

# Cabinet

Date: **Monday 6 July 2020**

Time: **10am**

Venue: **Virtual Meeting**

**Pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020, the 6 July 2020 Cabinet meeting of Norfolk County Council will be held using video conferencing.**

[Please click here to view the live meeting online.](#)

**Members of the Committee and other attendees: DO NOT follow this link, you will be sent a separate link to join the meeting.**

## Membership:

Cllr Andrew Proctor	Chairman. Leader and Cabinet Member for Strategy & Governance.
Cllr Graham Plant	Vice-Chairman. Deputy Leader and Cabinet Member for Growing the Economy.
Cllr Bill Borrett	Cabinet Member for Adult Social Care, Public Health & Prevention
Cllr Margaret Dewsbury	Cabinet Member for Communities & Partnerships
Cllr John Fisher	Cabinet Member for Children's Services
Cllr Tom FitzPatrick	Cabinet Member for Innovation, Transformation & Performance
Cllr Andy Grant	Cabinet Member for Environment & Waste
Cllr Andrew Jamieson	Cabinet Member for Finance
Cllr Greg Peck	Cabinet Member for Commercial Services & Asset Management
Cllr Martin Wilby	Cabinet Member for Highways, Infrastructure & Transport

## A g e n d a

**1 To receive any apologies.**

**2 Minutes**

Page **5**

To confirm the minutes from the Cabinet Meeting held on Monday 8 June 2020.

**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 Matters referred to Cabinet by the Scrutiny Committee, Select Committees or by full Council.**

**5 To receive any items of business which the Chairman decides should be considered as a matter of urgency**

**6 Public Question Time**

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by 5pm on **Wednesday 1 July 2020**. For guidance on submitting a public question, view the Constitution at <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>

**7 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](mailto:committees@norfolk.gov.uk)) by **5pm on Wednesday 1 July 2020**.

- |   |                 |
|---|-----------------|
| <b>8 Restarting the Norfolk Economy.</b><br>Report by the Executive Director of Community & Environmental Services.   | Page <b>44</b>  |
| <b>9 Residual Waste Contract Award</b><br>Report by the Executive Director of Community & Environmental Services.   | Page <b>104</b> |
| <b>10 Distribution of the Department for Transport ‘Pothole Fund’ for Local Roads 2020-21.</b><br>Report by the Executive Director of Community & Environmental Services. | Page <b>114</b> |
| <b>11 Finance Monitoring Report 2020-21 P2: May 2020.</b><br>Report by the Executive Director of Finance & Commercial Services  | Page <b>120</b> |
| <b>12 COVID-19 financial implications for Norfolk County Council</b><br>Report by the Executive Director of Finance & Commercial Services                                 | Page <b>152</b> |
| <b>13 Social Value in Procurement</b><br>Report by the Executive Director of Finance & Commercial Services.   | Page <b>164</b> |
| <b>14 Health, Safety and Well-being Annual Report 2019-20</b><br>Report by the Executive Director of Strategy & Governance.   | Page <b>172</b> |
| <b>15 Corporately Significant Vital Signs report</b><br>Report by the Executive Director of Strategy & Governance   | Page <b>197</b> |
| <b>16 Risk Management.</b><br>Report by the Executive Director of Finance & Commercial Services   | Page <b>238</b> |
| <b>17 Norfolk's Local Outbreak Control Plan</b><br>Report by the Executive Director of Community & Environmental Services.  | To follow       |

**18 Reports of the Cabinet Member and Officer Delegated Decisions made since the last Cabinet meeting:**

To note the delegated decisions made since the last Cabinet meeting.

**Decisions by the Cabinet Member for Highways, Infrastructure & Transport.**

- [Chedgrave TRO.](#)
- [Hopton on Sea TRO](#)
- [All Electric Bus Town – Expression of Interest](#)
- [Rural Mobility Fund](#)
- [Transforming Cities Fund – Resubmission](#)
- [Covid-19 Bus Services Support Grant](#)
- [Concessionary Travel, Removal of Temporary Amendment](#)
- [Trowse, Whitlingham Lane TRO](#)
- [Highways Response to Covid-19 – Phase 1](#)
- [St Williams Way, Thorpe St Andrew - TRO](#)

**Decisions by the Cabinet Member for Adult Social Care, Public Health & Prevention:**

- [Norfolk Care Homes Support Plan](#)
- [Covid-19 Impact on MIG and PIP charging increases 2020-21](#)

**Decision by the Cabinet Member for Commercial Services & Asset Management:**

- [Acquisition of Property on Browick Road, Wymondham](#)

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

Date Agenda Published: 26 June 2020

## **Cabinet**

### **Minutes of the Meeting held on Monday 8 June 2020 at 10am**

### **Virtual Teams Meeting**

**Present:**

Cllr Andrew Proctor	Chairman. Leader & Cabinet Member for Strategy & Governance.
Cllr Bill Borrett	Cabinet Member for Adult Social Care, Public Health & Prevention.
Cllr Margaret Dewsbury	Cabinet Member for Communities & Partnerships.
Cllr John Fisher	Cabinet Member for Children's Services.
Cllr Tom FitzPatrick	Cabinet Member for Innovation, Transformation & Performance.
Cllr Andy Grant	Cabinet Member for Environment & Waste.
Cllr Andrew Jamieson	Cabinet Member for Finance
Cllr Greg Peck	Cabinet Member for Commercial Services & Asset Management.
Cllr Graham Plant	Vice-Chairman and Cabinet Member for Growing the Economy.
Cllr Martin Wilby	Cabinet Member for Highways, Infrastructure & Transport.

**Also Present:**

Lorne Green	Police & Crime Commissioner for Norfolk (for item 8).
-------------	---

**Executive Directors Present:**

Tom McCabe	Executive Director of Community & Environmental Services and Head of Paid Service.
James Bullion	Executive Director of Adult Social Services
Helen Edwards	Chief Legal Officer and Monitoring Officer
Simon George	Executive Director of Finance & Commercial Services
Fiona McDiarmid	Executive Director of Strategy & Governance
Sara Tough	Executive Director of Children's Services

The Chairman welcomed everyone to the Cabinet meeting and advised viewers that pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020, the meeting was being held under new Regulations which had been brought in to deal with the restrictions under Covid 19. Decisions made in the meeting would have the same standing and validity as if they had been made in a meeting in County Hall.

Cabinet Members and Executive Directors formally introduced themselves.

There were no apologies for absence.

## **2 Minutes**

The minutes from the Cabinet meeting held on Monday 11 May 2020 were agreed as an accurate record and would be signed by the Chairman as soon as practicably possible.

## **3 Declaration of Interests**

Cllr Greg Peck, Cabinet Member for Commercial Services & Asset Management declared an interest in agenda item 13 (Annual Treasury Management Outturn Report 2019-20) as he was a Director of Hethel Innovation Limited.

## **4 Matters referred to Cabinet by the Scrutiny Committee, Select Committees or by full Council.**

There were no matters referred to Cabinet.

## **5 Items of Urgent Business**

There were no items of urgent business.

## **6 Public Question Time**

No public questions were received.

## **7 Local Member Questions/Issues**

7.1 The list of Local Member questions and the responses is attached at Appendix A.

7.2 As a supplementary question, Cllr Alexandra Kemp said the Council needed to look more carefully about what was beneficial to people and be more empathetic because 350 houses on West Winch Road was far too many. She asked if the Cabinet Member would ensure traffic did not use the bus lane in Hardings Way, King's Lynn, as it would breach the terms of the £5.3m government grant and would cause distress to people, putting traffic on a disabled route and asked the Cabinet Member to rethink the decision.

The Cabinet Member for Highways, Infrastructure & Transport thanked Cllr Kemp for the question and replied that a decision had been made and he would stand by it.

7.3 As a supplementary question, Cllr Steve Morphey said that Protect Ourselves and Protect Norfolk was a good headline, but what did it actually mean to the Leader and what were the standards that he thought should be adopted that we could trust given the amount of confusion there had been from the Government's messages nationally.

In reply, the Chairman said that the first element was the very consistent approach across Norfolk in saying what "Protect Ourselves, Protect Norfolk" was, which was essentially about following all the guidelines. He added that the Director of Public Health had appeared on the radio a number of times as the County Council voice

for giving details on the basis that if we followed the guidelines, we would protect ourselves and protect Norfolk. The Chairman also added that he felt the messages had been very clear.

- 7.4 As a supplementary question, Cllr David Rowntree said that the reply to his substantive question contradicted the information he had been given by service providers and asked the Cabinet Member to send him the data his reply was based on.

The Cabinet Member for Adult Social Care, Public Health & Prevention agreed to provide the information.

- 7.5 As a supplementary question, Cllr Danny Douglas asked for reassurance that sustainable transport options under the Covid-19 highways measures to improve pedestrian access on St Benedict's and Magdalen Street, which Cllr Douglas fully supported, would improve air quality but would also guarantee access for residents.

The Cabinet member for Highways, Infrastructure & Transport agreed to provide a written response to the question.

- 7.6 Cllr Sands said that the public had now been told to wear face coverings which would increase the demand for PPE significantly, putting pressure on the supply for care services again and also further profiteering, which would affect small businesses trying to source PPE for their staff. As a supplementary question, Cllr Sands asked what support Norfolk County Council was offering to small businesses to help them, and their customers with face coverings, including action taken against profiteering.

The Deputy Leader and Cabinet Member for Growing the Economy thanked Cllr Sands for the question and stated that the New Anglia Growth Hub website offered advice for businesses about how to access PPE. He thought there was a list of approximately 900 suppliers which would be able to help small businesses.

Regarding the question about how to stop profiteering, the Cabinet Member for Growing the Economy said Norfolk County Council did not have the capability to do this as it would require Government led initiatives. He added that not everyone would need medical grade PPE and many people could make their own face masks and use those.

- 7.7 Cllr Jermy stated that the Government was funding measures to move towards walking and cycling and the Council had shown increased remote working was viable. As a supplementary question, Cllr Jermy asked if it would make sense to review the spending on schemes such as additional car parking at County Hall; the upgrade to the civic area and the Norwich Western Link so they did not become expensive white elephants by encouraging greater car use and increase carbon emissions.

The Cabinet Member for Highways, Infrastructure & Transport replied that the Norwich Western link would provide the right infrastructure to move the economy forward and support jobs and growth in the county. He added, regarding the car park at County Hall, he understood there were more people coming into County Hall from other premises in the county so the car parking would be needed in the future.

7.8 The submitted written supplementary questions and responses are attached at Appendix B.

## **8 Norfolk Fire & Rescue Service, HMICFRS Improvement Plan Update**

8.1 The Chairman welcomed Lorne Green, Police & Crime Commissioner for Norfolk to the meeting.

8.2 Cabinet received the report by the Executive Director of Community & Environmental Services setting out the progress made to deliver the activities set out in the improvement Plan since it was last reviewed by Cabinet in March 2020, and the plans for further improvement activities.

8.3 The Executive Director for Community & Environmental Services advised that all inspections had currently been suspended due to the Covid-19 response and highlighted that the Norfolk Fire & Rescue Service (NFRS) continued to work on its action plan, as well as working in collaboration with other blue light services. NFRS continued to make progress with the action plan and it was expected a revised inspection programme would be announced in due course by HMICFRS.

8.4 The Cabinet Member for Communities & Partnership introduced the report and moved the recommendations, during which the following points were noted:

- The Norfolk Fire & Rescue Service had carried on with business as usual by attending accidents and putting out fires, but had also been responding to the demands caused by the Covid-19 pandemic, such as delivering essential supplies and driving ambulances for the NHS, with 25 staff completing 278 shifts during the first month of the pandemic. Those 25 staff had now been replaced by a second cohort which would be carrying out the same duties for the next month.
- The NFRS had been supporting the Norfolk Police service during peak times when required.
- Although fire service inspections had been suspended for 2020, the NFRS continued to work to improve its performance.
- A Strategic Oversight Group had been established to deliver the outcomes of the Integrated Risk Management Plan. The Group consisted of Fire Service managers, elected Members and representatives from Representative bodies.
- A new cultural statement had been agreed and signed by the Chief Fire Officer and Representative bodies regarding expected values and behaviours to ensure there was no perceived bullying or harassment.
- Collaboration was taking place with Norfolk Constabulary to explore opportunities for a training academy in Hethersett, as well as sharing a headquarters in Wymondham.
- The software system to support the response services had been upgraded.
- New staff were being recruited and trained.
- Staff were working to develop an improved community risk profile and the data would be used to consider the most effective way to allocate services to improve safety in communities.
- Data showing response and performance, prevention and protection and logistics was being analysed.
- Capital investment in the service had enabled data terminals to be upgraded on fire appliances.



- Upgrades to the five new agile multi-purpose vehicles was expected in July 2020. These vehicles would include misting units to allow them to support responses to wild-fires which may occur during the summer months.

8.4 Lorne Green, Police & Crime Commissioner commended the Constabulary and the Norfolk Fire & Rescue Service for the excellent collaborative work which had taken place during the crisis period caused by Covid-19. He added that he was aware they had worked very hard together on driver training support for the East of England Ambulance Service and that Norfolk Constabulary had developed a training plan and provided ambulance driver training assisted by NFRS driver trainers, which was a further example of excellent collaboration.

The Norfolk Fire & Rescue Service had also provided the Constabulary with assistance with forced entry for medical purposes, concerns for welfare, road traffic collisions, road networks where there was public safety concern, all of which had been greatly appreciated.

Norfolk Constabulary had assisted the Norfolk Fire & Rescue Service with community connections, obtaining emergency accommodation for a residential student fire fighters course which had been relocated at short notice and in return the Norfolk Fire & Rescue Service had provided contingencies for accommodation and welfare for police response teams if the need arose.

The PCC added that the Norfolk Fire & Rescue Service had provided the Constabulary with guidance around the correct use of personal protection equipment.

The PCC stated that all of the above work was a fine example of what could be possible when both sides were actively committed to collaboration and that he looked forward to further reports on progress of the Improvement Plan.

8.5 The Chairman stated that lessons had been learned from the Inspection report and the improvement plan had been drawn up to improve services and that he felt, in essence, the Police & Crime Commissioner supported the improvement plan and the way it was being developed. In reply the PCC agreed that this was a work in progress and needed to be closely monitored to ensure the most effective, efficient NFRS for the county of Norfolk. The PCC added that the inspection regime would resume and that it would then assess the effectiveness of the plan as it had been developed and implemented, which he would also monitor closely.

8.6 The Police & Crime Commissioner stated that his aim from the beginning was to get the best value and maximum safety for every man, woman and child in Norfolk and to ensure that Norfolk had the best possible public safety in the country from all emergency services as well as the closest collaboration possible. He added that he had been concerned about reports of bullying on occasions and he was pleased to see this had been addressed. He also added that cost effectiveness was required to ensure tax payers received best value for money.

8.7 The Chairman agreed and stated that the Improvement Plan would develop on that basis.

8.8 The Cabinet Member for Communities & Partnerships reiterated that the Plan was progressing well, she welcomed the comments from the Police & Crime Commissioner and moved the recommendations.

8.9 Cabinet reviewed the report and **RESOLVED** to:

- **note** the progress made in delivering the Improvement Plan as set out in the report and at Appendix A.
- **agree** to receive a further update on progress at the Cabinet meeting in September 2020.

#### 8.10 **Evidence and reasons for Decision**

The Improvement Plan aims to address the areas for improvement identified by the HMICFRS and is focussed on improving the efficiency and effectiveness of the service, and how we look after our people. The Improvement Plan sets out the activities the Chief Fire Officer has identified as necessary in order to demonstrate paying due regard to the findings of the HMICFRS Inspection, but also to improve the service for Norfolk communities.

#### 8.11 **Alternative Options**

Cabinet may wish to amend or make additions to the Improvement Plan.

### **9 West Norfolk Transport & Infrastructure Working Group.**

9.1 Cabinet received the report by the Executive Director of Community & Environmental Services setting out the rationale for a West Norfolk Transport and Infrastructure Steering Group and a proposed Terms of Reference for the Group. The Group would oversee key transport and infrastructure projects in the King's Lynn area including the transport strategy and the West Winch growth area.

9.2 The Executive Director of Community & Environmental Services stated that this report followed previous reports to establish working better together with colleagues in west Norfolk.

9.3 The Cabinet Member for Highways, Infrastructure & Transport introduced the report and moved the recommendations, during which the following points were noted:

- The report sets out the rationale for a West Norfolk Transport and Infrastructure Steering Group, a proposed terms of reference for the Steering Group which would oversee key transport and infrastructure projects in the King's Lynn area, including the Transport Strategy and the West Winch growth area.
- The recommendations were to approve the Terms of Reference as set out in Appendix A of the report, for a Joint West Norfolk Transport and Infrastructure Steering Group.
- The proposed membership of the Steering Group included 3 Norfolk County Councillors and 3 representatives from the Borough Council of King's Lynn and West Norfolk.
- The proposed three representatives from Norfolk County Council were to be Cllr Andrew Jamieson; Cllr Graham Middleton and Cllr Martin Wilby.

9.4 The Cabinet Member for Finance said he welcomed the establishment of the Steering Group which would provide a forward looking focus to the King's Lynn Plan and said he hoped it would bring more and clearer initiatives to support the increased use of public transport in the west of the county; the increased use and availability of designated cycling routes and support better rail links for King's Lynn.

9.5 Cabinet **RESOLVED** to:

- **approve** the Terms of Reference, as set out in Appendix A of the report, for a joint West Norfolk Transport and Infrastructure Steering Group.

## 9.6 **Evidence and Reasons for Decision**

Refer to Paragraph 4 of the report.

## 9.7 **Alternative Options**

An alternative approach would be to retain the status quo and rely upon the regular but relatively informal Member meetings and ad hoc conversations between senior officers. This is not recommended due to the increasing complexity of the growth agenda and the need for even closer collaboration between the two authorities.

## 10 **Finance Monitoring Report 2019-20 outturn.**

10.1 Cabinet received the report by the Executive Director of Finance & Commercial Services providing a summary of the financial outturn for the 2019-20 Revenue and Capital Budgets, General Balances and the Council's Reserves at 31 March 2020, together with related financial information.

