained unknown at this stage but had the potential to make a material impact on the level of resources available to the Council to deliver services in the future.
- Many of the proposed savings were a sign of the continuing success of the initiatives that formed a part of the Council's transformation programmes.

- The waste reduction initiatives were based on harmonising waste recycling centres summer opening hours and closing them on a Wednesday, the day of the week when they were least used.
- The Chair questioned the implications of an increase in the minimum wage and the impact that this year's wage increases would have on next year's budget.
- It was pointed out that the pressure from the 2022-23 pay offer was estimated as at least £7.600m and represented both an in-year (2022-23) issue and an additional pressure to be addressed in 2023-24.
- The Cabinet Member said that the Administration was working on a range of assumptions and mitigations that depended on what the Council learnt from the Government in December. The main assumption was that most of the additional pressures were covered by the mitigation measures mentioned in the report.
- The Cabinet Member said that Council Tax was the means whereby the Council balanced the cost of providing services when set against the income available.
- The Executive Director of Finance and Commercial Services said that while contingency measures were made around issues such as the minimum living wage it would not be until the second week of December before the Council would know with any degree of certainty if it needed to find more than the £60m budget gap. If the Local Government Settlement was significantly worse than the modelling, and the Council was able to meet the reduction by an increase in Council Tax, then that would be his recommendation to the Council.
- The Executive Director also said that high levels of inflation meant that income from business rates and other sources of income would rise significantly.
- In reply to questions, the Cabinet Member said that there was nothing to be achieved by him coming forward with budgetary assumptions that were still "in the making" until such matters became clearer. The additional financial benefits that came from the Connecting Communities initiative cantered on the work done by Newton Europe and if they were able to meet their "stretched" targets. Most of the Council's borrowing was at a fixed interest rate of 1.8% over 50 years. The money from borrowing was being used to put in place transformational changes. Going forward there plans to have more rigorous controls on capital expenditure than had been the case in the past.
- The Leader said that as well as the work that was being done by the Council there was work being done by the local Government Association and the County Council Network around the need for local government to receive sustainable funding.

8.4 **RESOLVED**

1. That the Committee note the current position in relation on the Strategic and Financial Planning 2023-24 report to Cabinet on 3 October 2022, including:
 - a. Budget proposals identified to date;
 - b. The proposed approach to public consultation;
 - c. Service and budget related pressures identified to date;
 - d. Key areas of risk and uncertainty related to development of the 2023-24 budget.
2. Note the implications for scrutiny of the overall NCC budget setting process.

9 **Quarterly update on Children's and Adult Social Care Performance Review Panels**

- 9.1 The annexed report (9) was received.
- 9.2 The Chair said that because Cllr Daniel Elmer was unable to attend he would defer consideration of the work of the Children's Services Performance Review Panel until November 2022.
- 9.3 The Committee received an update on recent work undertaken, key actions, updates on actions from scrutiny, and an overview of the forward programmes of work for the Adult Social Care Performance Review Panel.
- 9.4 The Committee discussed with Cllr Shelagh Gurney (Chair of the Adult Social Care Performance Review Panel) the report so far is related to the work of the Adult Social Care Performance Review Panel, received answers to questions and considered the following:
 - Cllr Gurney said that she had extended an invitation for those who were not represented on the Panel to attend the meetings remotely.
 - The Panel has met once since the last update to the Committee in July 2022, on 29th September 2022.
 - The panel had challenged the service around the outcomes from the peer review, providing a deep dive review of the findings and outlining expectations for future sessions.
 - The full report would be circulated to panel members ahead of publication, with feedback incorporated from the panel into formal action plans for improvement.
 - The outcomes of the pier challenge would go before Cabinet later this year.
 - Measures had been put in place to reduce front line pressures and waiting times.
 - The impact on consistency, quality assurance and management of risk policies had been examined.

9.5 **RESOLVED**

That the Committee note the progress and activity of the Adult Social Care Performance Review Panel.

10 **Scrutiny Committee Forward Work Programme**

10.1 The annexed report (10) was received.

10.2 The Chair said that people external to the Council would be attending the next meeting of the Committee for the issue of flooding and sewage discharge; it was proposed to structure the meeting so that this issue was considered in the morning and other items considered in the afternoon.

10.3 **RESOLVED**

That the Committee:

Note the current forward work programme as set out in the appendix to the report subject to the next meeting being structured to include the item on flooding and sewage discharge in the morning and other scheduled items that afternoon.

The meeting concluded at 12.34 pm

Chair

Scrutiny Committee

Item No: 7

Report Title: Review of Norfolk Flood Prevention Activity

Date of Meeting: 23 November 2022

Responsible Cabinet Member: Cllr Eric Vardy (Cabinet Member for Environment & Waste)

Responsible Director: Tom McCabe, Executive Director of Community and Environmental Services

Executive Summary

This report presents the progress made on flood mitigation and alleviation by the Norfolk Strategic Flooding Alliance and by the County Council in its role as the Lead Local Flood Authority for Norfolk and as a Highways Authority.

It explains that the partners of the Alliance have agreed 28 priority projects and established a rigorous process, including a strategy and action plans, to ensure that projects move from concept to delivery as quickly as possible when funding is secured.

To help deliver change, the County Council is providing a flood reserve of up to £6m to ease the flooding challenges faced across the county and the report provides information about the processes to secure additional funding, including recently notable successes in securing:

- £6.4m with Suffolk to implement innovative and sustainable 'Reclaim the Rain' water management projects in rural communities.
- £120,000 from the Environment Agency for two projects in the River Burn catchment.
- £600,000 from the Environment Agency for a £1.2m scheme in Dereham.

The report also highlights the case made to Government for national change to the planning system to improve the protections from flood risk and streamlining watercourse regulation, whilst also recognising the issues with funding to retrofit Sustainable Drainage Schemes.

Recommendations

1. **Comment on the nature and speed of progress made with flood prevention activities in Norfolk.**

2. Comment on how the County Council should give further consideration to the issue of combined sewer overflows.

1. Background and Purpose

- 1.1 The purpose of this report is to inform Scrutiny Committee of the progress and prospects for flood prevention activity in Norfolk since Scrutiny Committee last considered this issue in detail at a meeting on [24 November 2021](#), where it:
- a) Resolved that *'Scrutiny Committee wanted to find out what action was required to turn the whole complex system into something more workable'*.
 - b) And required future *'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'*.
- 1.2 The County Council has a statutory role as the Lead Local Flood Authority for Norfolk and also has status and responsibility as a Risk Management Authority in its statutory role as a Highway Authority. In this Highway Authority role and relating to the parts of the network for which it is responsible, it has a duty to maintain highway drainage systems, to ensure that the public can use the highway and to deal with anything that can prevent or affect that, including flooding.
- 1.3 For context Norfolk is tenth most at risk out of 149 authority areas for flooding, and has been affected by several significant rainfall events in recent years, particularly in:
- a) 2016, when over 250 properties flooded in a band that stretched from Diss to Cromer, with a concentration of reports in Watton and Dereham.
 - b) 2019, which affected over 100 properties, mainly across the east of the county.
 - c) 2020, when over 350 properties were flooded and 120 settlements affected.

For these events rainfall intensities were recorded as having return periods of a 1:40 event or higher frequency, and the number of reported incidents in recent years is shown in the table below.

Year	Reports of flooding	Internal flooding
2016/17	848	266
2017/18	392	63
2018/19	235	51
2019/20	380	129

2020/21	766	448
2021/22	242	95
Totals	3,020	1,096

In addition, assessment of surface water flood risk mapping shows that over 12,000 properties in Norfolk are at risk from a 1:30 (3.3% Annual Exceedance Probability) rainfall event and over 30,000 properties are at risk from a 1:100 (1% Annual Exceedance Probability) rainfall event.

- 1.4 The County Council has made a flood reserve available of £1.5m for the 2021/22 and 2022/23 financial years, with the intention of providing a further £3m over the following two financial years to 2024/25 inclusive, totalling £6m. The current flood reserve funding made available by the County Council has been allocated to different capital and revenue workstreams to ease the flooding challenges faced across the county.

2. Norfolk Strategic Flooding Alliance (NSFA)

- 2.1 [The Norfolk Strategic Flooding Alliance](#) was founded in 2021 after significant surface water flooding issues in December 2020 led to over 350 properties being flooded in Norfolk and 120 settlements being affected. The aim of the Alliance is to ensure that residents of Norfolk have confidence that inland and coastal flood risks are as low as reasonably practicable and are being well managed, and that consideration is also being given to water as a resource.

The Alliance's current Annual Report, Strategy, Action Plan and Campaign Plan are presented in '*Appendix A: Norfolk Strategic Flooding Alliance: Annual Report, Strategy, Action Plan and Campaign Plan*' to this report, documents which were considered and endorsed by Cabinet at its meeting on [03 October 2022, Item 12 and page 226 on the agenda.](#)

- 2.2 The Alliance is currently, and until January 2023, chaired by General Lord Richard Dannatt, and has made significant progress since February 2021 by bringing together all relevant organisations across the county and focussing on priorities agreed by all partners and stakeholders, which alongside the County Council include the District, City, Borough, Town and Parish Councils, the Broads Authority, Environment Agency, Anglian Water, Association of Drainage Authorities, Water Management Alliance and Water Resources East.

For context in Norfolk there are 36 organisations that meet the definition of a Risk Management Authority, and the biggest success of the Alliance is that Norfolk now has a single strategic body that enables an integrated conversation around flooding and water resource management across thematic, functional and geographic boundaries. As a result, authorities, agencies and

organisations are more aware of the countywide risks, issues and opportunities facing our communities and environment.

The Alliance's first focus was establishing its priorities, which has led to:

- a) 28 projects being identified at sites across Norfolk in two tranches as detailed in '*Appendix B: Current Flood Mitigation Projects*', where multi agency efforts are needed to develop and deliver solutions to flood risk.
- b) Establishing a single number, 0344 800 8013, and point of contact for reporting flooding <https://www.norfolk.gov.uk/safety/floods/report-a-flood>
- c) Wide dissemination of information, such as the Alliance leaflet '[Be prepared for flooding](#)'
- d) Closer working on coastal issues between Coastal Partnership East (a coastal management team acting on behalf of North Norfolk District Council, Great Yarmouth Borough Council and East Suffolk Council) and the Borough Council of King's Lynn and West Norfolk.

- 2.3 The Alliance's increasing focus has then become working across agencies to deliver improvements in line with agreed priorities and to secure funding to achieve that. Alongside that has been work by the Alliance to influence change on national policy, to help ensure appropriate changes to legislation are made that will more easily facilitate action to address and reduce flood risk, and progress against all its agreed objectives is presented in '*Appendix A: Norfolk Strategic Flooding Alliance: Annual Report, Strategy, Action Plan and Campaign Plan*' to this report.

3. Reclaim the Rain

- 3.1 The County Council, in its role as a Lead Local Flood Authority, worked with counterparts in Suffolk to secure £6.4m of funding over the next six years from Defra which was awarded this summer for a project called 'Reclaim the Rain'.

The funding, which is split between Norfolk and Suffolk, aims to implement innovative and sustainable water management projects within six communities, three in each county with Thompson, Watton and Woodton in Norfolk, and Boxford, Friston and Little Blakenham in Suffolk selected from a total of 37 communities that initially showed interest.

- 3.2 The success in securing this funding for projects in more rural communities is a real coup, as conventionally government funds for flood mitigation works normally target urban areas due to the way proposals are evaluated, and the very innovative nature of Reclaim the Rain means it will be a leading light project, that many will look towards nationally for learning and insights.
- 3.3 In each project area there are existing flood risk issues, water scarcity and potential for a business, community or conservation use for the captured water. The schemes aim to address each community's needs in terms of flood risk

and water resource requirements, as the project aims to store flood water and make it available for use by agriculture, industry, communities, and the environment.

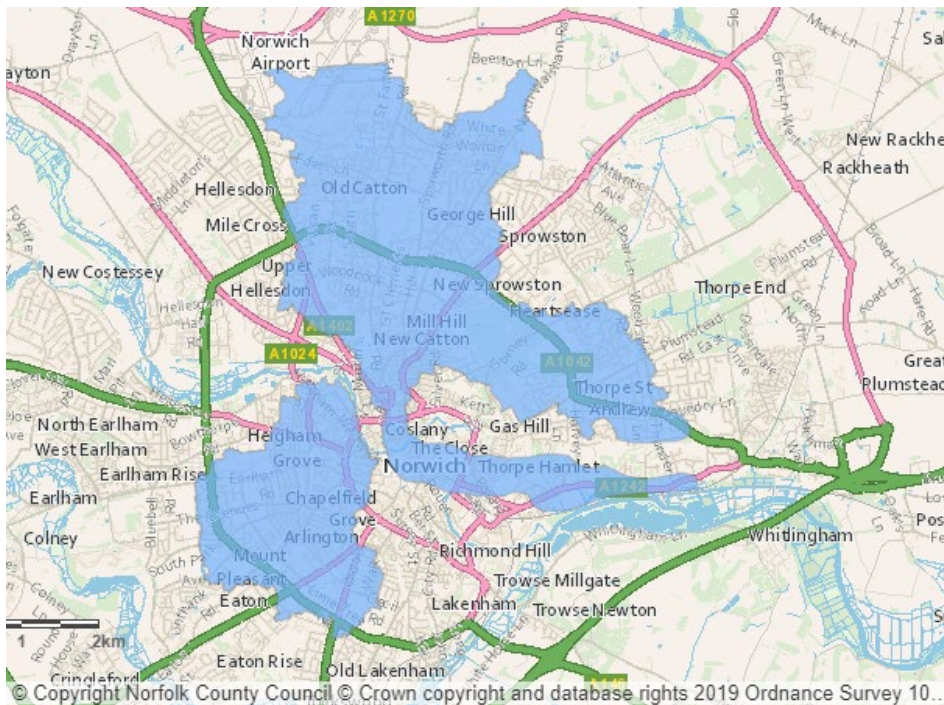
- 3.4 Approaches will be developed with the involvement of partner organisations and the community to develop the case studies in each location, such as including Parish Councils, Anglian Water, abstractor groups, businesses and conservation representatives to develop suitable flood water reuse schemes for each community area.

The project will look to implement a wide range of Sustainable Drainage System (SuDS) and natural flood management measures that could result in provision of initiatives such as:

- a) Habitat creation and restoration, such as wet woodlands.
- b) Irrigation reservoir recharge and small-scale water storage.
- c) Rainwater capture and reuse for community, agriculture or business use.
- d) Retrofitted Sustainable Drainage Systems and use of overflow basins and leaky dams.
- e) Smart leaky water butts.
- f) Rain gardens.

4. Catch Project

- 4.1 This joint pilot project between Norfolk County Council and Anglian Water. The [Interreg European CATCH climate change and flood reduction project](#) was completed in 2021 to reduce surface water in key flood risk areas within Norwich and to better protect homes from significant flood risk. The aim was to install free of charge specially adapted slow-release water butts to residential properties in the targeted Norwich urban area, thereby capturing rainwater before it overwhelmed the sewer network, with the initial target areas shown in the map below.



This aspect of Sustainable Drainage Systems (SuDS) can help reduce the risk of flooding by slowing the flow of rainfall into the drains by using units designed to gradually release the captured water back into the environment.

- 4.2 This project led to the installation of 1,411 slow-release water butts and flood storage planters that were offered to residents, and delivery of large 1,000 litre cube storage units to schools. This initiative is capable of capturing a maximum of 269,460 litres of rainwater before it enters the sewer network and successful elements of the project will be included in bids for similar initiatives made to funding bodies for other suitable areas in Norfolk.

5. Regional Flood and Coastal Committees

- 5.1 The Regional Flood and Coastal Committees bring together members appointed by Lead Local Flood Authorities, such as the County Council and independent members, with relevant experience for three purposes:
1. To ensure there are coherent plans for identifying, communicating and managing flood and coastal erosion risks across catchments and shorelines.
 2. To promote efficient, targeted and risk-based investment in flood and coastal erosion risk management that optimises value for money and benefits for local communities.
 3. To provide a link between the Environment Agency, Lead Local Flood Authorities, other risk management authorities, and other relevant bodies to engender mutual understanding.
- 5.2 The County Council area is covered by three Committees: Anglian Eastern, Anglian Great Ouse and Anglian Northern (which are areas based on river

basin catchments), and County Councillors Eric Vardy, Brian Long and Richard Price are the current County Council representatives on these Committees.