10.2 The Cabinet Member for Finance introduced the report and moved the recommendations, during which the following points were noted:

- The report related to 2019-20 financial year, so the main point was the achievement of a balanced budget in difficult circumstances which had set the Council on a firm financial footing for the current year.
- There had been significant overspends in Children's Services and some overspend in Adult Social Services in 2019-20. These overspends had been balanced by savings in other areas, mainly within Finance general, the details of which were set out on page 97 of the agenda.
- Children's Services had seen, and continued to see, high and increased levels and complexity of need, with particular issues with home to school transport, particularly for children and young people with special educational needs and disabilities.
- The Council has allocated £120m in the capital programme for new special educational needs (SEND) schools in Great Yarmouth, Fakenham, Swaffham and Easton and also approximately 14 SRB's within existing schools.
- Adult Social Care had seen ongoing pressures on their purchase of care budgets which was an area under stress. It was hoped to ease this pressure with increased paycales and specific Covid related grants this year.
- Additional waste import taxes by the Netherlands in January 2020 had been absorbed, although they would continue to be a concern in the future.

- The details of all over- and underspends by department could be found in Annex 1 of the report.
- General reserves were £19.76m at year end.
- Cash balances remained high at the end of the financial year.
- Norfolk County Council had recently decided to disinvest all longer-term deposits and move funds into instant liquidity accounts by mid-July 2020. Close monitoring was being maintained given the current situation.
- The Capital programme saw expenditure commence on the Great Yarmouth 3<sup>rd</sup> River Crossing as well as ongoing expenditure on schools, Broadband and highway maintenance.

10.3 The Chairman asked Cabinet to note that the first recommendation as published in the agenda should be amended to read:

1. Recommend to County Council additional borrowing of £0.515m to fund in-year Children's Services capital expenditure as set out in Appendix 2 paragraph 4 of the report.

10.4 The Cabinet Member for Adult Social Care, Public Health & Prevention congratulated everyone in Adult Social Care as, although the overspend was approximately £1m, it actually reflected an overspend of less than half a percent of the total budget. He added that the increase in demand and the pressures as a result of an ageing population created pressure on the Adult Social Care budget.

He added that because the demographic in Norfolk was considerably older than some other areas, the case needed to continue to be made to central Government for a fairer funding settlement.

The Cabinet Member stated that he supported the strategy going forward and which represented an achievement of the work carried out by the Adult Social Care department in getting so close to a balanced budget given the pressures it faced.

10.5 The Cabinet Member for Children's Services highlighted that early indications showed that the Children's Services Transformation Programme was beginning to show improvement. He also added that it was hoped the SEND investment programme could recommence soon to move projects forward. The Cabinet Member also added that a working group had been established to investigate how money could be saved on all home to school transport, which had only held one meeting before the Covid-19 pandemic had started, and added that this work would continue as soon as possible.

10.6 The Cabinet member for Growing the Economy highlighted the spend on economic development and the need to ensure the economy was able to recover once the effects of Covid-19 had lessened. He added that the money allocated to the Great Yarmouth 3<sup>rd</sup> River Crossing was gratefully received and had received Government funding of approximately £100m, although it was important investment continued in Norfolk, in the infrastructure of Norfolk and the businesses in Norfolk as it was the businesses and the taxes raised from businesses which would pay for many of the services provided by Norfolk County Council.

10.7 The Cabinet Member for Innovation, Transformation and Performance highlighted that the willingness of people to consider new ways of working and how to work more effectively within their resources had helped achieved the result. He added that he welcomed the report, particularly the investing in Norfolk with the £120m spent on SEND provision for the benefit of young people.

10.8 In summing up the Chairman endorsed the achievement of getting the budget to just under the figure required which was an excellent result given the circumstances.

10.9 Cabinet **RESOLVED** to:

1. **Recommend** to County Council additional borrowing of £0.515m to fund in-year Children's Services capital expenditure as set out in Appendix 2 paragraph 4 of the report.
2. **Note** the general fund revenue outturn underspend of **£0.083m**;
3. **Note** the savings shortfall of **£4.752m** as described in Appendix 1 paragraph 5 of the report;
4. **Note** the forecast General Balances at 31 March 2020 of £19.706m, after taking into account the outturn underspends;
5. **note** the expenditure and funding of the current and future 2019-22 capital programmes.

10.10 **Evidence and Reasons for Decision:**

Two appendices are attached to the report giving details fo the forecast revenue and capital financial outturn positions:

**Appendix 1** summarises the revenue outturn position, including:

- Forecast over and under-spends
- Changes to the approved budget
- Reserves
- Savings
- Treasury Management

**Appendix 2** summarises the capital outturn position, and includes:

- Current and future capital programmes
- Capital programme funding
- Income from property sales and other capital receipts.

10.10 **Alternative Options**

In order to deliver a balanced budget, no viable alternative options have been identified to the recommendations in this report. In terms of financing the proposed capital expenditure, no grant or revenue funding has been identified to fund the expenditure.

## **11 COVID-19 financial implications for Norfolk County Council**

- 11.1 Cabinet received the regular report by the Executive Director of Finance & Commercial Services updating the position report to Cabinet in May 2020 with the latest details of the Council's forecast use of COVID-19 funding from Government. The report sets out how the Council was proactively responding to the challenge of the COVID-19 pandemic to maintain the delivery of vital services across all areas of its operations, support the NHS and health system through enhanced hospital discharge processes to free up capacity, protect vulnerable people, support businesses and ensure the safety of all staff delivering this vital work. In particular, the report detailed the proposed extension of the support packages to the Adult and Children's Social Care markets for Cabinet approval.
- 11.2 The Cabinet Member for Finance introduced the report and moved the recommendations, during which the following points were noted:
- The budget, when it was set in February 2020, had been forecast to be balanced.
  - The County Council continued to deliver services for the people of Norfolk, in addition to the more central role it had undertaken during the current emergency, by coordinating human and financial resources to help manage the crisis.
  - Cabinet received a monthly report giving the latest details of the forecast and how the Covid-19 Government grant was being spent.
  - The current forecast of £63.73m of Covid-19 related pressures was broken down into three areas:
    - Additional cost pressures
    - Lost income
    - Undeliverable savings.
  - Set against the £63.73m was the figure of £43.7m received so far from the Government. The resulting £20m shortfall was approximately the same shortfall being reported by other similar councils.
  - Additional cost pressures of approximately £1m had been seen in Norfolk since last month which were mainly due to the reopening of recycling centres and the increased costs of managing large amounts of household waste.
  - The pandemic had a major impact on vulnerable adults in Norfolk. Norfolk County Council continued to support the care sector and had already paid care providers an additional 6% to cover fees to the end of June 2020. On top of this, an additional cash provision to enable providers to reclaim cash expenses had also been established.
  - Over 1.4m items of personal protective equipment (PPE) had been supplied.
  - Care providers had been assisted in gaining support from Government or from the Local Enterprise Partnership.
  - Additional payments made to providers for services whilst day care centres were not available.
  - The interventions in the Children's Services social care market were set out in section 7 of the report.
  - In addition, on 15 May 2020 an allocation of £12.386m out of a £600m package of support for care homes, called the "Infection Control Fund Allocation" was received. This funding, which was ring-fenced was distributed nationally, based on the number of care beds rather than the number of

general population. Norfolk had received one of the largest allocations in the country with 75% of this funding provided directly to care homes in two equal instalments amounting to £481.34 per bed, per instalment for each of Norfolk's registered care homes. The first instalment had been passed to care homes last week.

- Considerable risks remained to this years budget forecast, particularly in relation to levels of demand and to the nature of the economic recovery and the way economic recovery was supported, as these areas were where the Covid-19 costs would start to impact on the 2021-22 budget setting.
- An impact was expected on the County Council's income through council tax and business rates on 2021-22.
- Whilst recognising the £20m shortfall and continuing to lobby government extensively for future funding, it was proposed to allocate the currently available funds on a pro rata basis, meaning spending departments would be required to manage any shortfall within their own department until further grants were made available.

- 11.3 The Cabinet Member for Growing the Economy said that this was a comprehensive report which outlined the difficulties faced, largely due to the Covid-19 pandemic. He added that he would have liked to see additional money included for economic development included in the report, as it was businesses that would bring in revenue needed to pay for the services.

The Cabinet Member continued that the Government were offering support and help through the Local Enterprise Partnership (LEP) although the LEP received help from the county and district councils who use their economic development officers to write reports. Therefore he would like to see some information included in the report about how the County Council could help the LEP help businesses in Norfolk.

- 11.4 The Cabinet Member for Adult Social Care, Public Health and Prevention said the report highlighted issues which needed to be faced, adding that one thing that had worked particularly well was how the Adult Social Care Department and the NHS had worked together without arguing about who was going to pay for what. He continued that central Government had been very prompt in awarding the initial grant at the start of the process of approximately £21m which had enabled some initial work to be carried out quickly and also enabled the County Council to source PPE equipment.

The Cabinet Member also reiterated that dialogue needed to continue with Government to highlight the extra pressures that the emergency had created. He also praised the working together of the NHS and Norfolk County Council and the need to continue this work to deliver a world class response to the emergency.

- 11.5 The Chairman highlighted the additional work on the Adult Social Services side which was encapsulated in paragraph 6.5 of the report which was under the remit of the Cabinet Member for Adult Social Care, Public Health & Prevention.

- 11.6 In supporting the recommendations, the Cabinet member for Innovation, Transformation & Performance added that the report sets out in full the key message that funding provided to date was not adequate and puts us in a good position to look for more funds and to plug that gap.

- 11.7 The Cabinet Member for Children's Services drew attention to paragraph 4.3 of the report which identified that referrals to children's social services had dropped at the start of Covid-19. This had allowed the department to catch up on overdue work and he warned that once the schools reopened, a spike in the need for services was expected, although planning was taking place to cover any potential surge in the need for services.
- 11.8 In summing up the Chairman highlighted the comments in paragraph 7.6 on pages 122 and 129 of the report about supporting the market from a children's services point of view, in the same way it was referenced in paragraph 6.5 for Adult Social Care

There were three key elements:

- Additional costs as clearly set out in table 2 of the report.
- Lost income
- Inability to deliver in-year savings which are the three key elements of this.

The three elements above had been put into a table to demonstrate where the focus of cost was for the future so the inability to deliver savings was a key part of this in terms of the current years budget.

Norfolk County Council had supported the County Council Network and the Local Government Association, highlighting that the report from the last Cabinet meeting had been presented to the Secretary of State setting out clearly how Norfolk County Council was monitoring its position.

The Chairman added that he felt it was time to formally notify Government that Norfolk had much more clarity about what was needed, both Covid-19 financial implications and also for Budget planning to assist and back up the lobbying for additional funding.

The Chairman requested Cabinet's backing in ramping up engagement with Ministers where the Council continued supporting the County Council Network (CCN) and the LGA but also made a specific case for Norfolk based on the evidence and the data we had.

- 11.9 Cabinet considered the report and **RESOLVED** to:
1. **Note** the latest forecast use of the COVID-19 grant to meet expenditure pressures, income reductions, and lost delivery of savings (Table 2), noting that this will continue to be revised as further details become available;
  2. **Note** the proposed approach to allocating grant resources to services (Table 3) and the arrangements for monitoring and potential clawback;
  3. **Note** the summary of the financial impacts of COVID-19 on services (Section 4);
  4. **Endorse** the key messages being communicated to Government as part of regular financial forecasting information (Section 5); and
  5. **Approve** the further package (phase 2) of financial support to Adult Social Care (ASC) providers (Paragraph 6.5), including delegating authority to the Cabinet member for Adult Social Care and Public Health to make a decision, as



appropriate, about the extension of any future offer relating to provider support payments and provider additional cost claims for August and September 2020.

6. **Approve** the proposed approach to provision of ongoing financial support to the Children's Services Social Care Market (Paragraph 7.6)

#### 11.10 **Evidence and Reasons for Decision**

The County Council faces an unprecedented financial and public health crisis which is having significant implications both during 2020-21 and for future budget setting. It is essential to continue to engage with Government, MPs and other stakeholders to campaign for adequate and sustainable funding for Norfolk to continue to deliver vital services to residents, businesses and visitors.

The recently received Infection Control Fund allocations need to be deployed to care providers in line with Government guidelines. It is also necessary for Cabinet to approve the extension of support to Adult Social Care providers beyond the initial 12 week period reported to the previous Cabinet meeting, and to approve the continued support to the Children's care market.

#### 11.11 **Alternative Options**

This report sets out the forecast use of the COVID-19 funding received to date, but this should be seen as indicative only because the Council will need to respond with some flexibility to emerging cost pressures and the rapidly developing situation. No specific alternative options have been identified.

### 12 **Strategic & Financial Planning 2021-22**

- 12.1 Cabinet received the report by the Executive Director of Finance & Commercial Services and the Executive Director of Strategy & Governance setting out a proposed approach to developing the 2021-22 Budget and associated Medium Term Financial Strategy (MTFS).
- 12.2 The Executive Director of Finance & Commercial Services highlighted that the report was the starting point of the annual budget setting process and Cabinet would be updated as work proceeded around council tax setting and the budget setting in February 2021.
- 12.3 In introducing the report and moving the recommendations, the Cabinet Member for Finance highlighted the following:
  - The strategic and financial report was the start of the annual budget setting process.
  - Due to the current ever-changing situation, the County Council was required to take a holistic approach to deal with the financial consequences of the Covid-19 pandemic.
  - Increased costs in the current year may be partially offset by a reduction in spending levels within departments.
  - The pandemic would have a material effect on the 2021-22 budget as well as the four years to 2024-25 budget covered by the Medium Term Financial Strategy (MTFS).

- Future focus would need to be maintained with the care sector, to expand test and trace, to help school children back to school and also to support the re-emergence of Norfolk's economy, particularly in key sectors such as agriculture, leisure and tourism.
- The budget agreed in February 2020 was fundamentally robust as it had been based on sound finances and prudent planning.
- The expected comprehensive spending review, in summer 2020, was likely to be rolled over until 2021.
- The Fair Funding Review had been delayed and it was unlikely that the reforms to Adult Social Care or Business Rates would be announced until 2021.
- The report sets out the basis for how the £39m shortfall would be addressed, acknowledging the exceptional circumstances in which the 2021-22 budget would be prepared.
- The Covid-19 pandemic has enabled the County Council to re-evaluate ways of working, which provided an opportunity for the budget process to refresh the Norfolk County Council services and this concept would be the focus of discussions with departments until September 2020 from both an operational and financial aspect.
- Select Committees would be involved in the budget setting process and the Cabinet Member for Finance said he looked forward to working with them and hearing their recommendations prior to presenting final proposals to Council in February 2021.
- Liaison with Norfolk's MPs, the County Council Network (CCN), the Local Government Association (LGA), MHCLG and other government ministers would continue to ensure Norfolk received a sustainable, long-term funding solution that Norfolk people deserved.

12.4 The Cabinet Member for Adult Social Care, Public Health and Prevention endorsed the report which demonstrated that the County Council was financially literate, that it was aware of the tasks ahead of it, and that it had been, and would continue to be going forward, a financially stable and well-run authority.

He added that it was disappointing that the emergency had put on hold the government decision making process so the longer term decisions, for example the long-term reform of adult social care, had fallen under the need to respond to the Covid-19 emergency which was a shame although quite understandable.

The Cabinet Member continued that some of the things that had emerged over the last few months, as the Cabinet Member for Finance had highlighted, was the progress made in working with partners like the NHS to implement decisions quickly rather than arguing about who was paying and that he looked forward to further opportunities as the financial strategy was considered in the future.

12.5 The Cabinet Member for Growing the Economy advised that recovery planning was taking place from an economic development point of view and a recovery plan for Norfolk would be produced by the end of June 2020 which would underpin the Norfolk Delivery Plan as growth and development continued to develop projects that were relevant and viable for the longer term, for example the offshore wind operations and maintenance campus at Great Yarmouth, One Farm, the potential farm at Scottow, the food innovation centre at the Food Enterprise Park at Honingham and the Digital Hub for the creative industry sector in the city centre.

The Cabinet Member continued that work had been undertaken with the Local Enterprise Partnership and local businesses to source and produce PPE such as hand sanitiser, face visors and masks.

Cabinet was advised that a jointly produced supplier portal, allowing Norfolk and Suffolk public and private organisations to source products, with over 900 products including supplier contacts and details was available on the LEP website.

The following support elements were also noted:

- Work was being undertaken to try to support all elements of the economy with £263k of capital grants being made available to help businesses.
- Tourism - a survey sent to 776 businesses.
- A recovery plan for promoting the sector that it was safe to live, work and visit Norfolk.
- Assistance with digitising services.
- A Webinar would be held on 18 June which would introduce tourism businesses to digital technology which would be followed up by more in-depth sessions on the ever-popular solutions to help purchase and embed the new software in their organisations.
- The Go Digital project would see work commence on a range of actions to support small and medium enterprises (SME's) in all sectors who were not currently using digital technology.
- Work being undertaken to explore adult social service interests in a working group on digital care interventions, supported by skills training and potentially a Trusted Trader link to local ICT companies for support.
- A new Anglia employment opportunity website advertising short-term vacancies set up by the LEP.
- Support programmes for businesses affected by Covid-19, SME's and people.
- 350 young people had been supported towards employment and training.
- 65 apprentices to date had been made redundant but had been captured by the sector, with 541 on a break from learning offering further opportunities in the apprenticeship sector.
- A local incentive project to help local SME's take on newly redundant apprentices.

The Cabinet Member stated that there was a plan in place to try to reinvigorate the economy and that work was being carried out in all sectors of the economy to ensure all areas were covered. He added that if any business needed help, they could visit the LEP website which should be able to provide some information which may help them.

- 12.6 The Chairman agreed it was important to emphasise the relationship with the Local Enterprise Partnership which he felt was a good initiative and was something we needed to keep working on in the same way as Cllr Borrett had mentioned with the partnerships with the NHS.
- 12.7 The Cabinet Member for Children's Services congratulated the Cabinet Member for Finance on his proposal to include the Select Committees in the budget setting process, which he fully supported, and he said he hoped the Select Committees would take the opportunity to invigorate the economy and offer up their opinions and ideas.

12.8 The Chairman summed up the comments as follows:

- The Economic and spending review, which was not going to happen this year, meant planning was taking place on the basis of uncertainty. Plans were in place for a worse case scenario although an assumption had been made that we would receive at least last year's settlement, ideally uplifted for inflation and also uplifted for the extra activities and responsibilities that we had been required to undertake.
- The social care aspect remained unknown and until the Government announced the settlement it would cause all local authorities' issues, not just Norfolk County Council.
- The sheer size of the budget challenge needed to be put into context, which looking at paragraph 7.2 brought home that this was not a small challenge, it's a big, tough job that we need to manage properly to undertake our responsibilities in Norfolk.
- The comments made about the economic recovery were key in moving forward.

12.9 Cabinet considered the report and **RESOLVED** to:

1. **Note** the overall budget gap of £117.852m in the Medium Term Financial Strategy (reflecting the addition of a further year (2024-25)), and including a gap of £38.992m for 2021-22 as set out in the Medium Term Financial Strategy approved in February 2020. (Section 6)
2. **Note** the key budget risks and uncertainties as set out in this report, including the implications of announcements made at the Spring Budget 2020 and subsequently as part of the COVID-19 response. (Section 3 and Section 5)
3. **Acknowledge** that there may be a requirement for flexibility within both the budget setting process, and budget assumptions used, as a result of Government announcements and other developments relating to COVID-19, to agree the principles of the proposed approach to budget setting for 2021-22 (Section 7) including:
  - a. the process and indicative timetable set out in paragraph 7.1 and Table 5.
  - b. the role of Select Committees in the budget setting process.
  - c. the savings targets allocated to each Department to be found (Table 6), and the potential for these to be increased in September 2020.

12.10 **Evidence and Reasons for Decision**

The County Council faces an unprecedented financial and public health crisis which has the potential to have significant implications for future budget setting. It will be essential to continue to engage with Government, MPs and other stakeholders to continue to push for adequate and sustainable funding for Norfolk to continue to deliver vital services to residents, businesses and visitors. It is also important that Government issues guidance on financial planning assumptions, including indicative funding allocations for 2021-22 as soon as possible. Otherwise there is a significant risk that the Council will be obliged to reduce service levels. The Council's planning within the MTFs forecast is based on the position agreed in February 2020 and it is important to note that this will need to

be updated in September when more reliable evidence about the true impact of COVID-19 on the Council's finances will be available, and there may be some further clarity about the Government's planned medium-term response. Nevertheless, it remains prudent to establish a process to begin planning for savings at the level required to close the underlying gap identified in February 2020.

The proposals in the report reflect a prudent response to the challenges and uncertainties present in the 2021-22 planning process and will ultimately support the Council to develop a robust budget for the year.

## **12.11 Alternative Options**

This report sets out a framework for developing detailed saving proposals for 2020-21 and at this stage no proposals have been agreed, meaning that a range of alternative options remain open.

In addition, there are a number of areas where Cabinet could choose to consider different parameters for the budget setting process, such as:

- Adopting an alternative allocation of targets between services, or retaining a higher or lower target corporately.
- Considering an alternative timetable within the time constraints required to develop proposals, undertaken public consultation and meet statutory deadlines for the setting of council tax.
- Changing assumptions within the MTFS (including the level of council tax) and therefore varying the level of savings sought.

The planning context for the Council will be updated in September when further information is expected to be available. Final decisions about the overall shape of the 2021-22 Budget, savings, and council tax will not be made until February 2021.

## **13 Annual Treasury Management Outturn Report 2019-20.**

13.1 Cabinet received the report by the Executive Director of Finance & Commercial Services providing details of the 2019-20 treasury activities and highlighted compliance with policy and strategy previously approved by Members in relation to treasury management and recommending an amendment to the Investment and Treasury Strategy 2020-21.

13.2 The Cabinet Member for Finance, in introducing the report and moving the recommendations, stated that this report tied into the Financial Monitoring Outturn Report at item 10. It provided Cabinet with an overview of the treasury activities over the previous financial year and demonstrated, which we have to do, our compliance with policy and strategy which had been previously approved by Members.

The following points were noted during the introduction of the report by the Cabinet Member:

- The Council's debt at 31 March 2020 was £706m.

- £87m was borrowed in 2019-20. This borrowing was taken to fund capital expenditure and it was £7m higher than planned as advantage was taken of the historically low long-term borrowing rates.
- The average borrowing rate for the year was about 2%, and put into context, the interest rate that was on the debt repaid during the year was over 9%.
- The average level of cash balances in 2019-20 was £162m.
- The average interest rate earned in 2019-20 was 0.89%.
- In March 2020 the Bank of England decreased the base rate from 0.75% to 0.1% which would have a significant impact on available returns in 2020-21.
- Regulations required this report to be considered by full Council and the recommendations ask Cabinet to endorse that report.
- The Annual Investment and Treasury Strategy in 2020-21 was presented to County Council on 17 February 2020 together with its approved short term lending limit of £0.5m to Hethel Innovation Ltd.
- In light of the immediate commercial pressures supported by strong underlying business, Hethel has asked for an increase in their counter-party limit to £1.25m, which required a change in strategy. Cabinet was asked to recommend this increase to County Council.

13.3 The Cabinet Member for Adult Social Care, Public Health & Prevention supported the changing of the cap for the borrowing limit for Hethel Innovation Limited which would allow the Board to run the business in an independent and commercial manner. The Cabinet Member stated that he endorsed the comments made by the Cabinet Member for Finance and supported the recommendations.

13.4 Cabinet **RESOLVED** to:

1. **Endorse and recommend** to County Council the Annual Treasury Management Outturn Report 2019-20 as set out in Annex 1;
2. **Recommend** to County Council an increase in the 2020-21 short-term borrowing facility available to Hethel Innovation Limited from £0.500m to £1.250m.

13.5 **Evidence and Reasons for Decision**

#### **Annual Treasury Management Outturn Report**

The annex attached to this report sets out details of treasury management activities and outcomes for 2019-20, including:

- Investment activities
- Borrowing strategy and outcomes
- Non-treasury investments
- Prudential indicators.

#### **Hethel Innovation Limited short-term borrowing facility**

The Annual Investment and Treasury Management Strategy 2020-21, approved at [County Council 17 February 2020](#), includes the following limits in respect of short-term treasury investments to Hethel Innovation Limited ("HIL"):

COUNTERPARTY	NCC LENDING LIMIT (£m)	OTHER BODIES LENDING LIMIT (£m)	TIME LIMIT
Hethel Innovation Limited	£0.5m	Nil	1 Year

In light of commercial pressures resulting from the impact of the Covid-19 virus, HIL has re-evaluated its working capital forecasts. These show a likely cash-flow requirement of approximately £1m, and the company has asked for their limit to be increased to £1.25m.

Despite short term cash pressures, the underlying business of HIL remains strong in the medium term, and the company is planning to support all of its customer base to an early recovery position and to support economic growth in Norfolk communities.

This short-term treasury investment is separate from the £5.1m capital loan between NCC and HIL, which HIL has used to develop the Hethel Engineering Centre and is repaying over 30 years.

The Council's Treasury Management Panel has discussed and endorsed the recommendations in this report.

### 13.6 **Alternative Options**

In order to achieve treasury management in accordance with the Council's treasury management strategy, no viable alternative options have been identified to the recommendation in the report.

## 14 **Notification of Exemptions Under Contract Standing Orders**

14.1 Cabinet received the report by the Executive Director of Finance & Commercial Services setting out the exemptions to standing orders granted for the award of contracts valued in excess of £250,000 up to 25 May 2020.

14.2 The Cabinet Member for Finance, in introducing the report and moving the recommendations, highlighted that the report was mainly to inform Cabinet about the provision of PPE and given the controversy over PPE nationally earlier in the year, he congratulated the Director of Procurement for acting so swiftly and thanked both the Director and his Team.

14.3 The Chairman fully endorsed the comments made by the Cabinet Member for Finance in congratulating everyone and which highlighted how the County Council had responded to the crisis.

14.4 The Cabinet Member for Growing the Economy endorsed the comments made, adding that sourcing the PPE had made the County Council the "place of last resort" for the care market to source PPE if they could not obtain it through their own private purchasing arrangements. He added that a disaster had been averted by ordering PPE in a timely manner and the procurement team should be commended and congratulated for the work they had undertaken in this respect when there had been a national struggle to source supplies.

- 14.5 The Chairman agreed that the initiative had given access for Council staff to receive PPE but had also supported others, which was an excellent initiative.
- 14.6 The Cabinet Member for Adult Social Care, Public Health & Prevention said it was right that the Council had not waited for national procurement of PPE and to procure our own supplies. He added that this was another example of the “can do” attitude and working with Partners to ascertain key supplies to deal with the emergency. He also congratulated everyone involved and fully supported the decision.
- 14.7 The Cabinet Member for Innovation, Transformation & Performance stated that, regarding PPE, there were a number of good initiatives across Norfolk, with people making hand sanitiser, distilleries switching to making hand sanitiser, changing the focus of their operations in factories, etc. but the County Council did exactly the right thing and showed local government was best at stepping in and doing things when other people weren’t. He added that he fully supported the decision.
- 14.8 The Cabinet Member for Commercial Services and Asset Management endorsed the congratulations to the procurement staff at County Hall adding that he knew how difficult it could be to procure equipment when there was a worldwide shortage and the pressures faced. He added that he felt the calculated risk in taking the decision which could potentially save lives was perfectly legitimate and said he made no apology for congratulating staff when they did a great job as in this case they had.
- 14.9 As required under paragraph 10b of Contract Standing Orders, Cabinet **RESOLVED** to:
1. **note** the exemption over £250,000 that has been granted under paragraph 10.a.ii of those orders by the Director of Procurement and Director of Governance in consultation with the Leader of the Council.
  2. **note** the PPE purchases over £250,000 in respect of the COVID-19 crisis

## **15 Norfolk Armed Forces Covenant Annual Report**

- 15.1 Cabinet received the report by the Executive Director of Community & Environmental Services providing an update with the year-end progress report on Norfolk’s independent Armed Forces Covenant Board’s Strategy and Action Plan 2019-22. The report also set out the Board’s forward strategy for 2020-21 and provided an update on national policy developments.
- 15.2 The Cabinet Member for Communities & Partnerships introduced the report and moved the recommendations, during which the following points were noted:
- This report was an annual report of the Armed Forces Covenant which was set up in 2012.
  - The role of the Covenant was to ensure Norfolk’s armed forces community had fair access to local services.
  - The constant moves and deployment for personnel sometimes made it difficult for families to register for services and one of the Board’s latest achievements had been to ensure there was sufficient dental provision for families of services personnel at Marham.



- The Board's Forward Plan included four objectives:
  - Building forces communities
  - Ensuring availability of health, welfare and housing provision.
  - Encouraging local businesses to employ people leaving the forces, particularly within the renewable energy businesses.
  - Supporting the education of forces children as they moved around.
- The Government intended to incorporate the Armed Forces Covenant into Law during this Parliament to ensure consistency of provision across the country for the Armed Forces personnel and their families. When Norfolk joined it had been a voluntary initiative and not compulsory.
- The work of the Norfolk Board had already been recognised and had received the Community Award from the Royal British Legion and the Silver Award from the Ministry of Defence.
- There were over 90,000 veterans in Norfolk and a sizeable armed forces community stationed at Marham and Swanton Morley. Many of these personnel had supported local people during the Covid-19 pandemic.
- The Armed Forces Commissioner, Kevin Pellatt, the armed Forces Member Champion, Keith Kiddie and the Cabinet Member for Communities & Partnerships formally placed on record their thanks to the armed forces community for helping to look after the people of Norfolk.

- 15.3 The Cabinet Member for Growing the Economy fully endorsed the report and said he was surprised at the amount of work that had gone in to ensure the armed forces in Norfolk as well as the people that had come out of the armed forces were being looked after in the community. The Cabinet Member offered his congratulations to everyone who had worked on the Covenant.

The Cabinet Member also highlighted the work undertaken in the employment and skills workstream to develop employment opportunities for the armed forces community which he felt was an incredible achievement.

- 15.4 The Cabinet Member for Children's Services highlighted the work undertaken by Children's Services to support children and young people as part of the Covenant. Cllr Stuart Dark, as Grants and Trust Manager for Scotty's Little Soldiers, had been working on an initiative with Children's Services to identify extra support for children from service families that had suffered bereavement. It was hoped this initiative would be rolled out nationally and was likely to feature in the next annual report to Cabinet.

- 15.5 The Cabinet Member for Adult Social Care, Public Health & Prevention thanked the Armed Forces Commissioner, Kevin Pellatt, for the work he carried out as well as the progress made by the Covenant Team. He added that the Covenant had been set up by Norfolk and that he had been proud to have been a Cabinet Member when the Armed Forces Covenant was originally set up, as Swanton Morley, the base for the Queen's Dragoon Guards, was in his Division. He continued that the focus of the Covenant was to support members of the armed forces and their families as they interacted with services offered by Norfolk County Council, as in the past interaction between social services at the County Council and families had been difficult due to their lifestyle of moving from base to base. He added that Swanton Morley village

school had a very large cohort of children whose parents were based at Swanton Morley Barracks and said he was gratified that the Government had a commitment to make this law. He added that he fully endorsed the report and the recommendations.

15.6 The Cabinet Member for Innovation, Transformation & Performance endorsed the report and supported the recommendations, adding that in the past the armed forces and their families had been taken for granted and that they deserved the recognition.

15.7 Cabinet reviewed the report and **RESOLVED** to:

1. **Note** the local and national developments set out in Section 1 of the report, particularly the Government's intention to introduce some form of duty for local authorities to consider the impact of their policies on the armed forces community.
2. **Note** on the progress made in 2019/2020 to deliver the Norfolk Armed Forces Covenant Action Plan 2019/2022, as summarised in Section 2 of the report.
3. **Endorse** the Armed Forces Covenant Board's forward strategy for 2020/2021, as set out in Section 3 of the report.

15.8 **Evidence and Reasons for Decision.**

The evidence for the proposals is set out in sections 1, 2 and 3 of the report.

15.9 **Alternative Options.**

None.

16 **Reports of the Cabinet Member and Officer Delegated Decisions already made:**

Cabinet **RESOLVED** to **note** the Delegated Decision reports made since the last Cabinet meeting.

**Decisions by the Cabinet Member for Highways, Infrastructure & Transport.**

- [Proposed waiting restrictions on Aylsham Road – Consultation results](#)
- [Eaton, Norwich – TRO](#)
- [Norwich - Caernarvon Road TRO](#)
- [Downham Market - Hillcrest - TRO](#)

**Decision by the Cabinet Member for Children's Services.**

- [COVID-19 Early Years Provision -Finance Support Package](#)

The meeting ended at 11.42 am.

**Chairman**



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

**Cabinet**  
**8 June 2020**  
**Public & Local Member Questions**

**Agenda Local Member Issues/Questions**  
**item 7**

**Question from Cllr Alexandra Kemp.**

Putting West Norfolk Economy's First: – West Winch Bypass

Does Norfolk County Council understand how much damage it risks to the West Norfolk economy, by increasing the severe, continuous congestion on the A10, if it allows a new housing estate of 350 new houses, and 700 extra cars, to decant onto West Winch Road, before West Winch Bypass is built?

NCC's SOBC report acknowledges the current extra operating costs to business with delays. 3-5km tailbacks. Unreliable Journey Times. Longer commutes. Extra operating costs. The impact on productivity. NCC should not make this worse.

NCC's report says the A10 through West Winch, busier than the A47, is not fit for purpose.

**Response:**

Supporting the local economy and delivering much-needed housing often requires a careful consideration of competing and conflicting aspects. Norfolk County Council has prioritised the West Winch Housing Access Road (WWHAR) as essential infrastructure to support the delivery of committed growth and the overall prosperity of the area. The figure of 350 new homes is an indicative one used in the business case to lever in DfT funding for the road. The impact of any new housing before the road is built will need to be demonstrated by the developer and be acceptable to the Local Planning Authority taking account of recommendations from the County Council.

The business case highlights the impact current travel conditions are having on businesses as this is a material consideration in the argument for funding the road. Be assured we are doing all we can to press on with the work to secure planning permission and funding to hopefully open the road before much of the early phase of houses are built.

---

**Question 1 from Cllr Mick Castle**

Cllr John Fisher in a reply to my questions at the April 2020 meeting of Cabinet stated that County would invest in the early development of language and communication – and early reading – to better support boys' progress.

Despite the difficulties presented to schools by the Coronavirus epidemic, will the Cabinet member now pledge his support for pilots in selected Norfolk Primary Schools in the 2020-21 and 2021-22 academic years with a view to developing effective new strategies to elicit improved engagement and achievement by Boys?

**Response:**

Engagement and achievement remains high on our agenda, particularly at this time when many pupils are not attending school. We continue to develop our approach to carry out our role in monitoring the effectiveness of local authority maintained schools and multi-academy trusts. We do not lead the system in terms of school improvement as that responsibility is statutorily delegated to Governing bodies of LA maintained schools and Trust Boards for Academies. Our monitoring and evaluation of achievement focuses on all groups of pupils, including gender. We are very keen to continue to engage with schools and trusts to identify common issues (which may locally include gender differences in engagement and achievement) and promote local support mechanisms to raise achievement.

We were in the process of establishing a Norfolk Commissioning Hub that will bring together heads in a district who will take issues from the data and identify the common causes and possible solutions. We will then work with all support providers (such as teaching schools and the English and maths hubs) and our own teams to design local solutions to issues. Unfortunately, the Covid-19 crisis did stall these plans, but we are keen to get this work back on track in the Autumn term with school leaders.

---

**Question 2 from Cllr Mick Castle**

Before the Coronavirus “lockdown” the publication of Ofsted’s report on Key Stage 2 results in Norfolk Primary Schools in 2019 revealed that two in five primary school pupils were struggling to meet standards in English and Maths.

Can the Cabinet Member confirm that results also revealed a significant underperformance by Boys in relation to Girls – with a gap which widened by the end of the Primary phase?