In line with the Flood and Water management Act 2010, and with the consent of a local Regional Flood and Coastal Committee, the Environment Agency may issue a levy on the Lead Local Flood Authorities in an area, such as the County Council in Norfolk, in respect of the Agency's flood and coastal erosion risk management functions in that area, and to enable the Committees to fund local priority projects and support the Flood and Coastal Erosion Risk Management Programme.

- 1.3 This year [Cabinet on 03 October 2022, Item 12 on the agenda, page 226](#) agreed to support a levy increase of up to 3% for the financial year 2023/24, which would be an increase of approximately £28,500 on the £950,000 paid in 2022/23. The final amount payable is determined by the Committees and with reference to the Local Authority approved Council Tax base (the number of Band D equivalent dwellings in a local authority area).

In relation to the Committees, the annual levies support significant flood mitigation work in Norfolk as part of their programmes and draws in over £5 of central government money for every £1 of local levy spend.

- 1.4 Although local levies are pooled for projects across the region, Norfolk has benefitted from a good return of levy supported projects and schemes. Major projects in Norfolk that are supported by the Committees include Great Yarmouth Tidal Defences (Epochs 2 and 3), Hemsby Coastal Management Scheme, Norton and Raveningham pumping station replacement and Hunstanton Coastal Management Plan.

Each year the County Council as a Lead Local Flood Authority bids for Grant in Aid and Local Levy funds from the Regional Flood and Coastal Committees to support its flood risk mitigation studies and schemes. Local levy funding is also currently supporting several County Council surface water improvement projects including those in Dereham, Watton, Thetford, Kenninghall and Saham Toney and also funds a Liaison Officer who is providing a vital link to enable County Council projects to access Environment Agency funding.

The County Council received an allocation of £127,835 of local levy contributions towards surface water projects in 2022/23 and this is set to rise to £278,478 in 2023/24. These allocations relate to the six-year Environment Agency Flood and Coastal Erosion Risk Management Programme from April 2022 to March 2028 and do not include Grant in Aid or other contributions that support these projects.

- 5.5 Two recent approvals from the Environment Agency for funding for County Council projects are:

- 1) £120,000 that is split between two issues in the River Burn catchment, which are exploring the role of groundwater in the recent flooding in early 2021 and looking at catchment wide benefits from integrated watercourse management. That work is due to start this financial year and last two years.
- 2) £600,000 from the Environment Agency for a £1.2m scheme in Dereham, which aims to use flood attenuation basins to better protect 43 properties from surface water flooding. Detailed design for that is due to start this financial year with 2025 the expected delivery date.

6. Lead Local Flood Authority Work

6.1 The County Council has a statutory role as the Lead Local Flood Authority for Norfolk and it is in this context that it:

- a) Supports the Norfolk Strategic Flooding Alliance alongside the County Council role as a Highways Authority.
- b) Undertakes flood investigations.
- c) Is a statutory consultee on major developments.
- d) Delivers drainage schemes.
- e) Provides ordinary watercourse regulation.

6.2 Flood Investigations

6.2.1 The County Council has a duty as the Lead Local Flood Authority for Norfolk to investigate reports of flooding, which derives from the Flood and Water Management Act 2010, section 19.

It is not the County Council's responsibility as the Lead Local Flood Authority to resolve the flooding, however, it can investigate the cause and notify any relevant Risk Management Authority, for example the Highways service of the County Council, National Highways, Anglian Water, Internal Drainage Boards, or the District Council, of its findings.

6.2.2 The [Local Flood Risk Management Strategy](#) and County Council's [Flood Investigation Protocol](#) specify criteria and thresholds for formal investigations, such as:

- a) Any risk to loss of life or serious injury.
- b) One or more properties flooded internally and/or one or more properties rendered inoperable or their functions severely compromised due to the access to the premises being impassable.
- c) Any section of a national category three road or above made impassable due to flooding and/or flooding to priority one and two gritting routes.

However, further information may be taken into account, where available, such as the current status of the flood incident, the level of disruption to key services caused by the cumulative impact of flooding and frequency, ie the number of times it has previously occurred.

6.2.3 The County Council's formal [Flood Investigation Reports](#) are published on line and cover key aspects such as the rainfall intensity and impact, response of relevant organisations, the likely causes and recommend remedial actions and measures. However, the County Council does not have the powers to enforce many of these recommendations, meaning that there is a strong reliance on partnership approaches to address issues.

6.3 **Statutory Consultee on Major Developments**

6.3.1 Norfolk has seen considerable recent growth in development and related infrastructure schemes, such as urban extensions of greater Norwich, Thetford, Wymondham, Attleborough and Great Yarmouth together with major projects such as the Broadland Northway and Third River Crossing.

Consequently, the County Council in its role as the Lead Local Flood Authority for Norfolk receives a high number of consultations for major development from Local Planning Authorities, as shown in the table below.

Year	Application Type				Totals
	Full	Outline	Reserved Matters	Discharge of Conditions	
2018/19	340	125	118	189	772
2019/20	387	101	122	249	859
2020/21	382	83	75	110	650
2021/22	364	64	105	242	775
Totals	1,473	373	420	790	3,056

1.4.2 Most consultations relate to formal planning applications, for which a chargeable paid advice service is offered, that helps improve the quality of applications before they are formally reviewed and provides an income stream for the County Council. However, the County Council also responds to Local and Neighbourhood Plans, Nationally Strategic Infrastructure Projects and appeals, and furthermore can be consulted more than once for each application

6.3.3 The County Council as a Lead Local Flood Authority has no role in ensuring that the designs for Sustainable Drainage Schemes agreed in the planning application process are built to the required standard or maintained

appropriately afterwards. If new developments suffer from flooding, it can investigate the instances following the standard protocols, and where requirements have not been adhered to by a developer it can provide an assessment of the current drainage details and the residual risk if national standards are not met, to aid the Local Planning Authority in its determination.

Although the County Council's role does not cover minor developments, to provide Local Planning Authorities with support for flood risk and drainage issues in minor developments, it has produced standing advice and also offers informal advice directly to the Local Planning Authorities' case officers where required.

6.4 **Drainage Scheme Identification**

- 6.4.1 The [Local Flood Risk Management Strategy](#) proposes measures to achieve its objectives and details relevant funding mechanisms and discusses the prioritisation and distribution of any secured funding, with a requirement for all Risk Management Authorities to support the investment of resources in the areas of highest risk within their respective jurisdictions.

The County Council's [Preliminary Flood Risk Assessment Report](#) which was [updated in 2017](#), provides a useful indicator of the populations most at risk of surface water flooding in Norfolk. This has allowed the County Council in its Lead Local Flood Authority role to prioritise its flood risk studies in areas where the possibility of securing third party funding and implementing mitigation measures is highest. Alongside this, the need for schemes is highlighted through [Flood Investigation Reports](#) and where these coincide with areas of concentrated risk, they provide valuable evidence to validate the modelling and designs for mitigation measures.

Often though flooding occurs in scattered, widespread locations where the likelihood of achieving partnership funding is low. In these circumstances, grants can be provided to residents for Property Level Protection measures (such as those demonstrated in a mobile display unit that visited Woodton and Dereham in spring 2022 and will visit the county again in the summer of 2023, of which a virtual tour can be seen here: <https://circus2020.s3.eu-west-2.amazonaws.com/Floodmobile/index.html>), and alternative lower cost solutions that can be pursued in the form of small-scale drainage works, and / or natural flood management techniques where appropriate (as detailed in 'Appendix B Current Flood Mitigations Projects' to this report).

- 6.4.2 The County Council in its Lead Local Flood Authority role has carried out Surface Water Management Plans, flood risk studies and initial assessments in almost all the top-ranking settlements in the [Preliminary Flood Risk Assessment report](#), and whilst much work has been undertaken in mapping and modelling risk, it has been very difficult in all instances to identify retrofit

drainage schemes that meet the cost-benefit criteria to secure external funding for implementation. If issues with securing external funding for capital flood mitigation measures persists this will become a growing concern for the long-term flood risk mitigation in some areas in Norfolk.

Two recent and significant exceptions to this have been the Defra funded project 'Reclaim the Rain' and the EU Interreg project 'CATCH' projects mentioned above in sections 3 and 4 of this report.

6.4.3 Across the county work on new and improving existing drainage and flood risk schemes have been carried out by a range of Risk Management Authorities.

The County Council in its role as a Highway Authority has spent over £17m on drainage schemes for the Local Transport Plan, Market Town Drainage Initiative and the Drainage Challenge Fund. Major investments include North Walsham and Diss Market Town Drainage schemes, and the works for the £10.3m Norwich Fringe Drainage Project. In addition it has been progressing priority schemes established by the Norfolk Strategic Flooding Alliance, which are presented in '*Appendix B: Current Flood Mitigation Projects*', such as '*Green Lane (under railway bridge), Great & Little Plumstead*', where work to replace and enlarge existing surface water drainage systems, and improve an outfall ditch and swale, is due to complete in December 2022 at the location of an extremely dangerous incident that occurred at Christmas 2020 and which required a rescue from a vehicle stuck in deep floodwater.

Outside the County Council other Risk Management Authorities, notably Internal Drainage Boards, have spent over £15m in recent years, with major investments including the Islington and Wolferton catchment schemes in west Norfolk.

6.5 **Drainage Scheme Delivery**

6.5.1 Examples of drainage scheme delivery and resilience projects are provided in '*Appendix B: Current Flood Mitigation Projects*' to this report, which provides details of the following flood alleviation schemes and projects:

- a) Large scale: at Dereham, Watton and Saham, and Thetford.
- b) Medium scale: Lion Wood Holistic Project in Norwich, Saham Natural Flood Management Project, and a Kenninghall Flood Alleviation Study.
- c) Smaller Scale: Crimplysham Main Road drainage improvements, and Property Level Resilience projects.

6.5.2 **Schemes in Development**

The following schemes, and their indicative costs, have been submitted to the Regional Flood and Coastal Committees for support as part of the six-year programme of the Committees:

- a) Attleborough Trash Screen Replacement Scheme, £30k.
- b) Banham Natural Flood Management Scheme, £30k.
- c) Besthorpe Natural Flood Management Project, £60k.
- d) Brockdish Flood Alleviation Scheme, £40k.
- e) Burnham Market Flood Alleviation Studies, £124k.
- f) Long Stratton Flood Alleviation Study, £64k.
- g) Saxlingham Nethergate Natural Flood Management Scheme, £30k.

6.6 **Watercourse Regulation**

6.6.1 The oversight, management, and regulation of watercourses (such as regarding to maintenance, enforcement, consenting and culverting of ordinary watercourses), is delivered across a number of regulatory authorities. For 80% of Norfolk the County Council as Lead Local Flood Authority regulates approximately 8,900km of ordinary watercourses. That regulation is in the context of specific requirements arising from the Flood and Water Management Act 2010 and the Land Drainage Act 1991 and in line with policies in Norfolk's [Local Flood Risk Management Strategy](#).

6.6.2 The number of applications dealt with in recent years for works on ordinary watercourses that are outside Inland Drainage Board areas is detailed in the table below.

Year	Applications for consent	Consents given	Consents refused
2015/16	64	40	0
2016/17	58	38	1
2017/18	58	50	2
2018/19	39	22	6
2019/20	48	39	2
2020/21	34	20	0
2021/22	63	42	3
Totals	364	251	14

Consent applications have an eight-week determination period and are separate to the planning process, however the recommended approach is that consent applications are made at the same time as planning application submissions, so that the two can be assessed together and to help avoid difficulties in determination.

In addition, the County Council as the Lead Local Flood Authority for Norfolk receives numerous potential enforcement cases, where no formal enforcement action is taken beyond advisory letters being sent, due to matters being resolved or the matter not meeting the required thresholds for regulatory action.

6.6.3 In many river catchments the regulatory and works powers fall to multiple organisations (such as the County Council, Districts, Inland Drainage Boards and the Environment Agency), all of which have different priorities, service levels, scope, powers and funding sources. This creates an extra layer of complexity above dealing with the many individuals, organisations, businesses and landowners who have riparian responsibilities. Which in turn creates a risk of uncoordinated levels of maintenance and water flow management that could increase flood risk.

The potential benefits of developing a catchment wide integrated watercourse management plan with relevant organisations and key stakeholders, will be assessed over the next two years as part of the County Council's Burnham Catchment Integrated Watercourse Management Study which has recently been granted funding, and it is hoped that the lessons from this study can be replicated across the county and shared more widely.

6.6.4 In a number of cases, closer working between the County Council as a Lead Local Flood Authority, District Councils and other organisations has led to resolution of maintenance issues.

A notable example is in Long Stratton, where officers from the County Council and South Norfolk Council worked together to survey the watercourse and drainage network, identifying issues and informing riparian owners of their responsibilities. This has led to key sections of watercourse being cleared by landowners and South Norfolk Council, thereby increasing its capacity in a flood event.

In an example in Belton, the Parish Council organised the clearance of a long length of overgrown ditch that has many small sections with different riparian owners, many of whom have no practical means to carry out such maintenance work. To aid the landowners, the Parish Council obtained a quote from a contractor to clear the whole ditch and apportioned costs based on the length of watercourse that each landowner was responsible for. The costs were agreed, work carried out and payments received from all but one section where the landowner could not be identified.

7. Combined Sewer Overflows / Storm Overflows

7.1 Combined sewer overflows (also referred to as storm overflows), are designed for situations where there is too much water in pipes, for example due to excessive rainfall, which causes safety release valves to open and reduce the

pressure in the pipe network, thereby leading to release of the excess water directly into the rivers or sea.

This is a process that is regulated by the Environment Agency by permits which allow storm overflows to operate under certain conditions and help prevent systems backing up thereby causing uncontrolled release into communities, the road network, open spaces and properties.

Measures that can be taken to help reduce the need for combined sewer overflows include keeping sewers free of wet wipes and sanitary products, as well as ensuring that fats, oils and grease are not poured down sinks.

7.2 In 2022 there has been a growing focus on combined sewer overflows, including launch of an investigation in June 2022 by the newly formed Office for Environmental Protection, which seeks to investigate the roles of Ofwat, the Environment Agency and the Defra Secretary of State in the regulation of combined sewer overflows. In addition, in March 2022 Ofwat opened enforcement cases into five water companies (Anglian Water, Northumberland Water, Thames Water, Wessex Water and Yorkshire Water) to gather further information for enforcement purposes as part of a wastewater treatment investigation.

7.3 The Rivers Trust collates data on sewage network discharges and overflows which is available via the Environment Agency, and presents that data as an interactive mapping tool on its website here: <https://www.theriverstrust.org/key-issues/sewage-in-rivers> which presents the most recently available data and allows interrogation of previous years' data, including data that Anglian Water also provides on its website here: <https://www.anglianwater.co.uk/services/sewers-and-drains/storm-overflows/>

The information presented is from Event Duration Monitoring equipment which use sensors to detect water levels and where installed, help provide the magnitude of incidents at any one location which has a permit.

7.4 Locally in Norfolk the issue of combined sewer overflows leading to release of sewage into the natural environment has been brought to prominence by the concerns of communities, politicians and the local media, and Anglian Water has explained to the County Council that storm overflows:

- a) Play a vital role in its combined wastewater network systems, as they work like pressure release valves to protect homes and businesses from flooding during periods of extreme rainfall.
- b) Were typically installed during the 1960s and 1970s, well before the privatisation of the water industry.

- c) Were designed as either combined sewer overflows from its network or settled storm overflows at its wastewater treatment works, in a way that sewers aren't built anymore.
- d) When used properly the majority of what comes out is rainwater, not sewage.
- e) Are controlled by the Environment Agency via permits.

7.5 Anglian Water has also explained that in relation to detection of storm overflows it is installing more Event Duration Monitors to monitor for discharges and improve visibility of when storm overflows operate, uses the data it collects to identify which storm overflows are spilling more frequently and to target future investment to overflows where it will have the most environmental benefit.

7.6 In Norfolk, bathing water at Heacham was assessed in 2021 as poor but improving, and although additional treatment has been installed at Heacham Water Recycling Centre in the past, Anglian Water is working with local authorities and potential sources of contamination to improve results.