**Response:**

In terms of outcomes in primary school, Norfolk girls are now leaving reception classes at age 5 achieving standards 2 percentage points higher than girls nationally, Norfolk boys leave reception achieving standards in line with their peers. By the end of Key Stage 2, we are all well aware that the percentage of primary school pupils in Norfolk, meeting expected standards in reading, writing and maths is lower than the national average. This is the key priority for improvement. There is no difference in attainment in mathematics between boys and girls, by the age of 11. However, we acknowledge that Norfolk boys do achieve less well than Norfolk girls in reading and writing, as they do nationally. The difference in attainment between boys and girls at Key Stage 2 is slightly narrower in Norfolk than nationally which is positive, but not good enough. Schools are challenged by the local authority, the Regional Schools Commissioner and Ofsted to further improve outcomes across Key Stage 2, for all groups of pupils.

---

**Question 1. From Councillor David Harrison**

What will be the main contribution of Norfolk County Council in promoting economic development and recovery in the Broadland district in the next two months?

**Response:**

NCC is focused on supporting the re-starting of business across the County and is continually working to provide assistance to business in collaboration with the District Council, New Anglia LEP, The Chamber of Commerce and the Federation of Small Business.

The priorities to date have focused on the sourcing a [local supply chain of PPE](#) and other equipment such as screens to enable businesses to equip their premises to comply with Social Distancing requirements. Workforce has also been a priority and a [website](#) has been set up to enable business to secure staff if they need them or swop staff between business where possible. This has proven a popular site. The Council is supporting the local district implement their re-starting high street schemes and looking to introduce measures to cycling and walking

Finally NCC is collaborating with the District Council Recovery Plan under the umbrella of the a New Anglia Recovery Plan and will play a full role in developing effective responses to the emerging issues as the impact of the pandemic on the economy becomes clearer.

---

**Question 2 from Cllr David Harrison:**

What specific economic development activities are Norfolk County Council planning to lead in Broadland district and what will be the expected outcomes by Norfolk Day on Monday 27th July?

**Response:**

NCC will respond across its economic development function to the emerging issues in the District as a result of the economic impact of the pandemic and take appropriate action where it can in support of the priorities that come out of the Recovery plans.

---

**Question 1 from Councillor John Timewell**

What will be the main contribution of Norfolk County Council in promoting economic development and recovery in the North Norfolk district in the next two months?

**Response:**

NCC is focused on supporting the re-starting of business across the County and is continually working to provide assistance to business in collaboration with the District Council, New Anglia LEP, The Chamber of Commerce and the Federation of Small Business.

The priorities to date have focused on the sourcing a [local supply chain of PPE](#) and other equipment such as screens to enable businesses to equip their premises to comply with Social Distancing requirements. Workforce has also been a priority and a [website](#) has been set up to enable business to secure staff if they need them or swop staff between business where possible. This has proven a popular site. The Council is supporting the

local district implement their re-starting high street schemes and looking to introduce measures to cycling and walking

Finally NCC is collaborating with the District Council Recovery Plan under the umbrella of the a New Anglia Recovery Plan and will play a full role in developing effective responses to the emerging issues as the impact of the pandemic on the economy becomes clearer

---

**Question 2 from Cllr John Timewell**

What specific economic development activities are Norfolk County Council planning to lead in North Norfolk district and what will be the expected outcomes by Norfolk Day on Monday 27th July?

**Response:**

NCC will respond across its economic development function to the emerging issues in the District as a result of the economic impact of the pandemic and take appropriate action where it can in support of the priorities that come out of the Recovery plans.

---

**Question 1 from Cllr Brian Watkins**

What will be the main contribution of Norfolk County Council in promoting economic development and recovery in the Norwich City district in the next two months?

**Response:**

NCC is focused on supporting the re-starting of business across the County and is continually working to provide assistance to business in collaboration with the District Council, New Anglia LEP, The Chamber of Commerce and the Federation of Small Business.

The priorities to date have focused on the sourcing a [local supply chain of PPE](#) and other equipment such as screens to enable businesses to equip their premises to comply with Social Distancing requirements. Workforce has also been a priority and a [website](#) has been set up to enable business to secure staff if they need them or swap staff between business where possible. This has proven a popular site. The Council is supporting the local district implement their re-starting high street schemes and looking to introduce measures to cycling and walking

Finally NCC is collaborating with the District Council Recovery Plan under the umbrella of the a New Anglia Recovery Plan and will play a full role in developing effective responses to the emerging issues as the impact of the pandemic on the economy becomes clearer.

---

**Question 2 from Cllr Brian Watkins**

What specific economic development activities are Norfolk County Council planning to lead in Norwich City and what will be the expected outcomes by Norfolk Day on Monday 27th July?

**Response:**

NCC will respond across its economic development function to the emerging issues in the District as a result of the economic impact of the pandemic and take appropriate action where it can in support of the priorities that come out of the Recovery plans.

---

#### **Question 1 from Councillor Tim East**

What will be the main contribution of Norfolk County Council in promoting economic development and recovery in the South Norfolk district in the next two months?

#### **Response:**

NCC is focused on supporting the re-starting of business across the County and is continually working to provide assistance to business in collaboration with the District Council, New Anglia LEP, The Chamber of Commerce and the Federation of Small Business.

The priorities to date have focused on the sourcing a [local supply chain of PPE](#) and other equipment such as screens to enable businesses to equip their premises to comply with Social Distancing requirements. Workforce has also been a priority and a [website](#) has been set up to enable business to secure staff if they need them or swap staff between business where possible. This has proven a popular site. The Council is supporting the local district implement their re-starting high street schemes and looking to introduce measures to cycling and walking

Finally NCC is collaborating with the District Council Recovery Plan under the umbrella of the a New Anglia Recovery Plan and will play a full role in developing effective responses to the emerging issues as the impact of the pandemic on the economy becomes clearer

---

#### **Question 2 from Cllr Tim East**

What specific economic development activities are Norfolk County Council planning to lead in South Norfolk district and what will be the expected outcomes by Norfolk Day on Monday 27th July?

#### **Response:**

NCC will respond across its economic development function to the emerging issues in the District as a result of the economic impact of the pandemic and take appropriate action where it can in support of the priorities that come out of the Recovery plans.

---

#### **Question 1 from Cllr Dan Roper**

What will be the main contribution of Norfolk County Council in promoting economic development and recovery in the districts of Breckland, Kings Lynn & West Norfolk and Great Yarmouth in the next two months?

#### **Response:**



NCC is focused on supporting the re-starting of business across the County and is continually working to provide assistance to business in collaboration with the District Council, New Anglia LEP, The Chamber of Commerce and the Federation of Small Business.

The priorities to date have focused on the sourcing a [local supply chain of PPE](#) and other equipment such as screens to enable businesses to equip their premises to comply with Social Distancing requirements. Workforce has also been a priority and a [website](#) has been set up to enable business to secure staff if they need them or swap staff between business where possible. This has proven a popular site. The Council is supporting the local district implement their re-starting high street schemes and looking to introduce measures to cycling and walking

Finally NCC is collaborating with the District Council Recovery Plan under the umbrella of the a New Anglia Recovery Plan and will play a full role in developing effective responses to the emerging issues as the impact of the pandemic on the economy becomes clearer

---

**Question 2 from Cllr Dan Roper**

What specific economic development activities are Norfolk County Council planning to lead in the districts of Breckland, Kings Lynn & West Norfolk and Great Yarmouth and what will be the expected outcomes by Norfolk Day on Monday 27th July?

**Response:**

NCC will respond across its economic development function to the emerging issues in the District as a result of the economic impact of the pandemic and take appropriate action where it can in support of the priorities that come out of the Recovery plans.

---

**Question 1 from Cllr Steffan Aquarone:**

Could the cabinet member provide available data on the percentage of children in years one, six and reception who have physically attended school since June 1st.

**Response:**

At the time of writing, no data has been made available by the Department of Education, an assurance has been given that data will be made available by June 9th. In agreement with the Department for Education we collect data on a weekly basis so that schools prioritise the daily return to the DFE.

---

**Question 2 from Cllr Steffan Aquarone:**

Could he further highlight whether there are any significant differences in attendance between districts and what levels of attendance does he anticipate achieving by the end of the summer term?

**Response:**

At the time of writing, no data has been made available by the Department of Education, an assurance has been given that data will be made available by June 9th. In agreement with the Department for Education we collect data on a weekly basis so that schools prioritise the daily return to the DFE.

---

**Question from Cllr Steve Morpew**

The confusing messages and damaging behaviour of senior government figures has led to growing cynicism and a breakdown in the community spirit that brought so many heroic achievements during the hardship of the lockdown. Despite this the Executive Leader of the council has been virtually silent. A key responsibility of the Leader is to provide leadership to the Norfolk community. Will he now exercise that responsibility and give residents in my division and across Norfolk clear messages we can unite behind, and champion standards we can respect and trust?

**Response:**

As Leader I have spoken regularly, throughout the pandemic, about the county council's leading role in supporting Norfolk to get through Covid 19 and its work with partners to support our communities and now working to restart the economy. This includes interviews with BBC Look East, BBC Radio Norfolk and the EDP and the latest, digital edition of Your Norfolk magazine. That and the report to Cabinet on 11 May showed the exceptional work done by all – a team response and a team effort. The Deputy Leader and I have a daily meeting with the Head of Paid Service and the Executive Director of Strategy and Governance.

I have and continue to have daily meetings with the Communications Team, which sits within my portfolio, to shape and approve messaging to ensure that the residents of Norfolk have up-to date, accessible information from trusted and accurate sources. I have driven the central and consistent message of Protect Ourselves Protect Norfolk, working closely with the District Councils and the Norfolk MPs.

---

**Question from Cllr Brenda Jones:**

In response to my question to the last cabinet meeting the cabinet member for Adult Social Care, Public Health and Prevention avoided answering what he had done to find out the experiences and needs of adults with disabilities during the lockdown and the experiences of carers, instead referring to the work of officers. Can I give him the opportunity to answer the question I asked last month together with setting out what he has personally engaged in for the other areas of his responsibility in Adult social care, Support for carers, Protection for vulnerable adults, Supporting people, Public Health, including Drug and Alcohol Commissioning, Health and equalities strategies?

**Response:**

I am glad that you have asked this question because I believe that it is a very important part of the role of the Cabinet Member to make sure that the service's the County Council provides keep the service user in the forefront of their mind. This is done through a variety of forums and boards such as the Older People's Strategic Partnership, Carers Voice, the Learning Disability Partnership Board, the Autism Partnership Board, Making it Real

group, Direct Payment user group. On top of this, social care teams feed back experiences from individuals which shapes the direction of services. I have regular meetings with officers monitoring this feedback. Also as I have said in my previous reply to you; over the last few weeks Adult Services have been in regular contact with those individuals or their carers contacted by the initial emergency care planning work for C-19. This identified over 7000 service users and carers who required a range of assistance in developing an emergency plan regarding the loss of care or carer/s and plans to mitigate this loss. From this cohort, a significant number are being called weekly or less regularly depending on their situation. This is based on the initial risk assessment and their own requirements for contact. These calls are both to ascertain current care and support needs/circumstances, wider concerns which includes safeguarding, shopping and financial welfare. It also allows a space for a service user/carers to speak directly to a social worker and to be advised on care and respite services or receive advice. Another cohort of service users and carers are being contacted regularly both by Adult Services and Day Service providers. These service users are those who attended day care which has been suspended. A similar intervention process is in place via weekly calls or less if not required, to these service users and their carer's. This process is assisted by particular Day Care providers via telephone contact. Other interventions are occurring such as planned conversations/meetings with voluntary sector partners and service user representatives via team managers and more senior management staff. This information is being collated to provide background evidence and direction to assist in the consideration of how Adult Services will work within the new C-19 environment or 'new normal' with our service users and carers

---

#### **Question from Chrissie Rumsby**

I asked this question last month which was not answered 'Emergency plans included no provisions for either food supply or distribution during a crisis. Can the Leader reassure the residents of my division that plans for food sourcing and distribution will continue until the end of this epidemic and that emergency plans for future crisis of all sorts will include providing and distributing food to those who need it?' The response was that learning would be captured but what I want to know is that Norfolk residents can be sure there will be food for them in this and future emergencies. Can I have that answer now please?

#### **Response:**

As I said previously in response to your question, public authorities, voluntary and community groups in Norfolk have worked together to put arrangements in place to support Norfolk communities, particularly those who are the most vulnerable. The County Council has also contributed £100,000 to the Community Response Fund to support local charities working hard on the ground to keep vulnerable people safe.

This support for communities will continue as part of our emergency response for as long as it is needed.

For future emergencies, we will continue to put in place emergency arrangements to ensure communities can access the support they need. If there is a need in any future emergency to source and distribute food supplies, we will of course do so. The multi-agency response to Covid-19 demonstrates that we are able to put arrangements like this in place when they are needed.

---

**Question from Cllr George Nobbs**

In response to my question last month it was confirmed cabinet members have no role in the work of the NRF. I note and welcome that the government has provided a role for elected members in the oversight of the track, trace and isolate scheme. Does the Leader share my view it is time elected councillors took steps to exercise their responsibility as community leaders supported by the best professional advice so they can be accountable to Norfolk for actions taken in our name?

**Response:**

To confirm what I said in my previous response, Norfolk Resilience Forum (NRF) is a multi-agency group made up of senior officers from Norfolk local authorities, emergency services, NHS and other agencies. The NRF brings together all relevant bodies in one place to enable Norfolk's approach and response to be jointly planned, co-ordinated and any risks managed. The NRF is not a legal entity. Any decisions are for individual authorities/agencies to make. It does not replace existing decision making or accountability.

During Covid-19, all decisions have been and will continue to be made within the provision set out in the County Council's Constitution. Details of all decisions continue to be published on the County Council's website in the usual way.

I agree that elected councillors have a role in community leadership. This was the case prior to Covid-19 and has not changed. I know of many councillors who are practicing this leadership on the ground and are working hard to continue to support communities in their division..

---

**Question from Cllr Emma Corlett**

The Care Homes plan required by the government is a classic example of acting after the horse has bolted. It exemplifies the vacuum in social care policy and inadequacy of funding. Without a single point of responsibility, the transaction costs and lack of a comprehensive strategy, the care homes plan is another short term distraction from underlying structural incapacity. Given we own NorseCare that is the country's leading care provider, how can the Leader justify putting the quality and reliability of the care so many rely on at risk when an expansion of NorseCare could provide the standards and direct accountability urgently needed while the long term solution is awaited?

**Response:**

Norfolk County Council will continue to work with the care market as a whole to develop and deliver the services that the people of Norfolk need now and in the future. Norse care is an important part of that market and we already work with them to identify opportunities for growth linked to joint priorities. As an example Norse are involved in a new Extra care development in Acle and I'm sure there will be other developments in the future

---

**Question from Cllr Mike Smith-Clare**

The vouchers scheme for children has been a mess. What steps has the cabinet member for Children's services taken to ensure that children whose families have decided they should not return when schools open more places and all children during the summer

holiday, have enough to eat? Parents are confused and need clear and explicit information.

**Response:**

The voucher system has been led nationally and initially there were some frustrations in terms of delays as the whole country worked with the national provider. Since then it has been our experience that most vouchers have made their way to families in a timely way. Schools have worked hard at ensuring that they order in good time and have supported families in accessing them. As more supermarkets have been added to the national scheme in the last few weeks the process has been ever more smoothly for families. Schools had the option to continue with their own schemes, and about a quarter of Norfolk schools did so, and they are being reimbursed nationally at the same rate as the national scheme.

The vouchers are for children not attending school, and continue, whilst not all year groups have returned and whilst attendance remains voluntary. The DfE have so far advised that the National Voucher Scheme is not available during the school summer holiday, and the current national guidance refers only to the Easter Break and May Half Term. It is therefore the position currently that schools cannot order vouchers from the end of the school term to cover the holiday period, and this will not change unless the government guidance does so.

---

**Question from Cllr Chris Jones**

I am unclear which cabinet member was answering my question last month but it was responded to, not clearly answered. Here it is again 'Will the cabinet ensure proper advice is available to those volunteer groups that continue their work once the emergency passes and will they ensure future emergency planning includes advice that can be issued to volunteers setting up groups to help their community?' The previous response was about advice during the emergency but the question is what happens afterwards.

**Response:**

To reiterate from my previous response, Officers have been working closely with Voluntary Norfolk to co-ordinate the formal volunteering effort, which extends across the whole county and includes various roles. Officers have also sought to provide the best advice possible to voluntary and community groups.

Outside emergencies, we will continue to work with Voluntary Norfolk, and other community groups. Part of Voluntary Norfolk's core purpose is to work with other organisations and promote the work of the voluntary and community sector, and therefore they are well placed to provide this type of advice.

---

**Question from Cllr Julie Brociek-Coulton**

Further to my question last month which was only answered by reference to government definition of key workers which I assume is those here

<https://www.gov.uk/government/publications/coronavirus-covid-19-maintaining-educational-provision/guidance-for-schools-colleges-and-local-authorities-on-maintaining->

[educational-provision](#) what steps does the Leader of the council intend to take and promote to ensure those recognised as critical workers continue to be valued for their work for our community and as part of the economic wellbeing of our county outside the emergency in order that they should not be forgotten and allowed to become overlooked until they are next deemed vital to us?

**Response:**

Throughout this pandemic, which is still going on, all key workers have played a crucial and incredible role across the whole of Norfolk and will, especially in the care sector, play a vital role in helping us through transition into the next stage of economic recovery.

As we move forward we will continue to support key workers throughout all of Norfolk's communities by providing the employment and training opportunities and infrastructure, whilst encouraging people who want to live and work in Norfolk to be able to. We know there is a lot of work to do, particularly with the care industry, and we will work with our partners to make that happen.

---

**Question from Cllr Colleen Walker**

Last month I asked this question which was responded to but not answered 'Will the Cabinet member for Economic growth insist this changes and the care sector now gets the recognition in Norfolk that it deserves as a crucial part of the Norfolk economy?' Has he taken any steps to get the care sector accepted as a key economic driver in the LEP strategy where it is singularly and inexplicably not recognised?

**Response:**

The impact of the coronavirus on the Care Sector has been significant and I can assure Cllr Walker that the Care Sector will be a key sector focus of the emerging Economic Recovery Plan due to be produced by the end of June.

---

**Question from Cllr Mike Sands**

In responding to but not answering my question last month about small shops and small businesses that have supported communities like mine and many other divisions, the cabinet member failed to respond to the invitation to join me in congratulating and thanking them. Would he care to rectify that and instead of rehearsing the general help for available for small business tell me what specific support is being planned for those businesses that have proved to be crucial to communities in Norfolk during the lockdown?

**Response:**

I would wholeheartedly support Cllr Sands in his praise of the many small and micro businesses that have been a lifeline to local communities across the County. Various of them, because of the excellent response they have made, have seen their business grow and taken on new staff which is encouraging.

NCC is working alongside its partners, which include the Federation of Small Business, to support the emerging needs not only of those business who have provided great service during the Pandemic but those who are looking to restart in the short term. This includes supporting their needs for safe operation due to Social Distancing, any workforce needs they may have and any general business advice they need. We are also working on an

Economic Recovery Plan that supports short to medium term needs and looking at what we can do in the longer term to help as many business service this crisis as possible.

---

**Question from Cllr Jess Barnard.**

In his response to my question about support for charities last month the cabinet member for adult services referred me to a council web page that only refers to the Norfolk Community Foundation links for help. Given the damage the pandemic has done to the voluntary and community sector on which we have been shown to rely so heavily is the £100k contribution and referring organisations elsewhere the best we can manage to help keep them going?

**Response:**

The Council's contribution to Norfolk Community Foundation's emergency fund forms part of an impressive £1.2 million received in wider donations, which have been quickly distributed to both grassroots community organisations as well as larger strategic initiatives by some of the larger organisations.

We have engaged with the Voluntary Sector throughout this pandemic and we aim to continue to do so through the Working Together Partnership, which we remain committed to. At the beginning of the pandemic, Norfolk County Council confirmed that organisations working under existing contracts who adapted their delivery and utilised their resources to support our local resilience approach would continue to be paid as if they had continued service delivery as normal. Norfolk County Council value the efforts of all our local VCSE partners in responding to the pandemic challenge.

---

**Question from Cllr Terry Jermy**

What work has been commissioned to establish how the long term impact this emergency can be used to influence modal shift away from cars and does he intend to use this opportunity to divert funds from schemes that encourage car use to those that encourage the use of public transport, cycling and walking?

**Response:**

Work is already underway to promote proposals such as cycle lanes or footway widening. Some measures have already been implemented and we will continue to implement measures over the coming weeks.

It is important to gather an understanding of how people have changed their transport habits through the Covid19 pandemic, and how this can be used as basis to develop an informed future strategy. As such a travel survey was launched in early May and promoted through social media and other outlets. This is due to conclude on 7 June. We are also gathering evidence on changes in people's travel patterns more widely and working with businesses and business representatives to understand their needs.

---

**Question from Cllr Danny Douglas.**

In response to a question on returning to school last month I was told 'we are working closely with Children's Services and transport operators to ensure the necessary transport can be delivered safely when and where it is needed'. Will the cabinet member give an update and publish the results?

**Response:**

We continue to support all our school transport operators and we are currently delivering all required school transport within government guidelines for safe transport operation. As numbers of students increase, we have been assured by transport operators that they can respond within the resources that were previously contracted with them."

---

**Question from Cllr David Rowntree**

Drug and Alcohol service providers across the UK have reported soaring demand for support and treatment since lockdown began, but in Norfolk frontline workers being expected to do more for less. Does the cabinet Member for Adult Social Care, Public Health and Protection agree that investing properly in drugs and alcohol services now will mean lower costs in the longer term, fewer people being left to live chaotic lives and less impact on other residents from ASB and drug dealing on their streets?

**Response:**

Here in Norfolk we have not seen an increase in the number of referrals received in the months of March through to May 2020 when compared to the same period last year. Even in lockdown, the service has been able to support new clients needing help and the provider has been working with us to ensure robust plans are in place to best assist those who need help as lockdown eases.

I believe that drug and alcohol treatment and support services have benefits for both individuals struggling with addiction and for our communities as a whole, which is why we continue to invest in these services.



**Cabinet**  
**8 June 2020**  
**Written Supplementary Questions and Responses**

**Supplementary question from Cllr Brenda Jones** - Once again, I pose the question, what has the Cabinet Member for Adult Services been doing during the emergency?

**Reply from Cllr Bill Borrett:**

Thank you for your supplementary question I am very pleased that you have asked this as I am sure you will appreciate it has been a very busy time in Adult Social Care and Public Health. I have been working with the Director of Adult Social Care and the Director of Public Health and their officers to agree the strategy and to co ordinate the Department's response to the emergency. I have made a number of delegated Cabinet Member decisions which are a matter of public record. We have been able to establish a new way of working together using Microsoft Teams so that we do not have to meet face to face this has enabled us to Continue with business as usual and implement the Covid-19 actions outlined in the reports of both the departments which were included in the papers of the last Cabinet meeting.

**Supplementary question from Cllr George Nobbs** - Does the Leader believe there should be Member involvement in the Norfolk Resilience Forum?

**Reply from the Leader:**

The Norfolk Resilience Forum brings together all the agencies and expertise needed in dealing with emergencies and the NRF has acquitted itself well in the current Covid 19 situation. I am satisfied it has done what it was set up to do and for the moment continues to do. Where there are local authority officers on the NRF they are in regular contact with their lead members to ensure they are well briefed and, where appropriate, able to take decisions reserved to that authority.

**Supplementary question from Cllr Mike Smith-Clare –**

Will the Cabinet member therefore confirm he has taken no steps to make sure that children in Norfolk are fed during the Summer School holidays?

**Reply from the Cabinet Member for Children's Services:**

It is not the role of Children's Services to feed children during the school summer holidays. We will, as ever, ensure that all of our teams who are working with children and families who are in need of additional support to feed themselves during the summer are signposted to local provision to support this. We will ensure that schools are made aware of local provision that can be a source of support for families within their districts.

## Questions requiring written responses from the Cabinet Meeting held on Monday 8 June 2020

	<b>Question and response:</b>																								
Agenda item 7 Local Member Supplementary Question from Cllr Danny Douglas	<p>As a supplementary question, Cllr Danny Douglas asked for reassurance that sustainable transport options under the Covid-19 highways measures to improve pedestrian access on St Benedict’s and Magdalen Street, which Cllr Douglas fully supported, would improve air quality but would also guarantee access for residents.</p> <p><b>Response from the Cabinet Member for Highways, Infrastructure &amp; Transport:</b></p> <p>Thank you for your supplementary question at Cabinet earlier today.</p> <p>A range of measures are being proposed and implemented across the county to improve sustainability and safety, including enabling improved social distancing. This is not only in Norwich, but also 23 other town centres across Norfolk.</p> <p>In terms of St Benedict’s and Magdalen Street, we are very aware of the local support for measures and we are keen to support this, but as you highlight, there are a number of complex issues to overcome, including the impact on the surrounding highway network, access for residents, business deliveries, buses and pedestrian safety. Officers from both the City and County Councils are currently working through these challenges and are looking to develop proposals which balance these requirements, whilst also improving the ability for the public to social distance.</p>																								
Agenda item 7 Local Member Supplementary Question from Cllr David Rowntree.	<p>As a supplementary question, Cllr David Rowntree said that the reply to his substantive question contradicted the information he had been given by service providers and asked the Cabinet Member to send him the data his reply was based on.</p> <p><b>Response from the Cabinet Member for Adult Social Care, Public Health &amp; Prevention:</b></p> <p>I understand that Councillor Rowntree spoke with the service some time ago, however my response to his question was based on the up-to-date data.</p> <table><tr><th>New Clients 2019</th><th>March</th><th>April</th><th>Total</th></tr><tr><td>Alcohol</td><td>66</td><td>61</td><td>127</td></tr><tr><td>Non-Opiate</td><td>21</td><td>19</td><td>40</td></tr><tr><td>Non-Opiate And Alcohol</td><td>23</td><td>12</td><td>35</td></tr><tr><td>Opiate</td><td>39</td><td>34</td><td>73</td></tr><tr><td>Month Total</td><td>149</td><td>126</td><td>275</td></tr></table>	New Clients 2019	March	April	Total	Alcohol	66	61	127	Non-Opiate	21	19	40	Non-Opiate And Alcohol	23	12	35	Opiate	39	34	73	Month Total	149	126	275
New Clients 2019	March	April	Total																						
Alcohol	66	61	127																						
Non-Opiate	21	19	40																						
Non-Opiate And Alcohol	23	12	35																						
Opiate	39	34	73																						
Month Total	149	126	275																						

**Question and response:**

New Clients 2020	March	April	Total
Alcohol	41	26	67
Non-Opiate	18	7	25
Non-Opiate And Alcohol	15	6	21
Opiate	65	50	115
Month Total	139	89	228

During the lockdown the provider has not discharged clients that have completed their course of treatment to ensure they have ongoing support during this unprecedented time.

The numbers of total patients registered with the provider can be seen in the tables here:

All Clients 2019	March	April	Total
Alcohol	612	619	1213
Non-Opiate	133	133	266
Non-Opiate And Alcohol	178	169	347
Opiate	1635	1616	3251
Month Total	2558	2537	5095

All Clients 2020	March	April	Total
Alcohol	594	594	1188
Non-Opiate	126	120	246
Non-Opiate And Alcohol	195	183	378
Opiate	1699	1712	3411
Month Total	2614	2609	5223

# Cabinet

Item No: 8

<b>Decision making report title:</b>	<b>Restarting the Norfolk Economy</b>
<b>Date of meeting:</b>	<b>6 July 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Graham Plant (Cabinet Member for Growing the Economy)</b>
<b>Responsible Director:</b>	<b>Tom McCabe (Executive Director, Community and Environmental Services)</b>
<b>Is this a key decision?</b>	<b>Yes</b>
<b>If this is a key decision, date added to the Forward Plan of Key Decisions.</b>	<b>10 June 2020</b>
<p><b>Introduction from Cabinet Member</b></p> <p>Taking swift and decisive action to ensure the Norfolk economy makes a speedy recovery from the pandemic is essential, which is why this paper proposes a Norfolk Delivery Plan and associated Norfolk Strategic Fund to kickstart time-critical actions to support Norfolk businesses and residents to get back on their feet, while still delivering the aims of the <a href="#">Together for Norfolk business plan</a>. The Fund will also maximise the grant funding allocated to district councils for the recovery and focus the Business Rates Pool on areas of highest impact.</p> <p><b>Executive Summary</b></p> <p>This report sets out the direction of travel for economic recovery planning, outlining proposals for a two-phase New Anglia LEP Economic Recovery Plan for Norfolk and Suffolk (“Restart”: 6-12 Months; “Rebuild”: 12 months and beyond), underpinned by a Norfolk Delivery Plan, led by Norfolk County Council. The Restart Plan can be found at Appendix A and the Norfolk Delivery Plan at Appendix B.</p> <p>To support the implementation of the Norfolk Delivery Plan, it is proposed to create a Norfolk Strategic Fund, building on the re-prioritisation of part of the 2019-20 Business Rates Pool. The County Council is requested to add £1m to the fund, from its Covid-19 government grant, matched by the district councils and New Anglia LEP (capital element). We are also approaching Government to double the Fund, to maximise the recovery effort in Norfolk. The criteria for projects to be supported from the Fund are included in the report.</p> <p><b>Recommendations</b></p> <ol style="list-style-type: none"> <li><b>1. To approve the Norfolk and Suffolk Economic Recovery Restart Plan and the associated Norfolk Delivery Plan.</b></li> <li><b>2. To agree, in principle, the allocation of £1M to the Norfolk Strategic Fund.</b></li> </ol>	

## 1. What is the County Council doing to restart business?

1.1. The Covid-19 pandemic has been a significant health crisis, but also inflicted significant damage to the economy. Thousands of businesses have been forced to stop trading entirely, or seen income levels reduce sharply, with the impact particularly felt in the tourism and retail sectors. This report sets out the direction of travel for recovery planning for the county.

1.2. As an immediate response, the County Council became central to the Economic Recovery Cell involving all Norfolk districts, business support organisations and New Anglia LEP.

Each partner agreed that online support would be provided centrally through the New Anglia LEP [website](#) and that each partner would promote and provide links to that site. The County Council's website does that.

The Council's Growth and development staff also supported the Customer Service Centre, where up to 8 staff were deployed for several weeks. Staff also supported the sourcing and distribution of PPE (personal protective equipment), as well as food and medicine for vulnerable people.

Initial work focussed on sourcing PPE for local authority frontline staff, securing its production from local companies (such as hand sanitiser, made by gin companies and engineering firms turning production lines to the manufacture of visors). This work has culminated in a PPE portal being established on the New Anglia LEP website, allowing Norfolk and Suffolk public sector services, care homes and other frontline service providers to fulfil their PPE requirements. There are now over 900 PPE products listed, with estimated stock levels, product specifications and supplier contact details, so organisations can buy directly from suppliers.

1.3. In addition to the urgent PPE & Medical Equipment work, the Economy Cell developed a number of workstreams to swiftly gauge the impact of the pandemic, where efforts should be targeted:

- Business Intelligence
- Business Support and Advice
- Local Funding, including the disbursement of government grants to businesses
- Workforce
- Sectors and Supply Chain, including action plans targeting particularly affected sectors, such as Construction and the Visitor Economy
- Recovery Plan (economic impact)
- Communications, including ensuring that all parties have links to the New Anglia LEP [Growth Hub webpage](#)

1.4. The County Council is an active member of each of these workstreams, which led to a number of 'products' being developed for the initial Response phase:

- **Trend analysis of business intelligence** - which sets out an analysis of trends identified in the weekly business intelligence reports and is aligned with government announcements on support schemes.
- **Sector heat map** - which considers the risks and opportunities for each sector covering demand, supply chain, workforce and operations.
- **Business support gaps analysis** - which identifies gaps in government support schemes.
- **Escalation log** - a record of issues and challenges effecting the economy which have been escalated to government.
- **Data on take up of Government schemes** - information on the increase in claimant counts, redundancies and where funding has been distributed to businesses.
- A [workforce portal](#) on the New Anglia LEP site - where short term vacancies can be advertised; as well as a range of surveys to skills providers to understand the impacts of the pandemic.

1.5 Finally, to support the immediate impact of the pandemic, the Council has worked with New Anglia LEP to promote a [Resilience & Recovery Scheme](#), which provides grants to short-term business resilience projects, as well as longer-term recovery and diversification projects. **Twelve Norfolk projects, with a total value of £501,000 have either been awarded grants already or are awaiting approval.** These include companies in the Manufacturing and Accommodation & Food Service sectors.

## 2. Proposals to support the economy further

2.1. Following the conclusion of the initial **Response** phase, A Norfolk and Suffolk recovery plan is being developed by New Anglia LEP, comprising two further phases:

- **“Restart”**, a tactical plan covering the next 6-12 months
- **“Rebuild”**, a longer term strategic plan, starting to be developed in Autumn 2020

The Restart plan is attached at **Appendix A** and is being published online only, following its endorsement by Norfolk and Suffolk local authority leader and the New Anglia LEP Board.

It includes an overview of the priorities for each local authority area and as local recovery plans emerge, links will be provided to them from the Restart Plan.

For Norfolk, the local plan, being developed by the County Council, is the Norfolk Delivery Plan which can be found at **Appendix B**.

It should be stressed that both plans are data-driven and evidence-led. They are also work in progress and will evolve in line with the data and evidence. There is much we don't yet know, particularly the impact on employment, as the Government's furlough scheme unwinds from August through to October 2020.

2.2. The Rebuild plan will be co-produced with Government, and local partners, and will be published in early 2021.

2.3. To support the implementation of the Norfolk Delivery Plan, it is proposed to create a Norfolk Strategic Fund, building on the re-prioritisation of part of the 2019-20 Business Rates Pool. The County Council is requested to add £1M to the Fund, matched by the district councils collectively and New Anglia LEP (capital element). We are also approaching Government to double the Fund to maximise the recovery effort in Norfolk.

As is currently the case for the Business Rates Pool, the Fund will be overseen by Norfolk Leaders and administered on behalf of all partners by the County Council's Economic Programmes Team. The criteria for the Fund, agreed with Norfolk Leaders, are similar those for the Business Rates Pool, but adapted to Covid-19. Projects may be capital or revenue and support:

- early stage development work including short term revenue schemes, trialling skills and employment pilots with potential to be scaled up, inclusive growth projects, transport feasibility studies, design work, options appraisal, master planning and delivery planning
- detailed technical work designed to progress strategic schemes towards readiness for implementation including ecological studies, archaeology studies, ground condition studies, utilities, soft marketing, planning fees, architects/professional fees, flood, drainage, ground water studies
- long-term strategic support for sectors which have been negatively impacted by COVID-19, including sector masterplans, re-skilling or retraining of employees, projects focusing on the safeguarding of jobs following the Government's furlough scheme, the resilience and sustainability of local businesses and their supply chains or assistance with adaptation of services or diversification for businesses
- strategic schemes, including capital schemes, including those aimed at supporting a return to business as usual, or a "new normal" in sectors that have been adversely affected by the COVID-19 pandemic. Projects applying for direct capital investment must be ready to start on site and have all relevant permissions, licences and land ownership arrangements in place.

2.4. The overarching priorities of the Norfolk Delivery Plan are to:

- Help as many businesses as possible to survive, and as many people as possible to stay in work or secure alternative work or training, with a strong focus on social inclusion
- Promote the county as place that is open for business and safe to live, work and visit.
- Focus on local markets and supply chains
- Drive the identification, development and promotion of clean growth opportunities
- Retain and build on the environmental benefits arising from the pandemic.