8. Financial Implications

8.1 Whilst much work has been undertaken in mapping and modelling flood risk, it has been very difficult to identify retrofit drainage schemes that meet the cost-benefit criteria to secure external funding for implementation. This continued inability to secure external funding for capital flood mitigation measures is a serious concern for the long-term flood protection in parts of Norfolk.

8.2 An example of the real costs and benefits of retrofit drainage schemes in urban areas can be demonstrated by an Anglian Water scheme in Burgh Road / Beccles Road in Gorleston. This scheme aims to protect twelve properties from a 1:30 (3.3% Annual Exceedance Probability) and an allowance for climate change rainfall event and is forecast to cost over £4m.

8.3 Additionally, many schemes require partnership funding from a range of organisations and stakeholders. These partners have their own differing restrictions on the use of their funds, meaning that implementation of these schemes is at risk if partners withdraw or cannot spend their funds and this can be particularly difficult while attempting to agree future liabilities and maintenance.

9. Resource Implications

9.1 **Staff:** Whilst there are no direct implications as a result of this report, it should be noted that in recent years recruitment difficulties have led to long term vacancies in some roles within the service that fulfils the Local Flood Authority Role for the County Council. This issue has been compounded by the unpredictability of workload, particularly in relation to incidents of widespread

and repeated flooding and the consultation process on new developments, meaning that often a set resource is confronted by spikes in demand that take time and prioritisation to manage.

To assist the Lead Local Flood Authority service an agreement has been established with the Environment Agency for its officers to attend site visits following a major flood event and to help this a Flood Report Generator tool has been developed to help input data and produce standard report templates.

9.2 Property: None as a result of this report.

9.3 IT: Work is underway to develop a shared flood risk mapping resource and asset register that would provide partners of the Norfolk Strategic Flooding Alliance with access to a Geographical Information System mapping tool for use in emergency planning, scheme development, flood investigations and other related functions.

10. Other Implications

10.1 Legal Implications: Schedule 3 of the Flood and Water Management Act 2010 relates to provisions for Sustainable Drainage Systems (SuDS) in new and redeveloped sites and removal of rights to connect to surface public water sewers, but its requirements have not been commenced in England.

The need to progress this provision has been recognised by the Norfolk Strategic Flooding Alliance to the extent that in 2022 the concerns and preferences of the Alliance have been raised at a Ministerial level with the Government. That is because this is an issue of substance, as if progress is made in this area it would lead to the establishment of SuDS approval bodies (a role that would be expected to reside with a county council in a two-tier authority area), which would in turn promote and require usage of systems such as ponds, swales and permeable paving to lower and make slower the surface water run-off from developments.

10.2 Human Rights Implications: None as result of this report.

10.3 Equality Impact Assessment (EqIA): None as result of this report.

10.4 Data Protection Impact Assessments (DPIA): None as result of this report.

10.5 Health and Safety implications: The work of the Norfolk Strategic Flooding Alliance and the County Council in its roles as a Lead Local Flood Authority and Highway Authority has direct benefits for the safety of our communities and infrastructure.

10.6 Sustainability implications: The work of the Norfolk Strategic Flooding Alliance and the County Council in its roles as a Lead Local Flood Authority and Highway Authority has a positive impact on both the environment and sustainability of Norfolk and its communities, by reducing flood risk and flood damage and improving water management across Norfolk including improving its use as a resource.

Furthermore, there is genuine cross cutting potential from linking Sustainable Drainage Systems and Natural Flood Management to improved biodiversity and habitat creation.

10.7 Any Other Implications: There is a frequent tension between the expectation of developers and the growth agenda, and the need for adequate provision for flood mitigation.

There can be scenarios where there is a flood alleviation project that is viable and advisable, but for which funding is not available, or alternatively for which there is no clear ownership or party prepared to take on responsibility for the costs of delivery and or ongoing maintenance and decommissioning.

11. Risk Implications / Assessment

11.1 Assessment of surface water flood risk mapping shows that over 12,000 properties in Norfolk are at risk from a 1:30 (3.3% Annual Exceedance Probability) rainfall event and that over 30,000 properties are at risk from a 1:100 (1% Annual Exceedance Probability) rainfall event.

11.2 The effects of climate changes on weather patterns, sea level rises, and the effects of isostatic rebound tilting the country to the south-east, all contribute to different extents, and sometimes combine, to increase the apparent frequency and severity of incidents of flooding in Norfolk.

11.3 A continued inability to secure significant external funding for many capital flood mitigation measures is a serious concern for the long-term flood protection of communities in Norfolk.

11.4 Funding made available for flood mitigation works and projects will be affected by cost escalations, which will put pressure on the amount of money available for schemes.

12. Select Committee Comments

1.1 Not applicable.

13. Recommendations

To:

1. **Comment on the nature and speed of progress made with flood prevention activities in Norfolk.**
2. **Comment on how the County Council should give further consideration to the issue of combined sewer overflows.**

14. Background Papers

- 13.1 'Update on Norfolk County Council's Response to the December 2020 Flooding Event', [Scrutiny Committee, 24 November 2021, Item 9 on the agenda, page 30](#)
- 13.2 'Norfolk County Council's Response to the December 2020 Flooding Event', [Scrutiny Committee, 27 January 2021, Item 8 on the agenda, page 12](#)
- 13.3 'Norfolk Strategic Flooding Alliance Strategy and Regional Flood and Coastal Committee Local Levy Vote', [Cabinet, 03 October 2022, Item 12 on the agenda, page 226](#)
- 13.4 'Flood Reserve Fund and Norfolk Strategic Flood Alliance Update', [Cabinet, 06 September 2021, Item 12, page 122](#)

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

Appendix A: Norfolk Strategic Flooding Alliance: Annual Report, Strategy, Action Plan and Campaign Plan

Appendix A.1 Norfolk Strategic Flooding Alliance: Annual Report NORFOLK STRATEGIC FLOODING ALLIANCE

ANNUAL REPORT 2021

The purpose of the constituent members of the Norfolk Strategic Flooding Alliance (NSFA) is to work together so that Norfolk communities and infrastructure are safer and more resilient to the risks of inland and coastal flooding and better placed to ensure adequate water supplies during droughts.

1. **Introduction.** The NSFA was formed following recognition that the county-wide response to flooding and flood-related risks is incoherent and improvements are required to protect and reassure Norfolk communities. Members of the NSFA are united in their determination to work collaboratively and transparently across boundaries and structures to improve the response to flooding and increase the coherency and consistency of flood risk management. The unique selling point of the NSFA is that it represents a single point of focus and collaboration for all flood-related challenges facing the County of Norfolk.

2. **Objectives & Performance.** Our objectives for 2021 are laid out below – the majority of these will remain as standing objectives as we move into our second year and beyond:

a. **Objective 1.** Deliver a transparent, collaborative, integrated and sustainable approach to water management issues across the County of Norfolk that is applied coherently.¹

Performance: The formation of the NSFA and the early, positive multi-agency approach to water management is indicative that we are building an integrated and sustainable approach. Our action-based programme of work is evidence of our determination to drive positive change. Our focus will now switch to maintaining this progress.

b. **Objective 2.** Provide a cooperative approach to local, regional and national funding opportunities to mitigate Norfolk's flood risks.

Performance. All agencies, authorities and organisations remain responsible and accountable for their own resource allocation and expenditure. Through the NSFA we have identified specific cases where we have been able to allocate actions and resource in a more collaborative manner and provide a more effective response. These include:

(1) The identification of 28 high risk locations in which to focus our multiagency efforts and deliver solutions rapidly. Of the initial 28 sites, 2 have been remedied, 14 are now part of a collaborative multi-agency plan and 12 are having a plan developed.

(2) The introduction of a single point of contact for flooding issues within the NCC. This 24/7 function, delivered through a single county-wide flood line, was achieved through close collaboration between all NSFA members and followed the production of a 'flood flyer'. This provided broad advice to all residencies and businesses in Norfolk.

¹ This includes an understanding of other water management strategies and activities already in practice through other bodies and organisations.

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c. **Objective 3.** In accordance with Shoreline Management Plan governance, establish a strategic group (or Groups) for the coastal areas from the Yare to the Wash/Ouse to help mitigate coastal erosion and coastal flooding.

Performance. Through close collaboration with Coastal Partnership East (CPE) we improved visibility of the strategic challenges facing the northern coast. This has included the inclusion of the Borough of Kings Lynn and West Norfolk into the CPE structure. CPE provides inputs to the NSFA board meeting.

d. **Objective 4.** Examine how to implement whole river management best practice for inland waterways from catchment areas to the sea.

Performance. This is a very complex issue and one that the NSFA is seized with. Resolution of this objective is beyond the remit of the NSFA or any of its constituent members and will likely require changes to national legislation. The NSFA is engaged with DEFRA and the Chair has met with the Minister to outline an approach.

e. **Objective 5.** Work to ensure that the planning system across the County is coherently applied and does not exacerbate the flood risks to new and existing residents and communities.

Performance. Progress is being made and the Coastal and Inland Flooding Groups, which includes working-level representation from all the local authorities, are addressing this task. The NSFA as the strategic body is overseeing progress to ensure coherency and consistency of approach across the County.

f. **Objective 6.** Work with category one responders and other relevant bodies, so that when they are preparing and delivering their statutory or lead-agency responsibilities they will, where appropriate, collaborate through the Norfolk Resilience Forum (NRF) to:

- I. enable the Local Lead Flood Authority (LLFA) to compile a common flood risk picture,
- II. Develop a consolidated action plan that maps multi-agency activities and progress,
- III. ensure local flood resilience and the response to flooding events, are streamlined and cohered across the County,
- IV. achieve synchronised initiatives across Norfolk that mitigate the risk of flooding and enhance communities' local resilience, and
- V. deliver a programme of exercises to confirm NSFA effectiveness and assure progress development.²

Performance. This multifaceted objective seeks to improve the way in which all members plan for, mitigate risks, respond to and recover from flooding events in a more effective and efficient way. The NRF, with Anglia Water (AW) and the Environment Agency (EA) are producing a common flood risk picture to better inform assessment and mitigation measures. The Coastal and Inland Flooding Groups have consolidated tactical-level delivery plans for their specific areas of responsibility and these are fed back to the NSFA main board to ensure coherency and consistency. The NRF, in partnership with the Norfolk Association of Local Councils (NALC) and the Norfolk Fire and Rescue Service (NFRS), is developing a programme of flooding self-help initiatives including some training and education as well as

² We will do this in partnership with the Ministry of Housing, Communities and Local Government (MHCLG) or the Cabinet Office, partner authorities in the region and the Emergency Planning College, in the design, training, work up and delivery of the exercise.

Appendix A.1 Norfolk Strategic Flooding Alliance: Annual Report

promoting the benefits of Flood Action Groups in high-risk areas to help manage local risks. The NSFA, in partnership with the NRF, successfully held its first flooding exercise in October 21 to test the organisations' performance against a very demanding county-wide scenario. The NSFA will contribute to the National Flood Exercise later in 2022.

g. **Objective 7.** Enhance the confidence of Norfolk communities through regular public communications and engagement on flood risks, mitigation measures and resilience / self-reliance initiatives.

Performance. The NSFA with support from Norfolk County Council (NCC) produced a 'flyer' to advise all households and businesses across Norfolk of the roles and responsibilities of organisations involved in the flood response. We also introduced a 'single number' for people to call to discuss flood related issues. We also launched a winter flood risk media campaign in the autumn of 2021 to promote a more proactive approach to flooding preparedness across all Norfolk's communities.

h. **Objective 8.** Produce an Integrated Norfolk Water Management Strategy.³

Performance. We recognise that the County of Norfolk suffers from considerable water management issues – drought as well as flooding. It recognises that we need to work more effectively with partners, especially Water Resources East (WRE), to develop a strategy that addresses the threats and opportunities derived from flooding and how this might be harnessed to mitigate drought risk. This objective is ongoing.

i. **Objective 9.** Deliver a united Norfolk view on flooding and water management issues to Central Government.

Performance. There are links with this objective and those Objective 4. Combined these are a long-term strategic challenge that the NSFA has already made progress with by achieving closer collaboration and alignment with partners across Norfolk and is using this to demonstrate evidence to lobby central government.

j. **Objective 10** (a new one). The function of the NSFA becomes a business as usual (Bau) function where the strategic direction, oversight and leadership is provided by an elected leader and the LLFA.

Performance. We recognise that the NSFA should not remain a quasi-official function for any longer than is necessary. It is important that the long-term strategic leadership role for water management across the County of Norfolk is delivered by an elected leader and achieved under the auspices of the LLFA. Significant progress has been made to get us to where we are now and our aim is for this objective to be achieved by the end of 2022. In so doing we transfer delivery of this important work to an elected and accountable local politician and to one who has the authorities and responsibilities to drive change and cohere county-wide approaches to water management issues.

3. **Case Studies.** We include here four case studies to help us paint a picture of some of our successes and to demonstrate the advances we have made in collaborative delivery:

a. **Long Stratton.** In Long Stratton, NCC and South Norfolk officers have worked together, using their respective powers to resolve issues on ditches including watercourse maintenance. This collaborative approach has helped us to resolve some of the historic flood risk issues and reduce the risk of flooding in the future.

³ To include an integrated approach to resource planning that considers all potential requests for funding to develop a single and prioritised statement of desired outcomes that all can work to deliver.

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- b. **Saham Toney.** The village has experienced regular flooding to properties and highways with some watercourses overwhelmed. We Included this within our Tranche 1 scheme. This work highlighted close working between LLFA, AW, Breckland DC, MP, Parish Council and Watton and local Flood Action Group. The initial approach was the introduction of a 'leaky dam' to moderate water flow downstream and therefore offering a flooding prevention measure. A business case bid has also been submitted for funding to create water storage basins in the area.
- c. **Gorleston.** Included as a Tranche 1 scheme, where AW is investing over £4 million in Gorleston to reduce the risk of sewer flooding to local homes and properties. Work started in 2021 and has already made modifications to the sewer network on Colomb Road and installed new surface water gullies on behalf of local Highways Team to improve the surface water drainage on Burgh Road. The scheme will also modify the sewer on the High Street, lay a new sewer on Burgh Road and build a new pumping station and storm overflow tank underneath Beccles Road. This will create additional capacity in our network to take water away when it rains heavily. Works are due for completion later this year.
- d. **Tunstead.** Market Street in Tunstead, and the wider catchment of Scottow and Crowgate, have experienced problems with the foul water network for many years. The catchment suffers from a high water table, which combined with deep sewers leads to ground water infiltration throughout the catchment. Over the winter of 2020/21 high groundwater levels combined with extensive field runoff. Conditions experienced last winter caused a loss of facilities to multiple customers and eventually external flooding, which in turn increased the risk of internal flooding and pollutions to land and the local watercourse network. AW undertook investigations to identify where surface water and groundwater flows entered the sewer network. It was found that the foul network was infiltrated by ground water at many points in the network. AW has successfully removed some infiltration by lining and sealing sections of the foul sewer. They have also installed two flow monitors in the area which are used to monitor infiltration and for proactive reduction efforts. To maximize the full benefit of infiltration reduction, AW sealed manhole covers across the catchment. This has reduced approximately 17,000 litres in a 24-hour period from entering the foul sewer network. AW also repaired a collapse of the section of sewer outside the Horse and Groom pub. Over the last 12 months AW has enjoyed an excellent working relationship with the Tunstead Parish Council whom have been extremely proactive in working with local landowners to dig and re-establish the network of surface water ditches across the community.
- e. **Burham Market & North/South Creake.** The last few years have seen very high water levels in this area with significant field run off with watercourses overtopping the River Burn. The result was significant water ingress into AW's infrastructure regularly overwhelming their pumping stations. Additionally, some locations on the local highway network were regularly flooded causing structural damage to roads and resulting in many properties and facilities impacted with flooding. As potential solutions to the problem would involve multiple partners it was decided to add this to our Tranche 1 programme of remediation work and to consider ambitious resolution options. AW conducted an extensive survey and commenced a programme of sewer relining across the area. Surveys of the sewerage system were also conducted to identify infiltration but nothing of significance found. In line with the NSFA's objectives and action plan we decided to adopt a catchment-based approach to address all the risks and issues rather than just respond to the current problems. A funding bid has been submitted to the Regional Flood and Coastal Committee (RFCC) to conduct detailed analysis and modelling to guide a whole river management

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approach. This is an ambitious multi-agency approach and is indicative of our drive to remove or reduce risk rather than focus on response initiatives. The programme involves the Environment Agency (EA), AW, Water Management Alliance (WMA), NCC, Borough Council of King's Lynn and West Norfolk, Norfolk Rivers Trust and Water Resources East (WRE).