2.5 These are some of the main actions being developed, which are included in the Norfolk Delivery Plan, at Appendix A:

### 2.5.1

#### Business

- Seek to **bring forward key capital projects that can be delivered in 18 months**, with a bid to Government for projects worth £41.5M to Norfolk, assembled by New Anglia LEP, county and district partners, at short notice. Proposals included funding to boost broadband connectivity, as well as to accelerate development of the offshore wind Operations & Maintenance (O&M) base at Great Yarmouth. The outcome of the bids should be known this summer.
- **Continue to progress key physical infrastructure projects**, in conjunction with partners, that remain essential for growth, eg:
  - The **O&M base**, creating additional capacity in a location that has the highest concentration of windfarms in the world, with the potential for 500 high value jobs.
  - A **Food Innovation Centre** to add value to local produce in the county.
  - A **Digital Hub** for start-up and scale-up businesses in the creative industries sector in the city centre. This sector, with many of its services being virtual, has great potential to recover quickly.
- **Explore new inward investment opportunities**, brought about by the rise in home working (meaning that business can have premises anywhere) and in online shopping. We will examine what Norfolk could offer for, for example, in the way of fulfilment warehousing centres along the A11.
- Supporting key sectors by working with them to develop **targeted sector recovery plans**, such as the one for the Tourism sector, being brought to the New Anglia LEP Board in July. This includes, for example:
  - Development of a project to **help the tourism sector reopen safely**, including equipment and volunteer guides to help create a socially distant, friendly, and welcoming shopping experience in coastal areas.
  - Work with Visit Norfolk and Visit Suffolk to **promote the area for staycations**, now that the tourism and hospitality sector is 'unlocked'.
- **Increase the take-up of digital technology among micro and SMEs**, to improve productivity and profitability. Building on a successful Tech & Tourism webinar in June, showcasing digital technology to these sectors, the future focus for the programme includes companies in the Food and Drink and Care sectors.
- **Devise a supply chain project, to scale-up the provision and distribution of local food**, putting together mixed boxes of local produce.

### 2.5.2

#### Infrastructure

- Government announced a two-phased approach to funding initial measures to enable people to get about safely to aid economic recovery – the Emergency Active Travel Fund (EATF).
- The County Council was allocated £2m and has a project team working on a range of options to maximise opportunities to secure investment and deliver further significant walking and cycling infrastructure over the coming months, and beyond, as we emerge from Covid-19. The detail of our proposals for phases 1 (within 6 weeks) and 2 (within 3-6 months), to be funded from the



EATF can be found in the Norfolk Delivery Plan at Appendix B. However, we are ambitious to do more.

- This is a ‘once in a lifetime’ opportunity to drive behavioural change to support a green recovery and enhance quality of life. To make the most of this opportunity we will explore the creation of an **Active Travel Fund** that businesses and local communities can bid to. This would aim to deliver a broad range of measures that lock in the changes to travel patterns we have seen during lockdown and could include developing more permanent solutions arising from the EATF and support for community and workplace travel plans to enhance cycle parking facilities, workplace changing and showering facilities, etc.

### 2.5.3 People

Actions under this heading seek to support businesses to reskill their workforce and support individuals into work or training, ensuring that the benefits of the recovery are felt by everyone:

Working with partners to deliver **multi-use hubs in King’s Lynn and Great Yarmouth**, drawing down government funding to revitalise these important town centres and provide a range of community and business support services.

A Workforce Recovery Plan, developed with partners, including:

- **Refocussing programmes to take account of Covid 19**, such as
  - Youth Pledge – to target priority and Covid-affected sectors, with 350 16-24 year-olds to be supported towards employment/training and 316 SMEs to be engaged in future workforce development (across Norfolk and Suffolk)
  - Agri-Tech & Digital Employer Engagement projects, with 50+ businesses in key and Covid-impacted sectors supported in recruitment and workforce planning
  - CHANCES (aimed at those furthest from the labour market) and DRIVE (rural business development).
- Developing a **redundancy triage service** - a portal including employment support, mapping transferable skills and short term up-skilling opportunities – across Norfolk and Suffolk.
- Offering a **local flexible ‘Apprenticeship Incentive Fund’** targeting non-levy businesses to take on new or redundant apprentices, aged 16-24.
- Supporting businesses to access re-skilling via an **Employer Training Intervention**, with funding to support short term skills interventions that help businesses to restart, reskill or diversify. The sectoral focus is Digital, the Visitor Economy and Agritech and the programme looks to deliver c.400 qualifications with an employer contribution of 25%.
- Creating a **Pilot to Employment (P2E)** project to support businesses restarting and recently unemployed individuals through a work trials initiative.
- Explore **self-employment options** for people who have been made redundant.

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

- 3.1. Without an effective strategy and overall plan for recovery, driven by data and evidence, we will struggle to understand the totality of the complex, multifactorial impacts that Covid-19 will have on the county over the coming years. This will cost effort, lose capacity and impact upon the resilience of the organisation.

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

- 4.1. Both the New Anglia LEP Restart Plan and underpinning Norfolk Delivery Plan are evidence-led and any proposals for funding from the Norfolk Strategic Fund will need to have a sound business case and concrete outcomes in order to receive funding. The combination of these two targeted plans, together with funding to deliver, provide the rationale for intervention.

### **5. Alternative Options**

- 5.1. As indicated under 3.1, without an effective strategy for recovery, at both a Norfolk/Suffolk and a Norfolk level, driven by data and evidence, we will struggle to have an impact on the resilience of the county.

The New Anglia LEP Restart Plan has been produced in consultation with partners and is recognised as work in progress, as the evidence unfolds – particularly as the Government’s furlough scheme unwinds from August to October and as businesses emerge from lockdown in phases.

Without a Norfolk Delivery Plan we will miss the opportunity to kickstart the recovery and support business and individuals at risk. Cabinet could choose not to prioritise monies to the Norfolk Strategic Fund. However the amount requested is due come from the Council’s allocation from Government for Covid19 impact mitigation and would boost the impact of Business Rates Pool and district council monies, targeted on the recovery.

### **6. Financial Implications**

- 6.1. In terms of funding to deliver the Plan’s outcomes, proposals will target specific funding streams, such as government funding made available to help business and local government to deal with the pandemic (eg the Emergency Active Travel Fund), as well as local funding streams, such as the Norfolk Business Rates Pool, mentioned above. Appropriate papers will be presented to the relevant Boards to seek funding.

- 6.2. However, the pandemic means we need to be bolder and more ambitious, to make a difference. The impact of the COVID 19 pandemic on the Norfolk economy is going to be significant. The emerging recovery plans look to support the survival of as many businesses as possible and keep as many people as possible in work or training.

To support the implementation of the Norfolk Delivery Plan, it is proposed to create a Norfolk Strategic Fund, building on the re-prioritisation of part of the 2019-20 Business Rates Pool. The County Council is requested to add £1M to

the Fund, from its Covid-19 government grant, matched by the district councils and New Anglia LEP (capital element).

<b>Possible Intervention</b>	<b>Value</b>
19-20 BRP Pool	£3,700,000
Norfolk County Council contribution	£1,000,000
District Council contributions	£1,000,000
NALEP Capital input (Norfolk allocation)	£2,000,000
<b>Total</b>	<b>£7,700,000</b>

We are also approaching Government to double the Fund, to maximise the recovery effort in Norfolk.

## **7. Resource Implications**

### **7.1. Staff:**

Production of the Norfolk Delivery Plan will be managed within existing resources. Individual projects will factor resources to deliver them into their planning.

### **7.2. Property:**

No implications as a direct result of this report.

### **7.3. IT:**

No implications as a direct result of this report.

## **8. Other Implications**

### **8.1. Legal Implications**

None as a direct result of this report. As mentioned above, it is proposed that the Norfolk Strategic Fund is administered by the Growth and Development Economic Programmes Team and observes the criteria set out in 2.3 and the governance protocols agreed with Norfolk Leaders.

### **8.2. Human Rights implications**

No implications as a direct result of this report.

### **8.3. Equality Impact Assessment (EqIA) (this must be included)**

Both the New Anglia LEP Restart Plan and the underpinning Norfolk Delivery Plan have a strong emphasis on the People aspects of recovery and inclusive growth. For example, there is a section in the Restart Plan on the role of the Voluntary, Community & Social Enterprise Sector, as well as the needs of the Health & Social Care Sector. In addition, the Business and Infrastructure interventions proposed aim to make more jobs and training opportunities available and accessible to all, and so support the Council's inclusive growth ambitions.

### **8.4. Health and Safety implications**

None as a direct result of this report. Specific interventions will take account of health and safety implications in their planning and design.

### **8.5. Sustainability implications**

None as a direct result of this report. However, the sustainability of businesses,

jobs and apprenticeships will be key considerations for projects included in the Norfolk Delivery Plan.

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

- 9.1. The risks from not responding to the Covid-19 recovery in a strategic manner are considerable and will be informed by the Covid-19 economic risks identified in the CES and Corporate Risk Registers. The Plan will be tested against those risks, to ensure that it is contributing to their mitigation.

Put simply, the economic risks of not having a plan in place are that fewer businesses are assisted to survive and fewer people remain in work or training.

## **10. Recommendations**

- 10.1. **1. To approve the Norfolk and Suffolk Economic Recovery Restart Plan and the associated Norfolk Delivery Plan.**
- 2. To agree, in principle, the allocation of £1M to the Norfolk Strategic Fund.**

### **Officer Contact**

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

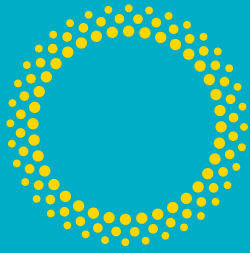
**Officer name:** Vince Muspratt

**Tel No.:** 01603 223450

**Email address:** Vince.muspratt@norfolk.gov.uk



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



Appendix A

Norfolk  
& Suffolk  
*Unlimited*



# *Covid-19 Economic Recovery Restart Plan*

# respond restart renew



## Contents

2	Foreword
4	Economic Profile
12	Our Places
20	Our Sectors
32	Restart & Renew Map

The Norfolk and Suffolk COVID recovery evidence base contains all data in this document unless otherwise stated.  
[Click to read the evidence base.](#)



## Foreword

The impact of the Covid-19 pandemic has been profound. Tens of thousands of lives lost, lockdown restrictions which have affected our daily lives, and significant damage to our local and national economy.

This restart plan sets out the actions and interventions that are being taken by a wide range of partners, including New Anglia LEP, local authorities, business, industry councils and sector groups, VCSE organisations, colleges and universities. It demonstrates the strong local appetite and energy for getting our economy going again and helping those who have been hit hardest.

Norfolk and Suffolk has a strong record of working together across the public and private sectors to deliver sustainable growth, and the recovery plans will build on this.

The restrictions imposed to slow the spread of the virus have forced thousands of businesses to stop trading entirely. Many others have seen their income reduce sharply. Some firms have been able to adapt and are innovating and thriving. But 'business as usual' has not been possible for some time, and for many the business model has changed overnight and will never be the same again.

*This is the time for strong leadership, action and interventions.*

The immediate and severe economic and social impacts of the health response have led to an unprecedented programme of support provided by central and local government, and a huge local effort by businesses and volunteers to help mitigate the impact of the crisis on many businesses and individuals.

But it is equally clear the economy will take time to recover, and the coming months and years will be challenging for employers and employees. Many people will find their jobs changing and many young people will be entering a labour market with far fewer jobs, at least in the short term, than were available just a few months ago.

Local partners have a clear shared vision to drive low-carbon, inclusive economic growth across Norfolk and Suffolk. We have pledged to work together to transform our growing economy into one of the best places in the world to live, work, learn and succeed in business. That ambition still firmly stands.

As the UK's Clean Growth Region, we are committed to remaining at the forefront of tackling the challenges and opportunities of climate change. This will now be a greater challenge due to the global economic shock caused by Covid-19. However, new opportunities are emerging which could enable significant advances in some areas of the economy.

The wider economic and political implications of Brexit also have a significant part to play in availability of our future workforce and plans for the coming years.

We have worked together as local partners throughout the response phase, supporting businesses, communities and individuals.

This multi-partner, multi-level plan will build on that as we recognise that getting the economy back on its feet cannot be achieved by one partner alone, or by any single strand of investment or action.

We have always been most successful when we work together for the benefit of those who live in, work in, learn in and visit Norfolk and Suffolk. The actions in this plan will help lead us out of these challenging circumstances and deliver on our region's unlimited potential.



**Doug Field**  
*Chair of New Anglia Local Enterprise Partnership*



**Matthew Hicks**  
*Chair of the Suffolk Public Sector Leaders Group*



**Andrew Proctor**  
*Chair of the Norfolk Local Authorities Leaders Group*

## ***Restart and renew: a two-stage approach***

This Restart Plan is the first of a two-stage economic recovery plan for our area.

It will support businesses, individuals, communities, anchor institutions and further and higher education providers to start trading and living life with confidence, in an environment dominated by social distancing and economic uncertainty, as quickly and safely as possible.

### ***The Restart Plan is:***

**Short-term** – It focuses on actions for the next six months. It outlines measures to help those who lose their jobs, young people seeking work and businesses and entrepreneurs who require support, assisting the different sectors which make up our economy – especially those hit hardest by the crisis.

**Agile and evolving** – Our approach will evolve as the full impacts of the lockdown become clear. Actions will be regularly reviewed to ensure they remain relevant and further measures will be developed where necessary.

**Multi-partner, multi-level** – This plan has been developed and will be delivered by range of partners. It complements local public sector recovery plans and those being developed by other institutions as well as individual businesses and sectors. Many actions will be funded from existing budgets, re-prioritising where necessary. However, we are clear that the scale of the task will require further Government investment, alongside private sector, and local funding.

We are determined to rebuild a better future for our economy, working with government and focusing on more sustainable and inclusive economic growth. In the autumn, this plan will be followed by our Renew Plan – a longer-term plan for jobs and sustainable growth which will also serve to support the Government national recovery plan.





## Projected impact: economy profile at a glance



**63,000 independent enterprises**  
88% micro, 10% small, 1.6% medium, 0.4% large



**More than 1/3 small businesses closed since the crisis began.** Of those, 1/3 are not sure whether they will ever reopen<sup>1</sup>



**831,000 total employees in Norfolk and Suffolk.** 35% are 'key workers', compared to 33% of UK employees<sup>1</sup>



**22% of Norfolk and Suffolk employees were furloughed** in May, compared to 26% of UK employees<sup>2</sup>



**1/3 small businesses** have shelved product development plans



**1/3 businesses** have less than three months of cash reserves<sup>4</sup>



**31,688 new Universal Credit claimants** in April 2020 (33% under the age of 29)



**A total of 95,077 people claimed Universal Credit in April** (a 41% increase on March, compared to a 40% increase for the UK)<sup>3</sup>



**1/4 region's exporters** have reduced/cancelled international sales<sup>3\*</sup>



**Traffic flows dropped** to 1/5 of normal levels, and may be slow to recover



**1/5 of apprentices** (~2,000 in Norfolk and Suffolk) are not expected to return once economic restrictions are relaxed

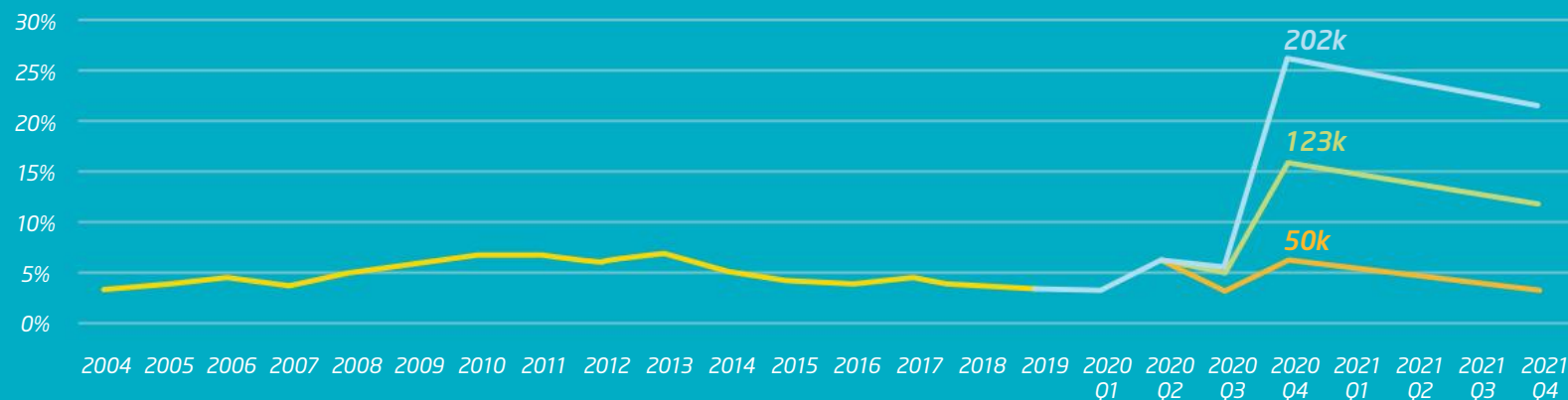


**9,394 students** will graduate from Norfolk and Suffolk's three universities in summer 2020, with most seeking employment or further training opportunities.

## Impacts on employment:

Norfolk and Suffolk: historic and projected unemployment under three scenarios

- Historic
- Best case
- Medium case
- Worst case



These figures are not derived from 'official' sources, but rather drawn from bespoke data that has been gathered as part of the New Anglia LEP's weekly business intelligence returns. The Norfolk and Suffolk COVID recovery evidence base contains all data in this document unless otherwise stated. [Click to read the evidence base.](#)

1: ONS Key Workers Reference Tables. 2: ONS Business Impacts of Coronavirus Survey, Wave 5. 3: DWP Universal Credit





# Restarting the Norfolk and Suffolk Economy

Restarting our local economy will be challenging. The scale and speed of the shutdown has never occurred before – even in wartime.

The **Restart Plan** contains an unprecedented package of measures delivered by partners locally and nationally to get businesses up and trading again, restore business, consumer and community confidence, as well as provide support to individuals made redundant and looking for work.

## Key measures include:

- ❖ **Responding to redundancies.** We will support individuals being made redundant and help businesses looking for workers, through a new local partnership of businesses and local and national agencies.
- ❖ **Advice and support for businesses.** We will ensure every business has access to the finance and support they need, delivered through our new alliance of local authorities, the New Anglia Growth Hub, business representative organisations and trade bodies.
- ❖ **Youth pledge.** Every young person in Norfolk and Suffolk will have the support they need to get into high quality education, employment, training, or an apprenticeship.
- ❖ **Transforming skills.** We will ensure every individual has access to opportunities to upskill and reskill, adapting the skills provision so that it meets the changing needs of businesses and the aspirations of individuals.
- ❖ **Mental health and wellbeing.** We are creating a programme that provides employers and employees with the mental health and wellbeing support they need.
- ❖ **Reimagining high streets.** Our local authorities, Business Improvement Districts and other partners are developing a range of measures to help high street businesses reopen and operate safely, to build consumer confidence.
- ❖ **Visitor economy.** We will launch a proactive campaign to promote Norfolk and Suffolk as a destination to live and work with tourism, hospitality and cultural businesses to help them open safely.
- ❖ **Digitisation.** We will launch a major campaign to support businesses to build their online presence and to improve productivity, including flexible working practices for their employees, through better use of technology.
- ❖ **Supply chain.** We will work with local companies to capitalise on opportunities to sell more goods and services locally, with a commitment from the public and private sector to procure more locally and to support local innovation.
- ❖ **Infrastructure.** We will submit support the construction sector through continued investment in key infrastructure and make a compelling case to Government to fund priority infrastructure schemes.
- ❖ **Norfolk & Suffolk Unlimited.** Develop a campaign to promote Norfolk and Suffolk as a place rich with investment opportunities.
- ❖ **Safe and sustainable public transport.** As the guidance around public transport use changes we will work to support and promote safe and sustainable public transport use, to continue to improve air quality and reduce congestion.



## Business environment

Thousands of businesses have been forced to stop trading entirely, or seen income levels reduce sharply, but there are some that are innovating and thriving. The impact across sectors varies.

Reopening in the setting of an ongoing pandemic will be challenging with the need to implement new ways of working that adhere to social distancing and provide safety to staff and customers.

Despite these challenging times, numerous businesses have adapted their business models, adopting new practices and innovating. Many firms and public sector organisations have had to implement changes in a matter of days that might previously have taken much longer or been considered impossible.

Many have reduced carbon emissions, or increased home working or flexible working patterns, using technology differently with both customers and employees. We want to make sure the best of these adaptations continue, particularly where they reduce carbon, increase productivity and sustainability, and lead to higher-quality and better-paid jobs.

*As recovery continues, the majority of Norfolk and Suffolk businesses will need support of some kind as they restart and renew.*

This is likely to include access to finance; advice on furloughing; supporting organisations returning to work in different work spaces; staff safety; dealing with staff self-isolation; support in reshaping business plans; support in restarting businesses, particularly for start-ups; supporting the self-employed; and identifying opportunities for new products and services.



*Engineers at Panel Graphic producing face visors.*

Norfolk and Suffolk's two multi-site [Enterprise Zones](#), covering 16 commercial development sites, present an opportunity, working with local authority partners and developers, to restart economic growth in key priority urban and coastal locations.

The coming months are crucial as we help to successfully rebuild consumer and business confidence. We want to maximise the opportunities linked to new local supply chains and take the opportunity to enhance productivity and growth through new innovations.

We have created an alliance of partners from local authorities and the New Anglia Growth Hub to business representative organisations and trade bodies.

This alliance will ensure every business has access to the help and support they need.

### ***Together we have:***

- ❖ Launched an integrated business support campaign to ensure every business knows how to access the support they need to restart, renew and sustain. Thousands of businesses have already accessed this support via the New Anglia Growth Hub or their local authority.

- ❖ Launched a multi-million-pound package of local funding opportunities to support the business base, short-term response, longer-term recovery, and diversification projects.

- ❖ Provided bespoke, free and impartial advice, through the New Anglia Growth Hub, to support businesses to restart, reshape their business plans and provide a programme of online training.

- ❖ Put in place a supply chain management system which has connected hundreds of businesses supplying Personal Protective Equipment directly to the frontline workforce.

### ***Together we will:***

- ❖ Expand the package of local funding opportunities and secure additional national funding for business recovery.

- ❖ Develop a supply chain matching service. Work with local companies to capitalise on opportunities to sell more goods and services locally. Secure a commitment from the public and private sector to procure more locally, creating more resilient and inclusive regional supply chains and procurement of local products.

- ❖ Launch a peer-to-peer network in early summer, which will support SMEs to adapt their business plans, adopt new technology and provide leadership and management support which in turn will help improve productivity.

- ❖ Hold a two-day online festival of enterprise providing support for and sharing inspiring stories from the Norfolk and Suffolk small business community.

- ❖ Deliver a new cohort for the Investment Catalyst, through the [Cambridge Norwich Tech Corridor](#), [InvestEast](#) and the [Low Carbon Innovation Fund](#). It will connect businesses with investors and help them access private sector funding, which can be matched with public grant schemes.

- ❖ Launch the Norfolk & Suffolk Unlimited online commercial property platform in the summer, which will promote sites to help drive new enquiries for inward investors and businesses looking for new premises, helping to kick start specific locations.



## People

**The fall in business output has significant implications for employment levels. Recent forecasts suggest unemployment could be between 5%-10% in quarter 4 of 2020/21. Universal Credit applications rose by 40% between March and April and under even the most optimistic scenario around 25% of those furloughed are forecast to be made redundant at the end of the 4th quarter of 2020/21.<sup>1</sup>**

The overall impact will remain very hard to tell until the Coronavirus Job Retention Scheme begins to taper off.

The impacts, in both the short and longer term, are likely to be disproportionate among the local population. People with the lowest income are most vulnerable, with a significant number of jobs at risk in occupations with relatively lower wages such as retail, tourism and food services, which are forecast to be some of the hardest hit by the economic impacts of the Covid-19 response.

... *Young people may be particularly affected.*

Around 30% of employees aged under 25 work in a sector most affected by shutdown, compared with 13% of those over 25<sup>2</sup>. The Resolution Foundation estimates that those leaving education this year will be less likely than previous cohorts to have a job in three years' time, with graduates being 13% less likely and those with the fewest qualifications 37% less likely to have a job. There is evidence that apprenticeship starts this autumn could fall by as much as 50%<sup>3</sup>.

The pandemic has affected individuals in various ways, from being furloughed to being made redundant or seeing a reduction in hours and pay or their apprenticeships and education paused. Those that have continued to work from home have had to rapidly adapt to new ways of working, many whilst home schooling, and many of our large and most affected employment sectors are also those where working at home is less possible.

While many individuals and communities have acted in solidarity in response to the pandemic, with positive benefits from this community spirit, it has also had an impact on people's mental health and wellbeing. The Voluntary Community and Social Enterprise sector will play a significant role in supporting workplace wellbeing, with much of the support employers and employees will turn to, will turn to being provided by local charities or community groups.

The rapid changes in ways of working, including an overnight shift to online working and lower-contact methods of doing business, have highlighted the importance of an adaptable workforce. The workforce requires the opportunities and capabilities to rapidly acquire these new skills, and especially those associated with online and digital working.



*A number of firms, including construction company Morgan Sindall, have been supporting young people with virtual work experience.*

As the economy restarts and looks to rebuild, it is important that individuals are supported to identify their transferable skills to consider moving into a different sector, and that all partners promote the range of opportunities available.

Like businesses, colleges, universities and independent training providers are facing the same challenges to reopen and adapt to new ways of working, and support will be needed to assist them to continue providing the agile and responsive training that our economy requires.

### ***Together we have:***

- ...❖ Developed and promoted an [employment opportunity](#) platform helping to plug short-term gaps in essential workforce.
- ...❖ Worked with all existing programmes and projects that invest in people and have a focus on improving employment and education opportunities, to identify how they can adapt and be agile to the changing nature and demands of the workforce.

### ***Together we will:***

- ...❖ Create a redundancy support programme which builds on and brings together existing initiatives. We will work with DWP, Jobcentre Plus and professional services to ensure employers and employees are aware of and have access to available support programmes at the earliest point.
- ...❖ Develop further the employment opportunity platform, utilising existing networks to include a redundancy triage service to help connect people to new training and employment opportunities.
- ...❖ Create a programme, building on existing initiatives, that provides employers and employees with mental health and wellbeing support.
- ...❖ Accelerate the delivery of the [Youth Pledge](#) projects, providing an integrated offer that links young people to opportunities and support to help them into education, training and employment.
- ...❖ Deliver a pilot to test innovative virtual solutions for work experience placements to help the continuation of high-quality career engagement.
- ...❖ Provide co-ordinated support that schools and colleges can draw on that enables, enhances and improves careers provision across Norfolk and Suffolk. This includes working with the Careers and Enterprise Company to expand the [New Anglia Careers Hub](#) right across Norfolk and Suffolk from September.
- ...❖ Building on investments already made in digital skills infrastructure, working with our higher and further education providers to provide a range of opportunities that enables all residents to upskill throughout their lives, including developing a digital skills programme and working with industries to scale up existing initiatives.
- ...❖ Reshape existing apprenticeship projects to help stimulate the creation of quality apprenticeships and to enable those existing apprentices who have been made redundant to be connected to new opportunities, working with businesses to show them the value of apprenticeships.
- ...❖ Work with universities to put in place tailored support for students that are due to graduate this summer, to help increase their chances of securing employment or further education.





## Ideas & innovation

**The pandemic has posed huge challenges to the global economy and people's daily lives with far-reaching consequences. At the same time, this universal period of disruption has been a strong driver of creativity, collaboration and innovation that we want to build into our restart and renew activity.**

Universities, businesses and individuals are adapting quickly to reinvent presence, productivity, learning and commerce. New technologies, products and processes have been developed at pace to support the pandemic effort including rolling out of testing, tracking and tracing, and developing AI systems to support rapid vaccine development.

Many firms have rapidly pivoted business models to capitalise on new opportunities and facilitate their economic and education systems to move online.

Whilst many businesses are facing challenging times, where innovation might not be a high priority, this recent disruption demonstrates how critical it is to invest in research and development and continue to develop the tools and technologies needed for a resilient economy and healthcare system. Partnerships with universities and support for commercial development of new ideas and techniques are more important than ever.

There have been many new opportunities emerging for financing innovation, but some businesses are experiencing difficulties in accessing and understanding them. In addition, innovation is an inherently collaborative process with many new engagements not taking place during the lockdown.

### *Together we have:*

- ...❖ Launched the £2m [Growth Through Innovation Fund](#) to invest in a research and development or innovation project that supports growth and helps businesses to diversify or develop new products.

### *Together we will:*

- ...❖ Launch the Reimagine Challenge, a collaborative programme delivered through the [Cambridge Norwich Tech Corridor](#) with [Norfolk & Suffolk Unlimited](#). It will bring the region's brightest thinkers together to help find commercially viable solutions to some of the challenges facing our high streets and urban centres in the coming weeks and months.
- ...❖ In July, launch the New Anglia Innovation Mentoring programme, which will provide high quality advice and mentoring to businesses, ensuring they have access to the resources they need to be successful

when bidding for innovation funding, including existing and new opportunities with Innovate UK.

- ...❖ Deliver an exciting programme of Innovation Forum events, which will connect businesses and public sector partners to meet challenges and explore opportunities for cross-sector innovation, funding and business support and public sector opportunities.
- ...❖ Deliver an Innovation Marketplace. Working with partners including BT, to explore commercialisation opportunities for dormant patents. Artificial Intelligence technologies will be opened up for partnership and licensing to the region's key industries such as clean energy and manufacturing.



*Digitalisation holds a number of innovative opportunities for a wide range of businesses.*



# Infrastructure

**Places and communities are interconnected, depend on transport links, and draw on many of the same labour markets and supply chains. The pandemic has demonstrated the need for resilient and adaptable infrastructure. It has changed the way businesses and communities use services and the infrastructure needs to support these changes.**

Traffic flows dropped to a fifth of normal levels on the major road network, water and energy use shifted with a new afternoon peak and the trend for homeworking has accelerated. With many local authorities declaring climate change emergencies and more committed to low carbon growth, there is an opportunity to accelerate the transition to a greener economy, embedding these adaptations and practices.

Existing infrastructure and services need to adapt to support people to get to work and into education given the need for social distancing and advice to avoid public transport where possible. This is an opportunity to maximise environmental impact through infrastructure that provides and supports increased walking and cycling, green spaces and a shift to online services and homeworking.

Digital infrastructure and skills are going to be an integral part of the restarting and renewing of the economy, as individuals and business adapt to new ways of working and

trading. Internet service providers report traffic in fixed networks has increased significantly during weekdays, with the largest amounts of data ever transmitted. In some sectors there has been a large-scale switch to homeworking and the benefits such as cost savings have been recognised.

Some businesses have moved quickly to selling their products and services online. Working with Government to fulfil and accelerate its pledge to bring ultrafast broadband to all homes and businesses is vital to enable businesses to become more innovative and resilient as they too look to the future.

Making the case for more private and public investment, and identifying and rolling out where the complementary 5G and Fibre To The Premises (FTTP) initiatives can address any holes in coverage, will be an integral part of our recovery plan.

## ***Together we have:***

- Secured £737,000 through the first phase of the Emergency Activity Travel Fund and £1.5m from the Reopening High Street Safely Fund to implement measures that will help make it easier and encourage people to choose alternatives to public transport when they need to travel, and provide consumers with a positive experience when shopping in our high streets.

- Submitted a compelling multi-million-pound bid to Government Local Growth Fund 4, following its call for capital projects which would help to stimulate the economy over the next 18 months.
- Published an infrastructure plan which sets out the connectivity infrastructure improvements that will enable productivity gains and clean growth in Norfolk and Suffolk.

## ***Together we will:***

- Deliver the existing portfolio of infrastructure projects which will help support and minimise the impact of the local construction sector.
- Accelerate the delivery of integrated transport priorities that reduce the need to travel and encourage modal shift, and identify the most critical transport actions to restart the economy and set up a strong and sustainable rebuild.
- Accelerate the roll-out and take-up of superfast broadband, raising business awareness of its availability and schemes like the [Gigabit Voucher](#), which enables residents and local businesses to join up and approach a supplier directly to install a gigabit-capable connection.



## Places snapshot



### Population<sup>1</sup>

Norfolk  
903,700

Suffolk  
758,500



### Business base<sup>2</sup>

Norfolk 88% micro,  
10% small,  
1.7% medium,  
0.3% large

Suffolk 89% micro,  
10% small,  
1.5% medium,  
0.4% large



### Workforce furloughed<sup>3</sup>

Norfolk 97,800  
(27.1%)

Suffolk 85,600  
(26.8%)



### Office property vacancy rates (Q2 2020)

Norfolk 1.8%  
(1.5% in Q4 2019)

Suffolk 2.9%  
(3% in Q4 2019)



### Small business grant payments<sup>4</sup>

Norfolk  
19,997 (£229m)

Suffolk  
12,879 (£148m)



### Universal credit claimants<sup>5</sup>

Norfolk 23,310  
(33% under  
the age of 29)

Suffolk 18,925  
(32% under  
the age of 29)





## Our place

Much of the detailed work to support communities and businesses will be led by Local Authorities, from reopening town centres to running support grants, rethinking services and supporting the most vulnerable.

Local councils in Norfolk and Suffolk have been playing a leading role in the public health response and have innovated and rapidly adapted to new ways of working. Some have already published immediate recovery plans and more will do so in the weeks ahead.

This section sets out some of the things that they will be doing that reflect the very different needs of our towns, city, rural and coastal areas.

*The Winerack,  
Ipswich*



*The Forum,  
Norwich*



*Cyclists in  
Breckland*



*Great Yarmouth  
harbour*



*Guildhall,  
King's Lynn*



*Cromer Pier, North  
Norfolk*



*Quadram Institute,  
Norwich  
Research  
Park*



*Boats in  
Broadland*



*Sudbury*



*Felixstowe  
Port*



*Bury St  
Edmunds*



*Wells-next-the-Sea,  
Norfolk*



## Norfolk County Council

Norfolk is an ambitious county with the space and capacity to deliver substantial new growth, e.g. in our key clean energy, advanced manufacturing, agri-food and digital sectors.

Together for Norfolk (TfN), the County Council's business plan to 2025, outlines the vision for Norfolk, a place where all have the chance to contribute to and benefit from economic growth and regeneration, while protecting and enhancing our unique environment through managed development. We are achieving these aims through close working with local partners and Government.

Our challenge is to respond to the current economic conditions in the context of TfN, recognising that the extent of the impact is not yet known. However, we know that key sectors and many people are significantly affected. We are therefore developing a Norfolk Delivery Plan, which will evolve with the evidence and have a strong focus on social inclusion, as well as retaining the environmental benefits arising from the pandemic.

### Actions:

- ❖ Help as many businesses as possible to survive, and as many people as possible to stay in work or secure alternative work or training.
- ❖ Drive the identification, development and promotion of clean growth opportunities, such as the Offshore Wind Operations and Maintenance Base in Great Yarmouth.
- ❖ Create the significant Norfolk Strategic Fund to kickstart recovery projects.
- ❖ Focus on local markets and supply chains, as well as where public money is spent locally.
- ❖ Promote the county as a safe place to live, work and visit – one that is open for business.

## Suffolk County Council

Suffolk has many economic strengths with global reach, from clean energy and agri-food/tech to ports and logistics, digital/technology and beyond: all making a significant contribution to the UK economy. Its natural capital makes it a great place to live, work and visit.

The Council is working with local partners and Government to help Suffolk fulfil its economic potential sustainably, enabling as many people and places as possible to contribute and benefit, including people who are vulnerable and facing disadvantages.

The Council is committed to tackling climate change, supporting vulnerable people and enabling thriving communities. Inclusive, sustainable growth is vital. Given the social and economic impacts of the response to Covid-19, these become even more important for Suffolk's people, environment and economy.

### Actions:

- ❖ Seek opportunities for clean and inclusive growth in renewing the economy, so no one is left behind.
  - ❖ Work with partners to develop education and skills opportunities that help people reach their potential.
  - ❖ Lead by example by supporting our own staff and helping businesses support their workforce to be healthy and resilient.
  - ❖ Use our assets and work in partnership to deliver safe and appropriate homes.
  - ❖ Work with communities to help them be connected and sustainable as well as supporting the most vulnerable.
- More detail is in our [Business Plan for 2020-21](#). The Council is developing its own recovery plan and contributing to Suffolk's collaborative plans (e.g. Suffolk Growth Framework) under the resilience forum recovery arrangements. These will form the basis for longer-term strategies for reform and reset.

## Ipswich Borough Council

Ipswich is the County Town of Suffolk. The town has a diverse and innovative urban economy, while historically having high levels of inequality and low salaries.

Covid-19 has exacerbated the challenges the town faces in the retail, hospitality, tourism and culture sectors. It is unclear at the moment whether this will be temporary or permanent.

The challenge now is to revive the town, while ensuring that this happens inclusively and sustainably. Investment through the Town Deal and other funding streams will complement existing collaborative work towards a shared vision of a dynamic town.