4. **Next Steps.** Our strategy and campaign plan for 2022/23 will be incorporated into member organisations' strategies and plans. Our actions have been prioritised and sequenced to help guide our work and to provide a clear framework for others to observe our work and progress towards achieving our goals. This document will be used as the basis for a range of media and communications products (primarily digital) to inform Norfolk communities of our work. These will cover our successes to date, our ongoing programmes and future initiatives.

Appendix A.2 Norfolk Strategic Flooding Alliance: Strategy

NORFOLK STRATEGIC FLOODING ALLIANCE – OVERALL STRATEGY (2022)

The purpose of the constituent members of the Norfolk Strategic Flooding Alliance (NSFA) is to work together so that Norfolk communities and infrastructure are safer and more resilient to the risks of inland and coastal flooding and better placed to ensure adequate water supplies during droughts.

1. **Introduction.** The NSFA was formed following recognition that the county-wide response to flooding and flood-related risks is incoherent and improvements are required to protect and reassure Norfolk communities. Members of the NSFA are united in their determination to work collaboratively and transparently across boundaries and structures to improve the response to flooding and increase the coherency and consistency of flood risk management. The unique selling point of the NSFA is that it represents a single point of focus and collaboration for all flood-related challenges facing the County of Norfolk. As the NSFA enters its second year it has been agreed that the strategy should be updated to reflect the experiences of the last year. We also have a campaign plan that prioritises and sequences our actions and objectives.

OUR GOALS

2. **Our Vision.** The NSFA will be successful through the coordinated actions of the statutory authorities from central to local government, through to commercial companies, land and property owners large and small, their communities and individuals themselves. As a result, the people of Norfolk will have a high level of confidence that flood risks are as low as reasonably practicable and are being managed within the overall context of improved water management.

3. **Our Objectives.** Our objectives are:⁴

- k. Maintain a transparent, collaborative, integrated and sustainable approach to water management issues across the County of Norfolk that is applied coherently.⁵
- l. Provide a cooperative approach to local, regional and national funding opportunities to mitigate Norfolk's flood risks.
- m. Examine how to implement whole river management best practice for inland waterways from catchment areas to the sea.
- n. Work to ensure that the planning system across the County is coherently applied and does not exacerbate the flood risks to new and existing residents and communities.
- o. Work with category one responders and other relevant bodies, so that when they are preparing and delivering their statutory or lead-agency responsibilities they will, where appropriate, collaborate through the Norfolk Resilience Forum (NRF) to:
 - VI. enable the Local Lead Flood Authority (LLFA) to compile a common flood risk picture,
 - VII. Maintain a consolidated action plan that maps multi-agency activities and progress,
 - VIII. ensure local flood resilience and the response to flooding events, are streamlined and cohered across the County,
 - IX. achieve synchronised initiatives across Norfolk that mitigate the risk of flooding and enhance communities' local resilience, and

⁴ These are distilled further into a series of actions and tasks in Annex A.

⁵ This will include an understanding of other water management strategies and activities already in practice through other bodies and organisations.

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- X. deliver a programme of exercises to confirm NSFA effectiveness and assure progress development.⁶
 - XI. instil an approach that increases the effectiveness of a plan-mitigate-respond-recover continuum.
- p. Enhance the confidence of Norfolk communities through regular public communications and engagement on flood risks, mitigation measures and resilience / self-reliance initiatives.
- q. Complete an Integrated Norfolk Water Management Strategy.⁷
- r. Deliver a united Norfolk view on flooding and water management issues to Central Government.
- s. The function of the NSFA becomes a business as usual (Bau) function where the strategic direction, oversight and leadership is provided by an elected leader and the LLFA.

OUR APPROACH

4. **Our Principles.** Our guiding principles are:

- a. We will work together in a collaborative and transparent manner through the statutory duties established by the Civil Contingencies Act (CCA) (2004) and its supporting doctrine and guidance as well as making maximum use of Public Sector Cooperation Agreements, where appropriate.
- b. Extant statutory or lead responsibilities remain with the relevant agency.
- c. We will share information and manage knowledge intelligently.
- d. We will focus on delivering the best outcome for Norfolk communities.
- e. We will speak with one voice and communicate clearly, coherently and consistently to Norfolk communities.
- f. We will exploit pre-existing structures and multi-agency fora to reduce duplication and ensure our activities are efficient and effective.
- g. We will ensure a balanced approach – delivering quick wins and set the conditions for achieving longer-term success.
- h. We will make evidence-based decisions and anticipate future risk through collaborative analysis and data sharing.
- i. We learn from others and our own experiences and seek to identify and share ‘best practice’ as appropriate.

5. **Strategic Collaboration – Threats and Opportunities.** It is unlikely that any single entity will be able to develop projects or solutions alone that mitigate the threats of flooding or to promote the opportunities for better water management. Collaboration (not duplication) between NSFA and Water Resources East (WRE) is essential to a coherent approach across the County of Norfolk. From a water management perspective, WRE and its strategic partners will identify opportunities in the short, medium and long-term to connect fluvial flood risk reduction with water scarcity

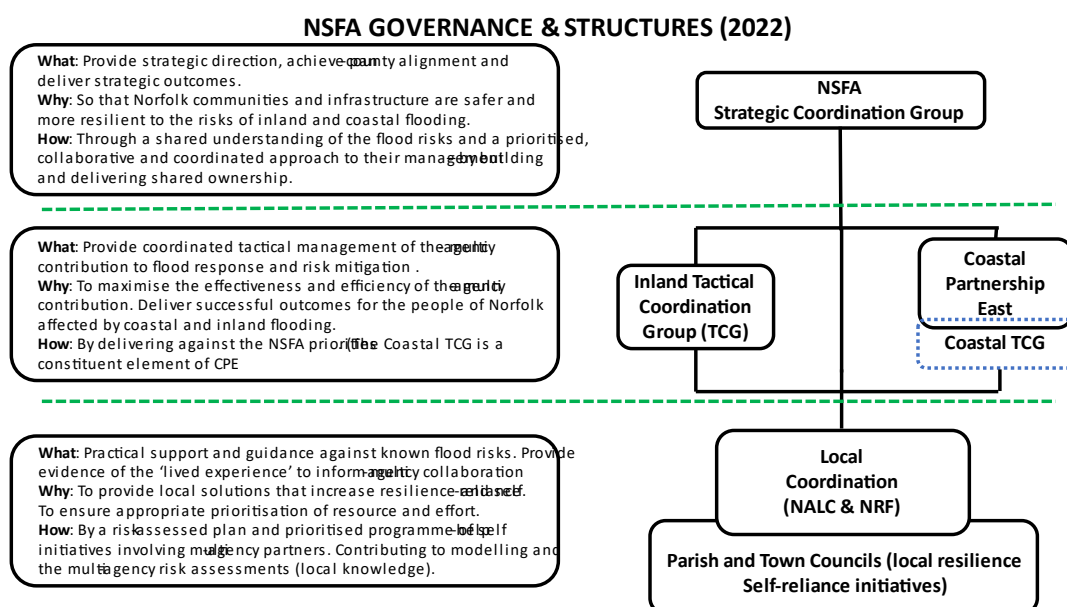
⁶ We will do this in partnership with the Ministry of Housing, Communities and Local Government (MHCLG) or the Cabinet Office, partner authorities in the region and the Emergency Planning College, in the design, training, work up and delivery of the exercise.

⁷ To include an integrated approach to resource planning that considers all potential requests for funding to develop a single and prioritised statement of desired outcomes that all can work to deliver.

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opportunities, ideally delivering water quality benefits at the same time. This will predominantly focus on the opportunities to capture and store flood water and make it available for use for example for irrigation, energy production and to drive environmental improvement and natural capital net gain. Key partners in this work, alongside Norfolk local authority colleagues and WRE's Norfolk Water Strategy partners (Anglian Water and The Nature Conservancy) will be landowners, internal drainage boards, local community leaders and environmental Non-Governmental Organisations (NGO).

6. **How we Function.** The NSFA operates across 3 levels (using Civil Contingencies Act doctrinal definitions for each level) – Strategic, Tactical and Operational/Delivery – a schematic representation of how this will be achieved, with broad roles and responsibilities, is shown below:⁸ The NSFA recognises that member organisations and authorities have different priorities, funding arrangements, regulators and statutory obligations. It is incumbent on NSFA members to highlight to the NSFA their constraints to help the NSFA appreciate how best to work around these for the benefit of local communities. While the NSFA will determine its priorities, it accepts the need to use the statutory and funding frameworks of other bodies to realise these priorities. The Norfolk County Council (NCC) communications team would use this strategy and action plan to develop a proactive communications and engagement plan.



ASSESSING SUCCESS

7. **What will success look like?** Achieving the stated vision will be the ultimate assessment of success for the NSFA. On our journey to achieving this vision, the NSFA will assess performance against the individual objectives (para 3) and the specific actions and tasks (Annex A) and we will work together in a collaborative manner according to our guiding principles (Annex B). On an annual basis (July NSFA meeting) members will be invited to affirm their commitment to the NSFA and the delivery of collaborative working in accordance with our guiding principles.

8. **Universal Stakeholder Buy In.** On an annual basis the stakeholders, who are the constituent members of the NSFA, will commit to work together by formally signing off the annual NSFA Overall Strategy and incorporate within their own organisation's strategy and plans.

⁸ For local operational/delivery groups to be successful, there will need to be multiple (to spread the load), probably covering either the district council areas (with a number amalgamated to ensure there aren't too many groups for those of us that cover the whole of Norfolk) or Anglian Water water recycling collection areas. Discussions are underway to see if KL&WN might consider joining Coastal Partnership East and therefore remove the need for a bilateral arrangement between the NSFA and KL&WN on coastal flooding matters.

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ANNEX A - ACTION PLAN (2022/3 Strategy Ratification Version)

Code: **RED**: Significant issues to be resolved or task/outcome/action not commenced, **Amber**: Significant issues identified and plan to resolve developed – no target date set, **Yellow**: minor issues or progress to achieve goal is on track, **Green**: desired task/action/outcome achieved.

SER	ACTION	PROGRESS	LEAD/OWNERS	ASSESSMENT
1	<p>1.3 Develop in partnership with others (such as Water Resources East (WRE) and the Broadland Futures Initiative (BFI) options for how flood water might be used to alleviate drought risks or managed in a more integrated multi-agency approach.</p>	<p>First formal meeting between NSFA and WRE took place on 17 May 2021. It discussed opportunities for shared working and what ‘plugs and sockets’ are required between the 2 structures to ensure opportunities to deliver a holistic approach to water management might be achieved.</p> <p>Develop an appropriate ‘plug and socket’ approach with existing flood and drought initiatives to ensure an integrated approach while not duplicating effort.</p> <p>The BFI should be reviewed by the NSFA and areas of collaborative opportunity identified and factored into the NSFA Action Plan. The BFI considers existing and new plans that will emerge and impact upon the BFI plan area. It is expected that the BFI will inform the Norfolk Strategic Flooding Alliance (NSFA).</p> <p>Ensure the Current Shoreline Management Plans for the County are referenced in relation to the strategic flood (and erosion) management on the coast.</p> <p>Update (9 Aug 22). Discussions have been held between the Chair and the NSFA representatives of WRE, BFI and CPE. A meeting has been organised for early September to explore how best to consolidate this action and align, where appropriate, individual priorities and actions so that all groups can provide a coherent, consistent and coordinated approach to water resource issues in Norfolk.</p>	<p>Chair NSFA</p> <p>MD WRE</p> <p>Chair BFI</p>	

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2	3.1 A shared resilience fund to help agencies and authorities better react to emergency situations in a collaborative manner.	<p>The Chairs of the Inland and Coastal working groups should consider what additional resources they required. This detail should be submitted to the NSFA who would fuse the requirements into a single submission for the LLFA to consider. This should be completed by end of July 2022.</p> <p>CPE is also exploring a coastal adaptation mechanism to support those affected by erosion which could be linked</p> <p>The Chair of the Inland Flooding Gp would address this action at the March meeting and report back to the NSFA Main Board.</p>	Chairs of the inland and Coastal working groups	
3	3.3 Lobbying DEFRA regarding the funding criteria for retro-fitting SuDS and drainage improvement works, as current model undervalues the damage caused by surface water flooding and the costs of mitigation schemes	NSFA Chair met with Minister Rebecca Pow on 25 January 2022 where suggestions for change that would help reduce flood risk for Norfolk residents were discussed. The Minister acknowledged that Norfolk now had an overall strategy but could offer no short term prospect of additional funding. NSFA was encouraged to bid for funds through the annual RFCCs process. With a new Government likely to be in place soon, further Ministerial contact will be made to press both Norfolk's coastal and inland cases.	Chair	
4	4.1 Removal of the automatic right to connect surface water from new developments to the sewerage system, which should be replaced with a more conditional approach to ensure all parties work together to assess and approve connections to the sewer network.	<p>Anglian Water is already involved in this work nationally with Water UK.</p> <p>Lord Dannatt and George Freeman MP wrote, on 23 Jun 21, to SofS EFRA and SofS HCLG to express concerns over 2 planning policy matters. The first regarding the automatic rights for developers to connect surface water from new developments to the sewerage system. Second, The ongoing responsibility of developers for drainage and water management on their developments.</p>	Chair NSFA Anglian Water	
	4.2 Planning policy and guidance to be updated and strengthened to require flood risk betterment in areas of high flood risk and to	CPE is working with our 3 LA planning teams and those at KLWNBC and south into Essex to ensure we have integrated coastal planning policy in relation to erosion and coastal change. We have a shared	Chair NSFA	

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5	<p>reflect new environment policy objectives and new SuDs National Non-Statutory Technical Standards.</p>	<p>Supplementary Planning Document which we are currently reviewing in line with new and emerging Local Plans. We are also exploring spatial planning and development in Coastal Change Management areas with planners locally and nationally.</p> <p>Farmers and landowners perceive planning to be a barrier to the development of on-farm reservoirs, which will play a crucial role in connecting flood risk with water resources, delivering economic and environmental benefits. The group needs to consider what is most needed, is it formal policy changes, guidance to landowners submitting applications or is internal guidance for planners needed to help them with reviewing an application? It would also be helpful to identify a number of 'shovel-ready' projects and test them through the planning system.</p> <p>The NSFA would consider forming a focused working group to understand the breadth of planning-related challenges and recommend a programme of work to address these.</p> <p>Considered as work in progress and NSFA would consider the Schedule 3 non-technical standards for SUDs.</p> <p>Update as of 1 Aug. Government is conducting a consultation process and looking for information on costing, associated funding mechanisms and delivery programme options and especially the role for and implications to developers and a potential increased role for LLFAs.</p> <p>We will discuss this action at the September NSFA meeting.</p>	<p>NCC and District / Borough Councils</p> <p>Chair Inland Gp</p>	
6	<p>4.3 LLFA to review thresholds for bespoke responses to consultations on Major Development and LPAs to review provision of</p>	<p>The LLFA team are currently reviewing the number of 'No Comment' responses to consultations for new planning applications in 2021 to inform this process. The LLFA team have published revised guidance for</p>	<p>NCC / LLFA</p>	

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	<p>drainage advice for Minor Development to improve the technical expertise in flooding.</p>	<p>our Statutory Consultee service following consultation with LPAs, developers and their consultants.</p> <p>The following LLFA update was provided on 10 Aug:</p> <p>For the LLFA role as Statutory Consultee to Planning, we must provide a substantive response to each consultation. These are:</p> <p style="padding-left: 40px;">Advice Objection No objection No Comments</p> <p>No Comment responses are given:</p> <p style="padding-left: 40px;">a. if the consultation does not relate to flood risk or drainage b. if we have previously given standing advice and have no further comments to make c. if the planning app meets the LLFA thresholds for bespoke comments but no resource is available to provide this</p> <p>No Comments response - all consultations are assessed and priority given to vulnerable development in higher flood risk areas no indication is given that the drainage strategy is acceptable with a No Comments response</p> <p>In 2021 the LLFA team were consulted on 1116 occasions and provided 841 responses to consultations for major Planning Applications</p> <p>284 no comments responses sent in 2021, 118 of which were sent on the first consultation, 44 for major development</p>		
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7	4.4 A clear process to remove and replace misconnections to sewers through Building Control, or re-classification of foul sewers into combined sewers.	<p>Seems logical for Anglian Water to lead, given their role (this might ensure that foul sewer are not reclassified as combined sewers).</p> <p>Building Control at the local authorities with regards to spotting and addressing misconnections, working with Anglian Water to ensure that foul sewers are not reclassified as combined sewers).</p> <p>Update as of 1 Aug. It has been suggested that this should be wrapped-up with the Schedule 3 review at Action 4.2 as well as with additional work considered in concert with EA that goes beyond the Schedule 3 review (26 Jan 22). We will discuss this action at the September NSFA meeting and decide whether to merge actions 4.2 and 4.4.</p>	<p>Anglian Water</p> <p>and local authority Building Control teams</p>	
8	5.1 Develop a shared surface water flood risk mapping resource and asset register, and provide districts with access to the LLFA's GIS system.	<p>Encourage wider use of EA flood map to increase awareness of surface water flood risks in the County. Information can be found on https://eur02.safelinks.protection.outlook.com/</p> <p>Anglian Water is developing something similar for all flood risk partners across the region, so no need to reinvent the wheel.</p> <p>CPE is also keen to develop a shared asset register for coastal locations so they can develop integrated asset investment strategies with their partners (similar to that with AW).</p> <p>The NRF and LLFA are producing a tool that maps and tracks historic flood events – detail to follow from Charlie Carter.</p>	<p>Anglian Water</p> <p>NRF Chair</p> <p>EA</p>	
9	5.2 Establishing local community champions to support communities to map out relevant water management assets.	Potentially incorporated in LRF Stronger Community Resilience pilot. LRF to work with NALC, Community Resilience, PH etc to help identify local champions.	NRF Strategic Support Officer	
	5.3 Develop and then monitor the concerns of Norfolk communities affected by flood and	The development of a prioritised list is based upon inputs from local communities and historic data. It is addressed by the Local Issues		

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10	drought risks and realities – a form of persistent audience sentiment and analysis.	<p>Working Group. Discussions have taken place with NCC Comms to explore a proactive approach to communications and with sentiment analysis.</p> <p>CPE is holding its first join Suffolk and Norfolk Coastal Community conference this autumn to discuss coastal change. They have held a Suffolk event for several years and invited schools and guest speakers as well as the community leads and partners. It's a very effective event for sharing information, networking and supporting peoples understanding of risks and solutions.</p>	Nick Tupper NSFA	
11	6.1 A coordinated effort from all RMAs to ensure that all their assets are regularly and proactively maintained, to lead by example.	<p>EA, IDBs and Anglian Water have an established, mature risk-based maintenance programme and could support others developing the same.</p> <p>CPE conducts regular inspections of all its coastal assets and this informs their annual maintenance programmes. They also have a £150M capital delivery programme for 10 years: they have already delivered the Bacton sandscaping project and are in the process of progressing Lowestoft tidal flood walls and barrier. They will have a capital scheme for Cromer and Mundesley online early next year.</p>	Anglian Water EA	
12	6.2 The maintenance regimes of delivery agencies and authorities are shared between NSFA partners to facilitate closer cooperation in areas of mutual interest / responsibility.	<p>The Environment Agency's annual maintenance programme is hosted within a mapping tool at: River and coastal maintenance programmes - GOV.UK (www.gov.uk) Customers can search by postcode or use the zoom feature to view flood risk management assets in their area of interest. To view the maintenance schedule for a particular asset, select it on the map, then click on the 'Maintenance Schedule' tab that appears in the information pane on the left. Examples of scheduled maintenance activities include:</p> <ul style="list-style-type: none"> • essential riverbank and flood defence repairs • waterway access improvements 	Anglian Water EA IDBs	

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		<ul style="list-style-type: none"> managing grass, trees and bushes on flood embankments and desilting (dredging) of riverbeds <p>All IDBs under the WMA have maintenance plans published on the website www.wlma.org.uk</p> <p>AW is conducting a review of its water regulatory teams and this review might be able to inform this action. The information might also be used to inform action 5.1.</p>		
13	<p>7.3 Explore potential roles for the NRF and local resilience planners in advising, preparing and supporting mitigation measures (such as education) – subsumes Actions 7.2 and 7.4. These are now included within the progress column</p>	<p>Being considered by NRF. Will require identification of risks specific to geographical location. NRF assessing options for education/training of community champions. Norfolk Prepared to be used as a platform to inform public on pre-emptive actions that can improve their resilience to local risks.</p> <p>7.2 Explore the creation of Community Resilience Team at Parish Council level able to respond to flooding events. This is being considered by NRF, NFRS and NALC. To be assisted and enabled by increased situational awareness from data embedded in Norfolk Prepared website. Norfolk ALC is already doing work in this area to gather names into a 'register'. Review the learnings from, and make links with, any COVID support groups set up at county, district or Parish level.</p> <p>7.4 Consider how the NRF Resilience Hub might lead in pre-flood mitigation planning and the setting up of initial coordination function of flooding events (what resources are required to enable this?). The NRF is assessing options for an improved cascade call system for setting up initial response groups. Confirmation of Local Coordination Group (LCG) roles and responsibilities being amended in Norfolk Emergency Response Guidance (NERG).</p>	NRF Strategic Support Officer	

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14	<p>7.6 Ensure the Current Shoreline Management Plans for the County are referenced in relation to the strategic flood (and erosion) management on the coast. Can be accessed via https://eur02.safelinks.protection.outlook.com/</p>	<p>CPE will be developing this further with EA and our coastal partners and communities through the SMP action plans and via our IRF bid.</p> <p>An education campaign about climate change and SL rise at a regional/county level would help all RMA's in the discussions we have to have with communities. Education and awareness raising about SMPs is coordinated through the East Anglia Coastal Group. CPE and the EA are both represented on the Group.</p>	<p>CPE</p> <p>EA</p>	
15	<p>8.2 Explore the practicalities and benefits of a single lead organisation for managing all watercourses in the County. How would this be resourced and what authorities would it require (how might these impact on the statutory obligations of other NSFA elements)?</p>	<p>EA: This would require a change in legislation.</p>	<p>Chair NSFA</p> <p>AW</p> <p>EA</p> <p>LLFA</p>	
16	<p>8.3 The NSFA partners will review existing responsibilities of the EA, LLFA, Broads Authority and IDBs across the County to assess if there is a better balance of those responsibilities in managing and maintaining the County's watercourses alongside riparian owners, and to look at mechanisms for achieving that, including new legislation.</p>	<p>The LLFA is exploring the riparian issues in dialogue with South Norfolk District Council but is currently not looking wider than this. The Chair of the Inland Flooding Group agreed to take this action on and discuss at its next meeting and report back to the NSFA in March 22 (26 Jan 22). Comment: Is this a Inland Gp task or should it be elevated to the NSFA – could this initiative be used as a case study to inform national policy and legislation revision (ie can we make current policy work effectively or do we pursue policy change?)</p> <p>Matthew Philpott (IDB Water Management Alliance – wlma) has offered the following thoughts:</p> <p>The vision at the heart of this statement, is for a joined up, coordinated and efficient maintenance plan to be in place across the different catchments of the county – which must be the aim for all RMAs. A better way to achieve this is through all RMAs meeting regularly to discuss their annual maintenance plans, to look for areas of cross over or geographically similar work locations and timings and then using</p>	<p>Chair Inland Group</p>	

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		<p>their knowledge of the catchments to agree a sequencing of work and even to use the PSCA to join forces and deliver maintenance either together or through one appointment.</p> <p>The PSCA allows this to happen very easily from a procurement stance and the coming together of the right people at an operational level should also be possible.</p> <p>Where riparian watercourses are causing issues then all RMAs have powers to enforce where required and again if the relevant operational person is aware of issues, these can be addressed at the same time as the RMA maintenance.</p> <p>The hot and dry weather of summer 2022 underlines the need to NSFA to encourage all river authorities to focus on head water retention schemes and wetland recreation.</p>		
17	9.2 Need to better understand the Declassification of Infrastructure Programme being undertaken by Anglian Water.	<p>Anglian Water does not have a declassification programme, but they will review assets that are incorrectly classified when they are made aware. Anglian Water to lead this work and communicate it comprehensively with the NSFA.</p>	Anglian Water	
18	10.1. Determine the long-term governance requirement and structure for multi-agency water resource management across the County.	<p>Does the NSFA continue as an enduring integrated multi-agency body or should it be absorbed into LLFA and/or NRF? What are the conditions to do so?</p> <p>Recommendation. This task should also be related to an additional objective within our strategy. The proposed wording is:</p> <p><i>The function of the NSFA becomes a business as usual (Bau) function where the strategic direction, oversight and leadership is provided by an elected leader and the LLFA.</i></p>	Chair of NSFA	

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Appendices

1. NSFA Record of Achievements / Actions Closed.
2. Actions transferred from the Main Board to the Inland and Coastal Flooding Groups.

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APPENDIX 1 – NSFA RECORD OF ACHIEVEMENTS

SER	ACTION	OUTCOME	ACHIEVED
1	1.2 The need to have a single consolidated approach to flooding across Norfolk so there is no 'post code lottery' (e.g. removal of the confusion about the utility and availability of sandbags).	<p>To be addressed through the NSFA Inland Flooding Group. The NRF is developing a picture of what districts provide in terms of flooding support during both response and recovery phases. The NRF (via the Multi-Agency Fusion Group (MAFG)) will provide a formal update on who does what to the next Inland Flooding Group meeting in September.</p> <p>Explore the role of the Severe Weather and Flood Risk working group and how this might inform the working of the coastal and inland flooding groups.</p> <p>This work should recognise the roles and responsibilities of all 3 tiers of local government and consider how we balance locally derived needs with autonomy of decision-making and resourcing (especially finance) while achieving appropriate county-wide consistency.</p> <p>This is considered part of the NSFA's function and objectives and implied in our strategy. We will judge our performance of of this during our annual review process. Item closed as an action.</p>	Agreed during 24 March Meeting
2	2.2 The potential for a Memorandum of Understanding to provide greater clarity and the need to undertake a gap analysis of areas not covered by agencies.	<p>To be considered by the NCC as the LLFA. Consideration should be given to the NRF to lead on developing this.</p> <p>Item Closed as it was agreed that this as an action that the NSFA strategy fulfills this requirement.</p>	Agreed during 24 March Meeting
3	3.2 Maximising the capital, maintenance and revenue funding streams of NSFA members , as well as capabilities, resource and skills, jointly to agree common priorities and funding for proactive water management initiatives.	A more collaborative approach to funding-streams, utilising Regional Flood and Coastal Committees (RFCC), and a more coordinated approach to the Business Plans of NSFA members should be the preferred method to operationalise the water management outcomes we seek for Norfolk.	Agreed during 24 March Meeting

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		<p>The NSFA will work integrally with Anglian (Eastern) and Anglian (Gt Ouse) RFCCs to ensure Flood Defence Grant in Aid capital and other funding opportunities are maximised for all RMAS in Norfolk.</p> <p>First Tranche of 16 sites agreed and being taken forward with bimonthly updates. Applications for RFCC funding being submitted where possible. Second Tranche proposals submitted for consideration and agreement of top ten sites to be taken forward will be made in 2022.</p> <p>Item closed as the NSFA believed this to be part of the core objectives of the Alliance.</p>	
4	Consider the need for a single, centralised flood line number that provides a mechanism through which flooding can be reported, specific triage advice can be provided and generic flood prevention and resilience guidance can be sought.	Single flood line number in place to provide 24/7 hub for flood advice and support. Flyer produced that covers advice and provides details on organisational flood roles and responsibilities. Flyer will be distributed to all properties and business and properties across Norfolk by the end of May 21	27 May 21
5	Production of clear comms tools (leaflet/website) for householders and businesses with emergency contact numbers.	Flyer produced by the NRF (MAFG) and NCC Comms that has been distributed to all addresses across the County. This flyer provided details on the single flood line number, the roles and responsibilities of various agencies and authorities and provided link to other advisory / resilience websites.	27 May 21
6	Develop a prioritised list of flood work that can be used to galvanise a collaborative approach to complex flooding sites	First tranche comprises a list of 16 flood sites that have been identified as complex and requiring multi agency involvement to resolve. Outline costed solutions will be worked up, with a lead agency for each site. These solutions can then be delivered when the necessary funding has been secured.	26 Jan 22
7	1.1 More effective collaboration to ensure clearer multi-agency preparation, response, recovery and remediation actions	Agreement to this strategy signifies a commitment from members to adopt the principles and objectives in their own programmes, plans and strategies and a commitment to work collaboratively to	26 Jan 22

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		achieve the NSFA's objectives. Action closed – 26 Jan 22. The NSFA board and the supporting coordination groups are now in place. These groups represent closer and more effective collaboration. The coordination groups will be assessed on delivery of operational and tactical activities.	
8	1.4 Develop a prioritised list of known flooding risk areas to guide initial collaborative working	<p>NSFA members will share their capital and maintenance plans with each other to ensure the maximum opportunities possible for the development of synchronised and mutually supporting work and to help communicate our work with Norfolk Communities.</p> <p>An initial prioritised list comprises 16 flood sites that have been identified as complex and requiring multi-agency involvement to resolve. Outline costed solutions will be worked up, with a lead agency for each site. These solutions can then be delivered when the necessary funding has been secured.</p> <p>A second tranche of flood risk sites has also been developed.</p> <p>Consideration should be given on how the NRF might use this information to improve an overall approach to pre-crisis planning and mitigation.</p> <p>Action Closed: This is now be considered 'business as usual' (BaU) activities for the two tactical groups. The tactical groups will provide updates NSFA board meetings.</p>	26 Jan 22
9	2.4 Maintain regular communications with Norfolk communities on flooding related issues to ensure communities are as well informed on NSFA activities as is practicable.	<p>This recognises the need for direct (NSFA to communities) and indirect (through a third party) communications. Parish Councils will have a key role to play here.</p> <p>Requires close collaboration and coordination on flooding related communications. NCC will lead on the development of a</p>	26 Jan 22

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		<p>coordinated NSFA Communications Plans (including agreed, immediate lines to take in times of crisis).</p> <p>Utilise Norfolk Prepared website, tactical delivery through inland and coastal NSFA groups. The Norfolk Prepared website was advertised in the flood flyer and the website provides broad resilience and self-reliance advice.</p> <p>Recommendation: This is BaU and the action has been deleted from the strategic action plan. Communications remain a standing agenda item for the main NSFA board and the 2 tactical groups.</p>	
10	<p>7.5 Consider how regular exercise events might be used to prove and improve NSFA functionality and effectiveness through the use of a series of testing scenarios involving coastal and inland flooding events (and explore how these might mitigate drought risks).</p>	<p>Training and assessment exercises are a key indicator of progress and to drive learning and development.</p> <p>Ex TEMPESTAS was delivered on 18 Oct. The learnings from the Ex were communicated with NSFA members. Lord Dannatt wrote to local elected leaders with thoughts on next steps. Lord Dannatt did not receive a response from any of the leaders.</p> <p>A national flood exercise with take place in 2022.</p> <p>This action is closed and considered as BaU for the NRF?</p>	26 Jan 22
11	<p>9.1 Need to better understand EA's policy around river dredging and whether this is being undertaken.</p>	<p>EA provides their current policy position:</p> <p>Dredging means removing accumulated material in waterways, such as gravel or soil (often referred to as silt). Dredging in certain locations may improve land drainage by lowering the river level to allow water to flow from the land or from drains, however it may sometimes cause unintentional flooding downstream. Dredging may also be ineffective in reducing flooding, as the natural processes in many rivers can cause silt to</p>	26 Jan 22

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		<p>build up again quickly. Dredging may also damage wildlife and ecosystems in certain areas.</p> <ul style="list-style-type: none">• In extreme flooding events, the small increases in width and depth achieved by dredging a waterway do not provide enough capacity to contain the excess flood water. This means dredging is not always the best solution to managing flood risk, and we may suggest other measures instead. When the EA dredges they focus work on locations where the risk of flooding, economic loss and risk to life are the greatest. They may dredge an area if there is evidence that:• dredging will reduce flood risk to local properties will not increase flooding downstream it is affordable to do so (disposal of silt may be expensive).• it is compatible with restrictions around protected species.	
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Appendix A.3 Norfolk Strategic Flooding Alliance: Action Plan

APPENDIX 2 – NSFA ACTIONS TRANSFERRED TO INLAND AND COASTAL GROUPS

SER	ACTION	PROGRESS	LEAD	ASSESSMENT
	<p>2.1 Education of Riparian owners, homeowners and businesses on their responsibilities, how to be more resilient in the face of severe weather and who to reach out to in times of flooding. (incorporates Action 8.1)</p>	<p>Flyer produced and to be distributed to all properties (business and private across Norfolk). It provides basic advice and linkages to where specific advice can be found.</p> <p>NFRS, NRF and NALC exploring ways to improve local resilience and self-reliance through education and advisory programmes.</p> <p>Riparian owners need to be updated on their responsibilities to watercourse maintenance. This might be led by the CLA and NFU.</p> <p>The EA are considering developing some guidance on this nationally but some local guidance could perhaps be developed more quickly with a Parish Council as a test area and involving local engagement from riparian owners about what support, knowledge, H&S considerations and equipment a riparian owner needs. Essex County Council has prepared a useful guide to watercourse maintenance.</p> <p>The Council has also produced this animation about local flood risk</p> <p>Local Flood Risk Strategy - Essex County Council - YouTube</p> <p>Cambridgeshire County Council is developing riparian guidance asap on this so perhaps you could collaborate with them for efficiency and speed? Charles Krolik-Root is the lead on this at CCC.</p>	<p>Chairs Inland and Coastal Groups</p> <p>CFO, NFRS</p> <p>NALC</p> <p>CLA</p> <p>NFU</p>	

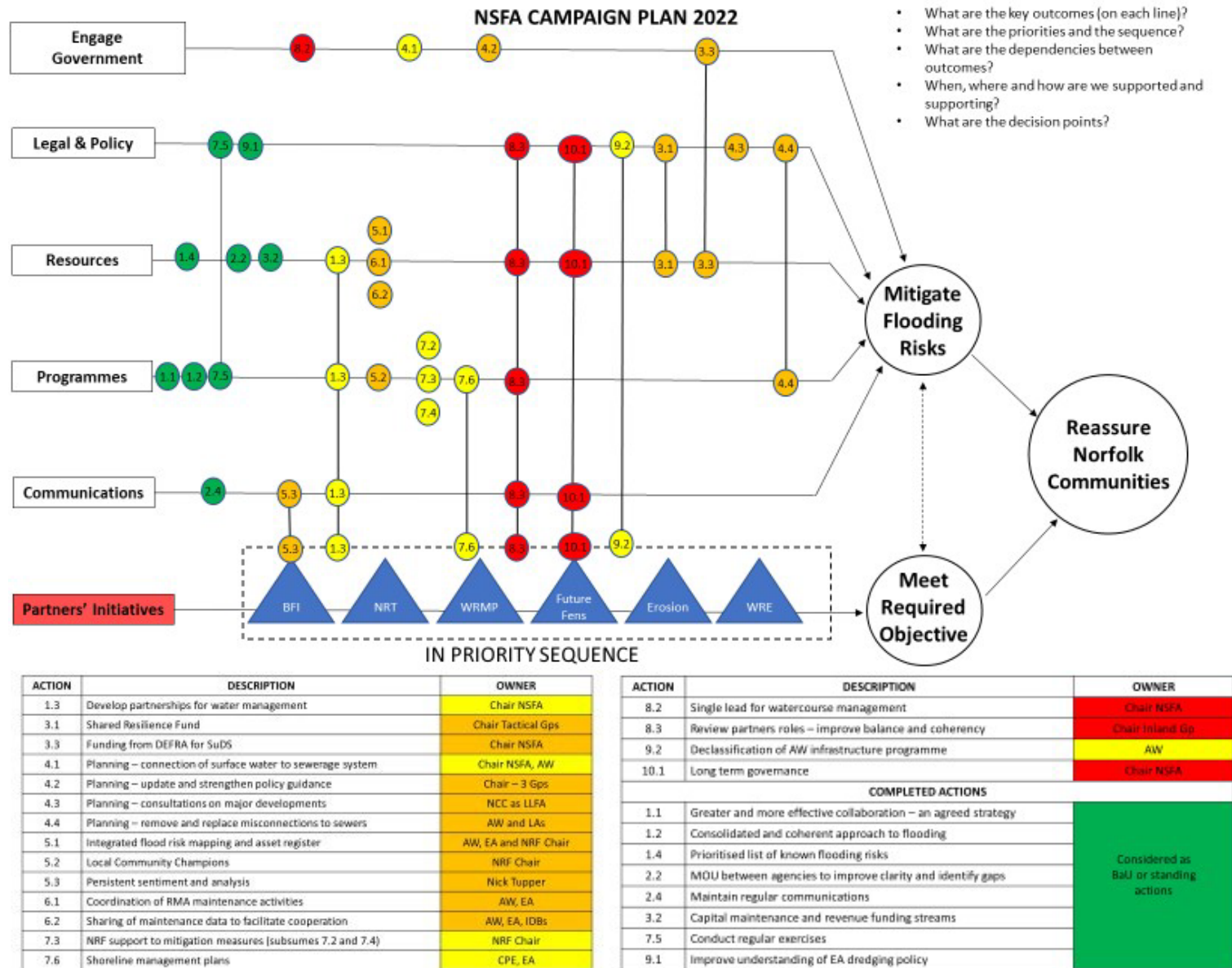
Appendix A.3 Norfolk Strategic Flooding Alliance: Action Plan

		<p>Nick Tupper has joined the Cambs CC riparian guidance working group. Cambs CC aim to have a campaign launch in late January 2022 and NSFA could follow up with one in Norfolk.</p> <p>Action Transferred to the Inland and Coastal Groups. Each would provide regular updates to the NSFA Board.</p>		
	<p>2.3 Encourage local support groups to help improve community resilience through provision of support, education and information.</p>	<p>Consideration should be given to the Coastal and Inland groups leading on this with NRF liaison for delivery of engagement and education programme. These groups might want to explore the role of the Coastal Flood Wardens as a resource that might be developed for other scenarios.</p> <p>Consider the development of dashboard, to guide planning and response, in which flood data and the current picture is made accessible to all stakeholders.</p> <p>Consider the Introduction of a web-based portal to help householders and businesses identify who is responsible for what drainage asset.</p> <p>Integration of data feeds by the NCCC Norfolk Office of Data Analytics (NODA) to create an more holistic appreciation of risk and situational awareness. Intention to embed this in an open forum website (Norfolk Prepared) to ensure agencies and public maintain situational awareness and can prepare and response more effectively.</p> <p>Update required for July NSFA Meeting</p>	<p>Chairs of Inland & Coastal Groups</p> <p>CFO, NFRS</p> <p>NALC</p> <p>NRF</p>	
	<p>2.5 Consider what flood protection and mitigation capabilities are required and</p>	<p>Item needs to be addressed by the inland and coastal flooding groups to identify most appropriate capabilities to mitigate flooding. Once the 2 groups have considered the</p>	<p>Chairs of inland and Coastal groups</p>	

Appendix A.3 Norfolk Strategic Flooding Alliance: Action Plan

	how they might be supported and supplied.	issue for their respective remits, the NSFA should consider a consolidate view including how capabilities might be resourced. Action Transferred to the Inland and Coastal Groups. Each would provide regular updates to the NSFA Board.	EA AW	
	3.1 A shared resilience fund to help agencies and authorities better react to emergency situations in a collaborative manner.	The Chairs of the Inland and Coastal working groups should consider what additional resources they required. This detail should be submitted to the NSFA who would fuse the requirements into a single submission for the LLFA to consider. This should be completed by end of July 21. CPE is also exploring a coastal adaptation mechanism to support those affected by erosion which could be linked The Chair of the Inland Flooding Gp would address this action at the March meeting and report back to the NSFA Main Board (26 Jan 22).	Chairs of the inland and Coastal working groups	
	8.3 The NSFA partners will review existing responsibilities of the EA, LLFA, Broads Authority and IDBs across the County to assess if there is a better balance of those responsibilities in managing and maintaining the County's watercourses alongside riparian owners, and to look at mechanisms for achieving that, including new legislation.	The LLFA is exploring the riparian issues in dialogue with South Norfolk District Council but is currently not looking wider than this. The Chair of the Inland Flooding Group agreed to take this action on and discuss at its next meeting and report back to the NSFA in March 22 (26 Jan 22).	Chair Inland Group	

Appendix A.4 Norfolk Strategic Flooding Alliance: Campaign Plan



Appendix B: Current Flood Mitigation Projects

B1. Norfolk Strategic Flooding Alliance Project List

B1.1 Norfolk Strategic Flooding Alliance: Tranche 1 Project List

Location	Issue
1. Burgh Road / Beccles Road, Gorleston	32 incidents of flooding have been reported at this location since 2014, involving eighteen properties of which nine have reported internal flooding. Flooding occurs when sewer systems are overloaded by heavy rainfall with parts of Beccles Road acting as a conveyance for the water.
2. Ferry Road, Horning	Longstanding issues of high water levels, private road flooding and surface water ingress into foul sewers, with viability of installing a pumped solution identified.
3. A1101 Welney Wash	The road crossing the Ouse Washes (part of a flood defence system and a Site of Special Scientific Interest) regularly floods, resulting in closure of the road and a twenty-mile diversion for up to one third of the year.
4. Necton	Extremely high groundwater levels are causing issues for residents including with septic tanks. Surface water infiltration into foul sewers causing flooding as well.
5. Burnham Market & North/South Creake	Extremely high groundwater levels, field run off and watercourses and River Burn overtopping, are causing issues of water ingress that is overwhelming pumping stations, and causing highway flooding in various locations for several weeks causing structural damage to the highway, with many properties flooded and/or facilities impacted.
6. Tunstead	Significant field run off and properties with surface water connections which both led to the foul sewer network have led to it becoming inundated.
7. A140 Long Stratton	A poorly maintained riparian ditch system behind residential properties on the western side of the A140 has meant that the highway drainage system could not function properly until work was carried out to the ditch system.
8. Norwich Road, Strumpshaw	Frequent highway flooding and foul sewer surcharging onto Norwich Road is due to capacity issues in both systems at the Huntsman Public House location, requiring a combined County Council and Anglian Water solution.
9. Gayton	Extremely high groundwater levels cause water ingress into the Anglian Water system overwhelming its sewers and pumping station.
10. Watton	In June 2016 an intense rainfall event caused wide scale surface water flooding and led to 72 properties in the catchment being flooded internally, principally in Saham Toney, Watton Green and along Brandon and Saham Roads in Watton. Repeat flooding was experienced in August 2020.

Location	Issue
11. Saham Toney	Fluvial flooding leading to widespread internal flooding and inundation of the sewer network, requiring a solution to reduce surface water entering the foul network. Saham stream overtopped its banks in the Hill Road / Pages Lane culvert and again in Ploughboys Lane, which combined to form a torrent in the main street (Cley Lane and Chequers Lane) which leads to flooding.
12. Mattishall	Surface water flooding leading to widespread external flooding and inundation of the sewer network.
13. A143 Redenhall	Flood water capacity under existing bridge leading to property flooding upstream of bridge.
14. Yaxham	Field runoff issues.
15. Kenninghall	Flooding to properties caused by the beck bursting its banks, with a bottleneck caused through volume of water and lack of maintenance to the watercourse leading to many properties suffering internal flooding.
16. Cranworth	Surface water flooding issue which led to inundation of the sewer network.
17. Newport Road / Yarmouth Road, Hemsby	40 instances of surface water and foul flooding recorded since 2014, of which 30 have been internal to property. The village also suffered flooding in 2006 and has been hit by coastal erosion, particularly in 2013.

B1.2 Norfolk Strategic Flooding Alliance: Tranche 2 Project List

Location	Issue
1. Dereham	50 properties in Dereham have reported internal flooding. In the Dereham basin a project has been developed for a de-silting pond, improving access to a culvert trash screen, adding flow control structures, and removal of general scrub. At Neatherd Moor properties are at risk of internal flooding from a pond which overflowed in 2020 onto the Neatherd Moor Road and cut off some property access.
2. Thetford	Fifteen properties have reported internal flooding. Thetford has experienced three floods in recent years, more recently in Bridge Street with internal flooding in some retail businesses. Burrell Way industrial estate also experienced flooding particularly at Kelvin Place, Charles Burrell Centre, Cannons Walk and Croxton Road, again businesses experienced internal flooding, with residential properties affected on Fairfields, Gloucester Way, Bracken Road and Bury Road.
3. Shipdham	Nine properties have reported internal flooding.

	The A1075, just south west of Old Post Office Street, regularly flooded, caused by inadequate ditches on side of highway and cross drains.
4. Brockdish	Sixteen properties have reported internal flooding. Flooding in December 2020 affected properties along Common Lane and Grove Road.
5. Green Lane (under railway bridge), Great & Little Plumstead	Green Lane North, under a railway bridge, has flooded to a large depth during heavy rain with the pipe system discharging to private land unable to cope with storm flows. An extremely dangerous incident occurred at Christmas 2020 that required a rescue from a vehicle and the road was closed for several months and opened in the spring of 2021.
6. Pulham St Mary Catchment	Six properties have reported internal flooding. Drone footage showed the inundation of the floodplain and its relatively narrow and constrained nature due to a quick rise to high ground to the north and south of the channel, with multiple constrictions evident along the Beck from Station Rd towards Harleston Road, with several structures including bridges and culverts, fallen trees, in-channel cattle fences and earth bunds that would have inhibited natural conveyance of flow east towards Starston.
7. Beatrice Road/Quebec Road/St Leonards Road, Norwich City	21 reports of flooding to property and also the full width of Victorian terrace streets, with areas of hillside ponding and flooding areas at sites affected by flooding in 2014, 2015 and 2021.
8. King's Lynn.	Surface water management catchment issues, requiring multi-agency input and expenditure across the catchment on surface water management measures
9. Heacham Station Road	Historic surface water flooding issues, including flooding in vicinity of a doctor's surgery, which requires multi agency input to resolve.
10. Horsford	Issues with structures, woody debris and overgrown riparian watercourse, leads to flooding from the network and some overland flows.
11. Shimpling	Nine properties have reported internal flooding, with storm flow reportedly constrained by existing culverts, with flood modelling required to determine nature of problem and possible solutions.

B2 Large Scale Drainage Scheme Delivery

B2.1 Dereham Flood Alleviation

The aim is to deliver a number of flood mitigation measures within Dereham to reduce surface water flood risk to 43 properties

An Outline Business Case has been submitted to the Environment Agency and approved to secure £676k of Government funding with an additional amount of partnership funding of £340k. Phase 1 ecological surveys have been completed and design is scheduled for this financial year. Works on the existing and proposed new A47 basin are coming forward in mid-2023 with County Council, National Highways and Anglian Water funding.

B2.2 Watton and Saham Flood Alleviation

In June 2016, Watton experienced wide scale surface water flooding due to an intense rainfall event. 72 properties were flooded internally in the catchment, principally in Saham Toney, Watton Green and along Brandon and Saham Roads in Watton.

£50k in local levy funding has been secured to undertake a study which will identify local flood risk zones in Watton where investment in new or upgraded flood mitigation measures will be most beneficial in reducing overall flood risk in the town. The Watton study is a multi-phased project which will identify hotspots, provide detailed modelling of each hotspot and an options screening stage before full options appraisal and economics.

The second part is improved resolution hazard mapping for Saham Toney, which will help with local plans and neighbourhood plans, as well as any future flood mitigation projects.

B2.3 Thetford Flood Alleviation

This is the same scope as the Watton and Saham Flood Alleviation Study in terms of looking to find areas where investment is most needed and where measures would be economically viable. £57k is secured from the Environment Agency to look at fluvial and pluvial flood sources, including risk to new housing such as the Thetford Strategic Extension.

B3. Medium Scale Drainage Scheme Delivery

B.3.1 Lion Wood Holistic Project, Norwich

This is a retrofit Sustainable Drainage System (SuDS) and Natural Flood Management scheme to slow, store and filter large overland flows that flood properties in The Denes off Yarmouth Road in Norwich. Currently there is £68k in Government funding allocated for the project, however, the main emphasis on the project is to provide environmental benefits and improve Public Open Space in Lion Wood itself. This work will include Natural Flood Management features to slow the flow and also filter it and the money could also be used for Property Flood Resilience if other funding is secured via the Community Infrastructure Levy.

B.3.2 Saham Natural Flood Management Project

This is a catchment wide Natural Flood Management scheme to slow, store and filter large overland flows that flood 30 properties in various places across Saham Toney. Currently £20k in Government funding is allocated for the project to target one sub-

catchment in Saham Hills, however additional funding being sought to target a second sub-catchment near Ashill. An emphasis of the project is to provide some environmental benefits by slowing the flow in the upper headwater catchments, which is mostly arable farmland.

B.3.3 Kenninghall Flood Alleviation Study

Following a serious flood event on the 23 December 2020, Kenninghall was added to a countywide priority list by the Norfolk Strategic Flood Alliance. This study will help to better understand the onset and mechanisms of flooding within the community from ordinary watercourses and surface water. The study will evaluate different severity rainfall events and antecedent conditions during an initial hazard mapping stage and then identify potential “value for money” mitigation measures with prioritisation based on risk.

B.3.4 Burnham Catchment Integrated Watercourse Management and Groundwater Studies

Two studies have each secured around £60k of Environment Agency funding over the next two years. They will look into the potential benefits of developing a catchment wide integrated watercourse management with relevant organisations and key stakeholders and also carry out an assessment into the groundwater flooding that affected the area in the winter of 2020/21, with an aim to develop solutions to reduce and mitigate the impacts of that flooding.

B4. Smaller Scale Works and Property Level Resilience Projects

B.4.1 Crimplesham Main Road - Drainage Improvements

This scheme has separated the flows of the ordinary watercourse and highway drainage network to better protect three properties which were affected by repeat flooding on south side of Main Road, with examples of the improvement works shown below.



B.4.2 Property Level Resilience

The aim is to help protect properties affected by internal flooding from flood risk with Property Flood Resilience Measures.

Initial surveys have been completed for nearly 150 properties and implementation will be carried out in annual phases, currently running until 2025.

Residents are offered the opportunity to apply for schemes and engagement is ongoing, including a mobile display unit showcasing over 50 measures, such as: door and window barriers, higher legs for kitchen units, cavity membrane systems, advice on material choices for flooring, non-return valves for sewers and pipes, and leaflets explaining how to make a property more flood resilient and how to plan for flooding.

The mobile display unit visited Woodton and Dereham in spring 2022 and will visit the county again in the summer of 2023, and a virtual tour can be seen here:

<https://circus2020.s3.eu-west-2.amazonaws.com/Floodmobile/index.html>

B.4.3 Schemes in Development

The following schemes have been submitted to the Regional Flood and Coastal Committees as part of their six-year programmes:

- a) Attleborough Trash Screen Replacement, £30k.
- b) Banham Natural Flood Management Scheme, £30k.
- c) Besthorpe Natural Flood Management Project, £60k.
- d) Brockdish Flood Alleviation Scheme, £40k.
- e) Long Stratton Flood Alleviation Study, £64k.
- f) Saxlingham Nethergate Natural Flood Management Scheme, £30k.

Scrutiny Committee

Item No: 8

Report Title: Norfolk Rural Economic Strategy – Impact on Market Towns

Date of Meeting: 23 November 2022

Responsible Cabinet Member: Cllr Plant (Deputy Leader and Cabinet Member for Growing the Economy)

Responsible Director: Tom McCabe (Executive Director of Community & Environmental Services)

Executive Summary

This paper outlines the elements of the Norfolk Rural Economic Strategy 2021-24 that relate to market towns.

It sets out the activity to date, since Cabinet endorsed the Strategy in December 2021, and describes the broader policy context in which the Strategy is being delivered, including the changing funding landscape and role of partnership working in delivery.

Recommendations

1. To consider this report on the market towns element of the Norfolk Rural Economic Strategy.

1. Background and Purpose

- 1.1 This paper outlines the parts of the [Norfolk Rural Economic Strategy 2021-24](#) ('NRES') that are relevant for market towns, together with the delivery plans and workstreams in place. It describes the broader policy context in which the NRES is being delivered, including the changing funding landscape, the importance of partnership working in delivery, and the work underway to align delivery across related strategies.
- 1.2 The Norfolk Rural Economic Strategy 2021-24 ('NRES') is a partnership strategy, led by a steering group with public, private and third sector representation, including the Chair of the Infrastructure and Development Select Committee. The NRES is updated every three years, with this iteration

being the first to be endorsed by the County Council's cabinet (in December 2021).

The Strategy's primary purpose is to provide an evidence base and policy and funding context, for partners to develop funding bids and interventions.

The six delivery themes of the 2021-24 iteration of the strategy are:

- New Rural Economy and Market Towns
- World Class Environment and Green Economy
- Community Resilience (access to services)
- Skills and Rural Innovation
- Digitalisation and Technology Adoption
- Modern Infrastructure.

2. Market Towns in the Norfolk Rural Economic Strategy

2.1 In the preparation of the latest edition of the NRES, market towns were a key consideration, reflecting the post-pandemic changes around how people live, work and travel, the opportunities arising from this, and the recognition that Norfolk's Market Towns provide a network of services and economic activity to much of the county's population. National policy developments are also reflected in the Strategy, including Levelling Up, Building Back Better and Net Zero.

2.2 Within the 'New Rural Economy and Market Towns' theme of the Strategy, there are three broad priorities:

a) Market Towns and primary villages: This priority centres on assisting Market Towns to develop place-based funding bids and highlights the need to prioritise 'the adoption of digital technology, grants, and business support to help businesses recover from the pandemic'. It also supports the idea of new 'work hubs', especially in vacant premises, to take advantage of workers commuting less often, and the digital means to make these possible.

b) Visitor Economy: This priority highlights experiential tourism as offering growth in 'high value, year-round green tourism' for market towns and points to importance of the 'cultural heritage of our market towns' to rural tourism.

c) Rural Diversification: As clusters of economic activity in the rural economy, this priority recognises "market towns have the potential to deliver new enterprises in food and drink, the green economy, and services" and the need to support businesses in achieving this growth.

2.3 As the commercial and population centres of rural Norfolk, market towns are relevant to delivery across all the NRES' six themes outlined in 1.2. However, some of the countywide activity (eg on skills) has not yet been identified at a market town level.

3. Current activity and the changing policy and funding context

3.1 The focus for the County Council's contribution to the Strategy's delivery is securing and running externally-funded programmes, which aim to have impact across the county, including for businesses in market towns:

- The £9m [LEADER](#) rural business diversification programme (now coming to an end), covering a number of rural areas: West Norfolk, Wensum and Coast, Waveney Valley, The Brecks and The Broads.
- The £3m [DRIVE](#) programme, offering businesses in Norfolk and Suffolk a capital grant worth of £5,000 - £40,000 (up to 40% of total project costs). The programme is overseen by Local Investment Boards of volunteers with business experience or knowledge.
- The [Go Digital programme](#), which helps businesses to do more online. An example of a market town beneficiary is [Breaker's Café](#) in Cromer.
- The [Innovation Grant Mentoring Programme](#), to help businesses apply UK government innovation funding.
- **Net Zero Norfolk**, a project that is creating an unbroken sustainable transport network through Norfolk, including route development and transport hubs, linking to market towns such as Hunstanton and corresponding to the strategic ambition on supporting sustainable green tourism around our market towns.
- The [EXPERIENCE](#) project, which aims to increase experiential tourism and extend the season, and which has identified a need to do more outreach in market towns and rural Norfolk. Similar ambitions had been reported by other programmes: the need to gain greater take-up in our market towns, as well as for rural businesses to overcome a relative isolation, which can hold back innovation.
- On 7 July 2022, an [online event](#) was hosted by the Federation of Small Businesses (whose regional development manager is a member of the NRES Steering Group), tailored to rural and market town small businesses in Norfolk. The event featured services, programmes and grants, and aimed to encourage more market town and rural businesses to access them.

Topics covered included:

- DRIVE
- [Insight Apprentice](#) – a tailored package of support for Norfolk SMEs looking to recruit the right apprentice for their business, run by the County Council.
- Innovation Grant Mentoring Programme
- EXPERIENCE
- [New Anglia Small Grants scheme](#), which provides grants from £1000 to £25,000 to help SMEs growth their business. These normally cover up to 20% of total project costs.
- The Internet of Things Network – the largest free-to-use public sector long range wide area network (LoRaWAN) in the UK to support connectivity and innovation for rural businesses.

A recording of the event is online for all interested businesses.

3.2 The policy and funding context have changed considerably since the Strategy was endorsed in December 2021, and this has been the focus of much of the work of the steering group since then. For example, in preparing the NRES, it was envisaged that the Government's UK **Shared Prosperity Fund** (UKSPF – the main successor to EU funding following the UK's exit from the EU) would be delivered via upper tier authorities, as has been the case for the Community Renewal Fund, its precursor.

3.3 In early 2022, the Government announced that UKSPF would be delivered through lower tier local authorities, such as district councils. In Norfolk, all seven districts received an allocation, which was smaller than originally envisaged, with each Norfolk district only receiving around £1.5m to cover the three-year period up to April 2025.

Districts were required to submit an Investment Plan for their area in August. These plans cover priorities for the whole district, including market towns and their surrounding areas.

As the plans are approved and made public, the Council will seek to play a coordinating role, liaising with partners to try to ensure there is no duplication.

The NRES Steering Group will also seek to shape and capture relevant delivery against the rural economic strategy's aims.

3.4 In September 2022, the government announced the **Rural England Prosperity Fund (REPF)**, as a rural top up to the UKSPF, providing allocations for all districts in Norfolk (excepting Norwich). The Fund supports activities that mitigate particular challenges rural communities face and succeeds EU funding from LEADER and the Growth Programme, which were part of the Rural Development Programme for England. The Rural Fund objectives sit within the UKSPF investment priorities for:

- Supporting Local Business
- Community and Place

The County Council has re-shared with district colleagues the NRES (which district officers were involved in shaping) as a prompt for possible rural interventions, and has made an offer to them to administer a continuation of the successful [LEADER](#) programme. Discussions are ongoing, and district councils need to submit the REPF addendum to their UKSPF investment plans by 30 November 2022.

3.5 Alongside UKSPF, the **Levelling Up Fund** is the Government's capital programme, aimed at district-level areas. The second-round bid deadline coincided with that of UKSPF. The Council's Growth and Development team worked with a number of councils to support the development and endorsement of their bids, which sought to provide improved local infrastructure, as well as economic outputs. The outcome of round two bids is awaited.

3.6 Linked to the Levelling Up Fund, the Government's **Levelling Up White Paper**, published in February 2022, saw nine counties invited to submit proposals for a

County Deal, including Norfolk (and Suffolk). While the scope of the deal is still being worked through with local partners and the Government, the needs of a predominantly rural, spatially-dispersed, county are reflected in the multi-year funding pot being sought.

A key priority for the coming months is to create an interpretation of the levelling up priorities, and how we address them in Norfolk, and particularly in our rural economy and market towns. The key missions related to the economy, are:

- Pay, employment and productivity
- R&D spend by businesses
- Transport and connectivity
- Digital connectivity
- Skills
- Housing

More details of each of these missions, including metrics to measure delivery, can be found in Appendix A.

- 3.7 In June 2022, Cabinet endorsed the [Norfolk Investment Framework](#) (NIF), which aims to focus our investments in a few key areas, rather than spreading our efforts too thinly, in order to maximise Norfolk's potential. At its heart is a new, comprehensive evidence base for the Norfolk economy as a whole – analysis of which has led to the identification of four of the most significant challenges the county faces today:

- To create new opportunities for Norfolk's residents by increasing skills and labour market dynamism
- To provide effective and efficient public services to a spatially-dispersed population
- To strengthen and future-proof business clusters, to grow the economy
- To protect Norfolk's economic and natural assets from climate change

The four very broad 'grand challenges' have considerable synergy with the NRES. It had been recognised before the sign-off of the NRES that the Framework would be forthcoming, and that there was a need to maximise the project facilitation and development resource available, and to avoid duplication.

The NIF project pipeline is being developed through a series of workshops, based around the grand challenges, and the opportunity is being taken to align with this work and to inform the development of relevant interventions.

The performance framework for the NIF is also currently being developed.

4. Future Activity

- 4.1 Projects identified on the Project Pipeline linked to the Market Town delivery theme include the development of a fund to finance business diversification and

adaptation (replacing LEADER and DRIVE). A feasibility study on a revolving fund delivering loan-based finance for business growth and adaptation went to tender on 5 August 2022, reflecting the different funding environment. A consultant has been appointed and the study is currently underway.

- 4.2 A feasibility study around experience and work-based holidays, to support the hospitality and farming sectors and grow experiential tourism, is also being prepared to the NIF timetable and process.
- 4.3. In terms of transport connectivity, the Strategy mentions the bid for [an on-demand bus service pilot near Swaffham](#), combining the best elements of flexibus travel with the ability to use a smartphone app to book, pay and get live travel information. The bid was successful, and the pilot went live in March 2022. The steering group will work with the Council's Passenger Transport Team to monitor the scheme's success and explore the potential for further roll out to other parts of Norfolk.
- 4.4 Alongside progressing the NRES project pipeline, further activity that requires no funding continues in parallel. Officers are liaising with the Post Office and their partners with a view to understanding how best to support the protection of [access to cash](#) in rural Norfolk and explore the option of the new [BankHub](#) model opening in a market town. It is understood that the [Cash Action Group](#), including LINK and high street banks, has already reviewed and improved the [provision in Holt](#) as part of this process. Hub designation and additional provision has been derived from data provided by LINK about cash access, but as of summer 2022 communities can now [request a review](#) of the provision in their town. Cash plays an important part in market towns' economy (increasingly so, with the cost-of-living crisis, according to recent figures) and in the surrounding rural communities they serve.
- 4.5 Other activity aims to maximise partnership working in support of delivery of the NRES priorities. The Steering Group regularly invites project leads relevant to delivery in market towns, and officers to assist in informing bids, bringing interested parties together and strengthening cooperation between the County Council and rural stakeholders. For example, a recent bid for an innovative electric vehicle charging [pilot](#), which fitted the Broads Authority's '[Electrifying the Broads](#)' agenda and the NRES' ambitions for green rural tourism. Officers and NRES Steering Group members have also helped inform the commissioning of a fixed wireless access installations in rural locations, notably village halls, to provide high speed internet connectivity – the tender for which was issued in October 2022.
- 4.6 There are ongoing market town economic development programmes and initiatives across the county that predate the Strategy and continue to deliver, such as the Heritage Action Zones in Swaffham and North Walsham, which has this year announced a Market Place Improvement Scheme

- 4.7 The Strategy Steering Group continues to recognise the importance of economic development in market towns to the delivery of the Strategy. This will be reflected in its future focus.

5. Financial Implications

- 5.1 None as result of this report. We will continue to explore all sources of funding to develop interventions to deliver the NRES priorities.

6. Resource Implications

- 6.1 **Staff:** The County Council provides the secretariat for the NRES Steering Group. Staffing will be built into any bids for projects under the NIF/NRES pipeline.

- 6.2 **Property:** None as result of this report.

- 6.3 **IT:** None as result of this report.

7. Other Implications

- 7.1 **Legal Implications:** None as result of this report.

- 7.2 **Human Rights Implications:** None as result of this report.

- 7.3 **Equality Impact Assessment (EqIA) (this must be included):** The NIF and NRES projects will seek to ensure that the interventions developed are accessible to all, particularly in the areas of services for a spatially-dispersed population.

- 7.4 **Data Protection Impact Assessments (DPIA):** None as result of this report.

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

- 7.6 **Sustainability implications (where appropriate):** None as result of this report. However, sustainability is a key consideration for the aligned NIF/NRES project pipeline, with priorities around the green economy and climate change.

- 7.7 **Any Other Implications:** n/a

8. Risk Implications / Assessment

- 8.1 While there are a range of activities we can carry out with partners to progress the NRES priorities, including those for market towns, if we are unsuccessful in securing a County Deal for Norfolk – with its associated multi-year funding pot – there is a limit to the interventions that can be commissioned, to deliver the

Strategy's priorities.

8.2 Each project developed will have its own risk register.

9. Select Committee Comments

9.1 n/a

10. Recommendations

1. To consider this report on the market towns element of the Norfolk Rural Economic Strategy

11. Background Papers

11.1 [Norfolk Rural Economic Strategy](#)

11.2 [The Norfolk Market Town Centre Report](#)

11.3 [Norfolk Rural Strategy Evidence Report](#)

Officer Contact

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

Appendix A: Selected Government Levelling Up Missions and Metrics

1: Pay, employment and productivity

Objective: Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging.

Mission: by 2030, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, and the gap between the top performing and other areas closing.

Metrics: Gross Value Added (GVA); Gross median weekly pay (£) – residents; Gross median weekly pay (£) – workplace; Employment rate (%) for 16-64-yr-olds

2: Research & Development

Objective: Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging.

Mission: By 2030, domestic public investment in R&D outside the Greater South East will increase by at least 40%, and over the Spending Review period by at least one third. This additional government funding will seek to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.

Metrics: Business Expenditure on R&D; Government funding for R&D

3: Transport and Connectivity

Metrics: Average travel time to nearest employment centre (5k+ employees) by car, by public transport and by bicycle

4: Digital connectivity

Objective: Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging.

Mission: By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for most of the population.

Metrics: % of premises with gigabit broadband; % of 4G and 5G coverage by at least one network operator

6: Skills

Objective: Spread opportunities and improve public services, especially in those places where they are weakest.

Mission: By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training

annually, driven by 80,000 more people completing courses in the lowest skilled areas.

Metric: 19+ FE and skills achievement (qualifications) excluding community learning.

10: Housing

Objective: Restore a sense of community, local pride and belonging, especially in those places where they have been lost.

Mission: By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; the number of non-decent rented homes will have fallen by 50%, with the biggest improvements in the lowest performing areas.

Metrics: Number of first-time buyers; Proportion of non-decent rented homes.

Scrutiny Committee

Item No: 9

Report Title: Quarterly update on Children's Performance Review Panel.

Date of Meeting: 23 November 2022

Responsible Cabinet Member: Cllr John Fisher (Cabinet Member for Children's Services).

Responsible Director: Sara Tough, (Executive Director of Children's Services).

Executive Summary

This report was due to be heard at the Scrutiny Committee meeting in October 2022. Due to apologies received from the Deputy Cabinet Member for Children's Services and Chair of the Children's Services Performance Review Panel, the item was deferred to this meeting. This report outlines progress to date with regards to the ongoing activity of the Children's Services Performance Review Panel. Members will receive updates on recent work undertaken, key actions, updates on actions from scrutiny, and an overview of the forward programmes of work for panel.

Recommendations

The committee is asked to:

1. Note progress and activity from the performance review panel, providing feedback and recommendations where appropriate.
2. Note the panel forward work programmes, providing feedback to the panel leadership around potential items for further investigation.

1. Background and Purpose

- 1.1 At the Scrutiny Committee meeting held on the 21 July 2021 members considered the item 'Establishment of Children's and Adult Social Services Performance Review Panels'. The full report and associated minutes can be found [here](#).
- 1.2 Following discussion, the committee resolved to note the proposed Terms of Reference and the operating principles/membership of the two panels, as

well as agree to disband the previous Children's Services Scrutiny Sub-Panel.

- 1.3 It was also agreed that there should be an ongoing reporting schedule between the panels and the Scrutiny Committee, including adding regular quarterly updates and a six-month review of the panel's progress to the Scrutiny Committee forward work programme. The six-month review took place at the Scrutiny Committee on the 30 March 2022.
- 1.4 This report serves as the third standard quarterly update to the Scrutiny Committee, allowing members the opportunity to discuss progress and feed into panel development and work programming.
- 1.5 This item represents the second part of the quarterly update received in October 2022, with the Children's Services portion of the report deferred to November 2022.

2. Performance Review Panels – Membership and Approach

- 2.1 The Performance Review Panels are 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).
- 2.2 The panels meet in private, though are tasked with updating regularly and publicly with the Scrutiny Committee. They have the authority to commission reports and request data from the relevant service areas, and may make recommendations to the Cabinet Member and senior officers.
- 2.3 The panels are chaired by the relevant Deputy Cabinet Member, with wider membership nominated by group leaders according to the following political composition:
3 Conservative (inc. Chair), 1 Labour, 1 Liberal Democrat.
- 2.4 Membership of the Children's Services panel is as below:

Children's Services PRP

- Cllr Daniel Elmer (Chair)
- Cllr Jane James
- Cllr Fran Whymark
- Cllr Mike Smith-Clare
- Cllr Lucy Shires

3. Update on Actions from the Scrutiny Committee

- 3.1 At the meeting of the Scrutiny Committee held on the 30 March 2022, the Committee undertook a scheduled 6 month review of panel activity. A number of recommendations were made by the committee. Progress against these recommendations is provided below:

3.2 Recommendation 1 - Ask the panels to consider how they might be more open and transparent without it detracting from the vital work it undertook:

The paper has been redesigned to provide greater insight around discussions taking place at meetings. In addition, the Chairs of both panels have extended invitations to Scrutiny members to observe meetings, with all papers available upon request. Full minutes are available to members upon request.

3.3 Recommendation 2 - Request future reports to be clearer and simpler to help identify issues raised, actions proposed and outcomes achieved.

This iteration of the update report has been adapted to ensure clarity around the issues raised and discussed, and the evidence received. Actions and outcomes are highlighted more clearly, with greater insight into the impact the panels are making and challenge presented to officers and Cabinet Members.

4. Children's Services Performance Review Panel

4.1 The Deputy Cabinet Member for Children's Services and the Chair of the Performance Review Panel has agreed for the panel to work according to a four-month cycle, with two meetings scheduled per cycle. At each meeting, members will explore a single topic in depth, and every four-months the committee will further receive a broad overview of performance data, enabling ongoing oversight and informing a process of reactive work-programming.

4.2 An outline of discussions and actions from the July meeting can be found below.

4.3 As a consequence of the passing of Queen Elizabeth II the meeting planned for September was cancelled, as it fell within the national period of mourning. A subsequent meeting is in the process of scheduling, with dates being agreed between the Deputy Cabinet Member and Officers. All items/actions for the September meeting will be carried over to ensure that no activity is lost.

Thursday 14th July 2022

4.4 On Thursday 14th July the panel received papers on Vital Signs Performance data, and Children on the Edge of Care.

4.5 Due to quoracy, members also agreed the following recommendations from the meeting held on the 15th June, relating to Education Health and Care Plans. Here, the committee:

- **Supported** and **challenged** the performance in Children's Services as it relates to children with special Educational Needs and specifically the vital sign indicator 'Percentage of Education Health and Care Plans completed within timescale'.
- **Agreed** the format of the report and supporting information in order to refine the approach for future performance reports.
- **Agreed** that Officers will follow up on the requests for information regarding figures for:
 - a. The longest average waiting time for an EHCP
 - b. What future numbers regarding the performance look like?
 - c. What early intervention success looked like?
 - d. Realistic goals and targets regarding completed ENCP within the timescales going forwards

Members received an update on ECHP figures as above as part of the July meeting during discussions around vital signs.

4.6 Members received vital signs performance data, with the following points discussed:

- Virtual schools, and work with social care teams to look at attendance rates for looked after children. It was agreed that this could form a topic for a future deep-dive topic.
- Attainment levels for disadvantaged children.
- Demand for Education Health and Care Plans, and capacity to deliver increased uptake.
- Training and retention of local authority educational psychologists.

4.7 Members received the paper from officers around Children on the Edge of Care, with the following points discussed:

- Court delays, and the use of technology to support delivery of caseload.
- Potential re-referrals within the independent Specialist Support Services (ISSS).
- Capacity issues within the ISSS team due to recruitment delays.
- Funding from Health Education England, and the establishment of additional capacity to support children with mild to moderate mental health needs.
- Work with partners to build capacity to support children with mental health difficulties.

- The FAST service and the gap between the number of cases that resulted in a child being taken into care but who had been missed from the edge of care services.
 - Recruitment and retention difficulties for social workers.
 - Increases in families with infants being referred to the Crisis Support Service.
 - Data assistive technology to support families on the edge of care.
- 4.8 Members also received a verbal update and data from staff who managed the New Roads hubs, with discussions around outreach work undertaken by the hubs and development of the service.
- 4.9 Full minutes from this meeting are available upon request.
- 4.10 Overall, the panel reviewed and commented on the report with the following outcomes:
- **Supported** and **challenged** the performance in Children's Services as it related to vital signs.
 - **Supported** and **challenged** the performance in Children's Services as it related to the 'Deep Dive into Children at the Edge of Care based on the vital sign: "the number of children looked after per 10,000 population
 - **Agreed** that Officers would provide written responses to the requests for the following information;
 - An update on educational psychology recruitment. What were the exact numbers coming through and how was this affecting the overall structure?
 - An update on numbers that had been declined due to capacity for the IPSS service and the Targeted Youth Support Service
 - More in-depth look at that gap between the edge of care services and those looked after children (those in care)
 - Assistive technology update. Metrics around how much deployment of assistive technology in Children's Services and how much it helps.

5. Work Programming

- 5.1 The Performance Review Panel terms of Reference set out a clear work programming relationship with Scrutiny. While the panels are responsible for setting their own work programmes, the Scrutiny committee may suggest additional topics for the Panels to consider.

- 5.2 As outlined previously, day to day performance monitoring takes place as standard throughout meetings of the performance review panels. The work programmes represent more in depth pieces of work on specific topics.
- 5.3 The forward work programmes for each committee are set out below, along with an overview of performance indicators for each service. As per the recommendations for this paper, members of the Scrutiny Committee are invited to discuss potential future items for discussion at the panels.

Children's Performance Review Panel

The following plan has been agreed:

Replacement for 14 th September 2022	Percentage of cases with a current exploitation risk level below the original level of risk recorded at initial screening
29 th November 2022	Performance of Children's Services vital signs / appropriate places for all children in care

6. Action plan

- 7.1 The below is a summary of current and outstanding actions arising as a result of the panels. It includes significant actions from the last two meetings of each panel, with an indication of both the action owner and progress to date. The tracker will be updated over time, with the Scrutiny Committee kept up to date on key recommendations and actions from the panel.

Date	Action/Recommendation	Owner	Update
Children's Services PRP (CS PRP)			
15/06/2022	Supported and challenged the performance in Children's Services as it relates to children with special Educational Needs and specifically the vital sign indicator 'Percentage of Education Health and Care Plans completed within timescale'.	CS PRP	Completed, with feedback presented to officers.
	Agreed the format of the report and supporting information in order to refine the approach for future performance reports.	CS PRP, Children's Services	Completed.
	Agreed that Officers will follow up on the requests for information regarding figures for: <ul style="list-style-type: none"> The longest average waiting time for an EHCP 	Children's Services	Completed, with information provided at the CS PRP meeting held on the 14 July.

	<ul style="list-style-type: none"> • What future numbers regarding the performance look like? • What early intervention success looked like? • Realistic goals and targets regarding completed ENCP within the timescales going forwards 		
14/07/2022	Supported and challenged the performance in Children's Services as it related to vital signs.	CS PRP	Completed, with feedback provided to officers.
	Supported and challenged the performance in Children's Services as it related to the 'Deep Dive into Children at the Edge of Care based on the vital sign: "the number of children looked after per 10,000 population	CS PRP	Completed, with feedback provided to officers.
	<p>Agreed that Officers would provide written responses to the requests for the following information;</p> <ul style="list-style-type: none"> • An update on educational psychology recruitment. What were the exact numbers coming through and how was this affecting the overall structure? • An update on numbers that had been declined due to capacity for the IPSS service and the Targeted Youth Support Service • More in-depth look at that gap between the edge of care services and those looked after children (those in care) • Assistive technology update. Metrics around how much deployment of assistive technology in Children's Services and how much it helps. 	Children's Services	Outstanding

7. Resource Implications

8.1 Staff: None identified

8.2 Property: None identified

8.3 IT: None identified

8. Other Implications

9.1 Legal Implications: None identified

9.2 Human Rights Implications: None identified

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

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

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

9.6 Sustainability implications (where appropriate): N/A

9.7 Any Other Implications: None identified

9. Risk Implications / Assessment

10.1 N/A

10. Select Committee Comments

11.1 No specific comments, though the panel are able to refer matters to the Select Committee where appropriate, as set out in the PRP Terms of Reference.

11. Recommendations

To:

1. Note progress and activity from the performance review panel, providing feedback and recommendations where appropriate.
2. Note the panel forward work programme, providing feedback to the panel leadership around potential items for further investigation.

12. Background Papers

13.1 None

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: 10

Report Title: Scrutiny Committee Forward Work Programme

Date of Meeting: 23 November 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 agreed items.

Recommendations

Members of the committee are asked to:

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

1. Background and Purpose

- 1.1 Members of the Scrutiny Committee took part in a work programming session held on the 16 May 2022, discussing proposed items for the Committee to consider through until March 2023.
- 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 Members are further advised to keep the morning of the 16th March free for a potential additional meeting of the Scrutiny Committee.

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:

None

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 Scrutiny Committee forward work programme and discuss potential further items for future 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
23/11/22	Review of Norfolk Flood Prevention Activity	Agreed by the Scrutiny Committee at the work programming meeting held on Monday 16 May 2022	- A Greener, More Resilient Future	Cllr Martin Wilby, Cabinet Member for Highways, Infrastructure and Transport	Tom McCabe, Executive Director of Community and Environmental Services
	Norfolk Rural Strategy – Impact on Market Towns	Agreed by the Scrutiny Committee at the work programming meeting held on Monday 16 May 2022	- A Vibrant and Sustainable Economy	Cllr Graham Plant, Cabinet Member for Growing the Economy	Tom McCabe, Executive Director of Community and Environmental Services
14/12/22	National Grid – Impact on Norfolk Communities of New Route of Pylons Running from Norwich to Tilbury	Agreed by the Scrutiny Committee at the work programming meeting held on Monday 16 May 2022	<ul style="list-style-type: none"> - A Greener, More Resilient Future - Strong, Engaged and Inclusive Communities 	Cllr Martin Wilby, Cabinet Member for Highways, Infrastructure and Transport	Tom McCabe, Executive Director of Community and Environmental Services

	Nutrient Neutrality	Agreed by the Scrutiny Committee at the work programming meeting held on Monday 16 May 2022	- A Greener, More Resilient Future	Cllr Eric Vardy, Cabinet Member for Environment and Waste	Tom McCabe, Executive Director of Community and Environmental Services
	Update from the Chair of the Norfolk Countywide Community Safety Partnership	Standing item	- Strong, Engaged and Inclusive Communities	None	Tom McCabe, Executive Director of Community and Environmental Services
26/01/22	Performance Review Panels – Quarterly Update	Agreed by the Scrutiny Committee at the meeting held on 21 July 2021	- 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 of Adult Social Care & Sarah Tough, Executive Director of Children’s Services
	Education Health and Care Plans	Agreed by the Scrutiny Committee at the work programming meeting held on Monday 16 May 2022	- Better Opportunities for Children and Young People	Cllr John Fisher, Cabinet Member for Children’s Services	Sarah Tough, Executive Director of Children’s Services

15/02/22	Scrutiny Committee 2023-24 Budget scrutiny	Standard 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 	Cllr Andrew Jamieson, Cabinet Member for Finance	Simon George, Executive Director of Finance and Commercial Services
22/03/22	Quality of Care – Overview of the Care Market in Norfolk	Agreed by the Scrutiny Committee at the work programming meeting held on Monday 16 May 2022	<ul style="list-style-type: none"> - Healthy, Fulfilling and Independent Lives 	Cllr Bill Borrett, Cabinet Member for Adult Social Care, Public Health and Prevention	James Bullion, Executive Director of Adult Social Care
20/04/22	Performance Review Panels – Quarterly Update	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 &	James Bullion, Executive Director of Adult Social Care & Sarah Tough, Executive Director of Children's Services

				Cllr John Fisher, Cabinet Member for Children's Services	
	Provision of Extracurricular Activity for Norfolk Children	Agreed by the Scrutiny Committee at the work programming meeting held on Monday 16 May 2022	- Better Opportunities for Children and Young People	Cllr John Fisher, Cabinet Member for Children's Services	Sarah Tough, Executive Director of 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:

- Implementation of New Technology in Adult Social Care
- People with Disabilities – Engagement and Charging Policy
- Children's Services – Utilisation of Built Assets
- Fuel Poverty
- Norfolk County Council – Development of a County Deal
- Transport East Strategy

- Social Prescribing in Adult Social Care
- Biodiversity Net Gain
- Rewilding activity and Carbon Offsetting