### Actions:

- Continue work with [Ipswich Vision](#) partners – and primarily our BID, Suffolk Constabulary and Suffolk County Council – to implement physical measures and signage in the town centre to support social distancing and safety.
- Review the Ipswich Economic Strategy to identify any actions required to respond to Covid-19.
- Deliver the Town Investment Plan and bid for Town Deal funding in line with (anticipated) Government guidance.

## Norwich City Council

Norwich is the urban centre of Norfolk, driving significant regional economic and educational activity to stimulate growth and innovation, and to enrich the labour market within Norwich, across the LEP area and beyond. The city experiences high levels of inequality and low-wage workers.

The challenge is to revive the city as a thriving economic engine, despite clear supply-side challenges and demand for its strong retail, culture, hospitality and tourist sectors being suppressed temporarily or permanently (with the advent of mass homeworking and online retail), whilst ensuring that this happens inclusively and sustainably. Investment through the Town Deal and Transforming Cities will complement existing collaborative work towards our shared vision of a connected, creative, dynamic, fair and liveable city. Read the city's [Blueprint for Growth](#).

### Actions:

- Continue to work with Norwich BID, Norfolk Chambers of Commerce, police and County Council to implement physical measures and signage in the city centre to support social distancing.
- Establish the Good Economy Commission as a key forum to make recommendations across the City Vision partnership to support an inclusive recovery.
- Use licensing powers to support businesses – particularly those in the hospitality sector – to vary use of outside space over the summer, while ensuring people with disabilities can continue to access and move around the city safely.
- Consider how Norwich City Council as an anchor institution can support an inclusive economy through its assets, contracts, recruitment and procurement.
- Review the Norwich Economic Strategy 2019-24 to identify any actions required to respond to Covid-19.
- Deliver the Town Investment Plan in line with Government guidance to drive economic recovery.



## Breckland District Council

In Breckland we are braced for significant economic challenges, particularly with a concentration of businesses in hard-hit sectors including manufacturing, underlying skills challenges and risks around supply chains and labour.

However, we still anticipate significant opportunities ahead. We have already created the platforms for substantial growth by leading public and private partnerships around key growth sites. These will drive forward thousands of new homes and new business opportunities in areas like Snetterton and Thetford. Now, as a result of the changes brought about by Covid-19, we will continue to lead around growth opportunities across the District, and ensure they are well-placed to support the needs of the future economy.

### Actions:

- Work with business and partners to unlock the economy safely and positively, including enabling physical changes on high streets, and supporting upskilling where necessary.
- Follow a twin-track approach to maximising survival and job retention, whilst also enabling growth and regrowth on the principles of 'building back better' and finding opportunity to create a more inclusive Breckland economy with the skills to grow.
- Mobilise the whole Council in response to the economic challenge, and ensure our regulatory powers are directed at enabling survival and promoting growth.
- Continue as Leaders of Place, establishing Town Delivery Plans and working in partnership with key stakeholders to ensure our Towns are places where residents and businesses thrive
- Inform all our actions by constant dialogue with business and partners, to track needs and issues and design business support solutions collectively.

## Great Yarmouth Borough Council

The Borough's economy is vulnerable to the impacts of the Covid-19 crisis. Three key industry sectors (based on employment numbers / GVA) have been severely impacted by movement restrictions, social distancing measures and changes in consumer spending.

Great Yarmouth has the second-largest visitor economy in Norfolk, valued at approximately £635m in 2018. Great Yarmouth's tourism, leisure and hospitality businesses faced unprecedented reductions in spending. Movement restrictions came into force just before Easter, when the season begins. Most businesses in this sector rely on income generated in the 12-week season for the whole year.

The crisis has also accelerated the decline in high street retail and the viability of the town centre. Consumer spending dramatically shifted online, exposing the vulnerabilities of high street independent shops against online competitors. Energy businesses have experienced a downturn in investment and are particularly exposed.

While devastating, the impact of the crisis has highlighted the importance of key investment projects, accelerating progress. Each programme has been rigorously challenged against the impact of Covid-19. The delivery of focused, strategic regeneration in Great Yarmouth is needed now more than ever, and at the heart of these changes are the aspirations of individuals, communities and businesses.

### Actions:

- Maximise the use of the Future High Streets and Town Deal schemes to address and respond to the underlying challenges to town centre vitality.
- Work in partnership, developing interventions supporting key sectors such as the Tourism Sector Deal.
- Develop an Offshore Operations and Maintenance base to create higher value jobs.

## Borough Council of King's Lynn and West Norfolk

King's Lynn is a commercial and service hub for a large rural hinterland with a historic centre and port, and is a net importer of workers from the wider area.

In this recovery context, King's Lynn and West Norfolk's largest producing (manufacturing) and employing (retail) sectors could experience around a 50% contraction in Q2 2020 (based on OBR national projections). The area's prominent tourism sector (accommodation and food services) could be one of the worst hit (85% decline). The area's second highest employing sector (health) is one that is projected to expand rather than contract, with a 50% growth in output.

The local picture is very mixed and there are some manufacturing and construction-related businesses that are doing very well and avoiding any contraction.

### Actions:

We will seek to use recent Government funding for towns and communities, as well as short-term recovery funding opportunities, to:

- Provide people with the learning opportunities they need to progress and retrain, raising aspirations and earnings and meeting identified demand for higher skills, with a particular focus on young people's progression.

- Regenerate and repurpose the high street and brownfield land: building high-quality homes and premises for people to live and work; tackling market failure and stimulating private investment to meet new demand for premises from start-up and growing businesses.
- Increase enterprise and the number of businesses, strengthening collaboration to enable more businesses to recover, innovate and thrive.

## North Norfolk District Council

North Norfolk has a diverse economy, with many long-established food processing and manufacturing businesses. It is also heavily dependent on the visitor economy, which in 2018 comprised 29% of the District's employment, providing £511m from 9.6m trips.

Through marketing and investment in infrastructure, visitor numbers are increasing throughout the year but spring and summer still account for the majority of trips and spend. The value of staying visitors is significantly higher than day trippers, which in 2018 accounted for more than a third of tourism spend.

The visitor economy is critical to the sustainability of retail and hospitality businesses in and around the seven market and resort towns.

The District has high levels of employment among people of working age, but local wages and incomes are below England and East of England averages.

The District's population was also vulnerable to this crisis, with 33.2% aged 65 or over.<sup>1</sup>

### Actions:

- Protect the safety of customers and employees as they return to businesses in our town centres, resorts and attractions.
- Develop a campaign to: reassure local people that measures are in place to assuage public health concerns; support local businesses in their efforts to recommence trading; and promote the destination to visitors beyond this summer.
- Evaluate the opportunities, environmental gains and benefits to the rural economy of the changed patterns of movement and new ways of working, and identify investment needed to propagate this.
- Support those experiencing economic hardship as a result of impact on the local economy.

1: <https://www.north-norfolk.gov.uk/tasks/economic-growth/find-out-about-the-economy-of-north-norfolk/>

## South Norfolk and Broadland District Councils

Working together, South Norfolk, Broadland and Breckland councils have developed a wide-ranging plan to ensure the local economy recovers from the impact of Covid-19 as quickly as possible. This is a whole-council approach to supporting every possible business and job.

Find out more at: [South Norfolk](#) and [Broadland](#).

### Actions:

- Advice and support for every business that wants it, including establishing a dedicated helpline.
- Financial support, including the discretionary business support grant.
- Regulatory support and advice regarding social distancing and other Covid-19 related issues.
- Helping shops and the hospitality sector reopen in a clean, safe and vibrant environment.

## Babergh and Mid Suffolk District Councils

We anticipate significant challenges in our local economy and we have set up internal collaborative processes to maximise our support for business. Together with our private and public sector partners, including the Suffolk Growth Programme Board, we are committed to facilitating new infrastructure, developing local supply chains and building our business skills base.

We will continue to develop our new Economic Strategy which will have a significant focus on restarting and renewing our local economy under our Places for Growth framework:

- Successful and Skilled Places for Growth
- Connected and Sustainable Places for Growth
- Innovative and Creative Places for Growth

### Actions:

- Help our businesses to reopen safely, ensuring our public places and spaces can support the reopening of our town centres.
- Develop a growth programme for fast-tracked growth of high-value sector specialisms particularly in technology and innovation.
- Review opportunities for more walking and cycling across our areas.
- Accelerate new programmes of support and create better networks in our more traditional sectors, such as care and the visitor economy.
- Contribute to swifter rollout of more FTTP ultrafast broadband to our businesses.

## East Suffolk Council

East Suffolk is a major economic driver with key sector strengths in clean energy, ICT, ports and logistics, agriculture and tourism.

The Council has put economic growth at the centre of its recently approved Strategic Plan, which is complemented by the East Suffolk Economic Growth Plan. We are also key partners on the Suffolk Growth Programme Board, currently reshaping the Suffolk Growth Framework, which will be a key document in setting out the Suffolk local authority approach to Covid-19 recovery.

While East Suffolk's economic strength is based on its diverse economy, the Covid-19 economic shock is having a massive impact on our visitor economy and the retail, leisure and cultural offer across our 12 principal towns. Our Town Investment Plan, revitalising town centre strategy and other plans, is being adapted in light of Covid-19 and will form part of our emerging recovery plan.

### Actions:

- ❖ Be central players in the Norfolk and Suffolk recovery plans.
- ❖ Adapt our Town Investment Plan, BID development, masterplans, and overall economic and regeneration programmes to respond to Covid-19.
- ❖ Work closely with Town Councils, Suffolk County Council and local businesses/business groups to enable safe and successful reopening of towns and resorts.
- ❖ Ensure as many small businesses as possible can access the various support grants to maximise the money going into the East Suffolk economy.
- ❖ Working collaboratively with VEA, VS and our DMO to support the recovery in our visitor economy.
- ❖ Substantially extend business engagement activity to ensure our recovery plans are informed by all sectors.

## West Suffolk Council

The West Suffolk approach for economic recovery is about our people, communities and places. It considers the impact and opportunities of societal change as a result of Covid-19 and how these might shape our future economy and businesses.

Many West Suffolk businesses have demonstrated both innovation and resilience, despite this difficult time. Through sharing examples of good business practice in our area, we will support others. Together we will explore how investing in employees and thinking locally will help create a more resilient local economy and environment for future growth. This will include apprenticeships and skills, local supply chains, technology and increasing access to infrastructure and facilities.

Our area has many strengths including the horse racing industry, a rural economy and manufacturing businesses, as well as unique market towns. It is time to rediscover and invest in our local ecosystems, while providing and lobbying for investment to support sustained local recovery and growth.

### Actions:

- ❖ Work with others to make our market towns safe. Encourage our communities and businesses to rediscover the value of their local centres and richness of our rural environments.
- ❖ Create a framework for businesses. Build on the opportunities we have seen increase during Covid-19 to invest in our people and enhance liveable, local communities.
- ❖ Creating opportunities for new investment and promoting West Suffolk and its businesses.
- ❖ Lobby and work with partners and Government for incentives and new legislation to enhance local social and physical infrastructure.
- ❖ Work with the Suffolk Growth Programme Board to reshape the Suffolk Growth Framework.



## Sectors at a glance

**Economic activity will recover as lockdown is lifted, but the speed and degree is uncertain and will vary by sector.**

As we work together to support the restart and renew of the Norfolk and Suffolk economy, we will focus activity on stabilising and renewing the foundation industries recognised in the Economic Strategy and Local Industrial Strategy, including the care and VCSE sectors.

Both the restart and renew recovery plans will show our commitment to capitalising on the area's major strengths and new opportunities in clean energy, agri-food, information and communication technology and digital creative, alongside ensuring the foundation sectors get the support needed.

All our sectors will benefit from the actions set out in the Business Environment, People, Ideas and Infrastructure sections. This section builds on these and sets out sector-specific actions.

### **Agri-food**

Unprecedented demand at food retailers has put pressure on the food system in some areas, whereas the closure of the hospitality industry has created surplus in others.

### **Clean energy**

The global pandemic has affected both the supply and demand for energy.

### **ICT digital**

The lockdown has led to homeworking en masse, with people looking for new ways to work, learn, shop and socialise virtually.

### **Visitor economy**

The sector has been amongst the hardest hit, with businesses forced to stop trading just before the start of the season.

### **Health and social care**

The pandemic has pushed the health and social care sector into the front line of dealing with the crisis. Nationally, care homes have seen high Covid-19 death rates in both residents and frontline staff, reinforcing the need for Personal Protective Equipment, correct training and capital investment.

### **Voluntary**

The pandemic has negatively affected resources, income and funding of third-sector organisations and impacted their ability to meet objectives in the longer term while demands continue to increase.

### **Construction**

Major construction projects have continued throughout the pandemic but there have been delays caused by issues in the supply chain.

### **Engineering**

The manufacturing and engineering sector has played a pivotal role in the response to the pandemic, from supporting the call to produce PPE at pace to continuing a stable supply of food and drink.

### **Insurance**

The financial and insurance services has been heavily involved in the response to the impact of the pandemic, providing economic support to struggling businesses and dealing with insurance claims for lost income.

### **Life sciences**

Our world-leading life sciences sector has been supporting efforts for vaccine development and the manufacture of medical devices and diagnostics.

### **Ports**

Ports have played their role as essential and critical infrastructure during the pandemic. The lockdown period saw less traffic but with spikes in activity.



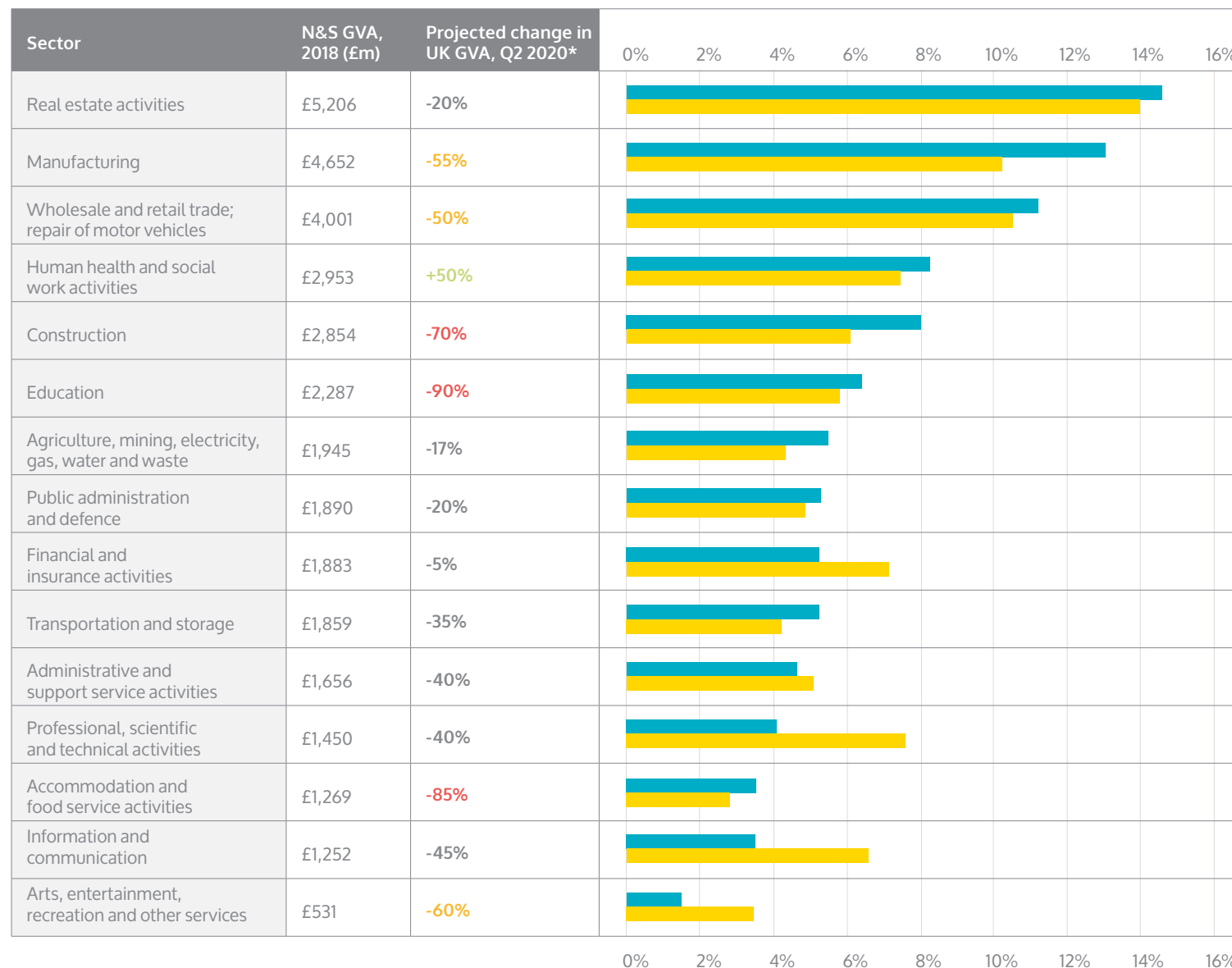
## GVA by Sector

In April 2020, the Office of Budget Responsibility (OBR) published estimates on projected change in GVA by sector in the second quarter 2020 (shown right).

All sectors except for Human health and social work activities are expected to contract, Education by as much as 90%. These estimates apply to the whole UK economy. They estimate that the UK's GVA will contract by 36% in the second quarter 2020.

Using the OBR's assessments and applying these projections to Norfolk and Suffolk's particular industrial mix to provide a local picture, we find that although Norfolk and Suffolk's industrial mix is different from the national picture, the projected impact on Norfolk and Suffolk's GVA in the second quarter 2020 is similar: a contraction in GVA of 35.9%.

\*The figures for GVA are calculated based on respective sector employees delivering their output, in their usual place of work. E.g. the figures for certain sectors – in particular education – will not reflect their actual activity in terms of delivering education, which has been taking place online.





## Agri-food

**Norfolk and Suffolk has the largest agri-food sector in the UK and world-leading research into plant and soil technology and agricultural systems. The impact of the pandemic on the sector has been complex and immediate. Unprecedented demand at food retailers has put pressure on the food system in some areas, whereas the closure of the hospitality industry has created surplus in others.**

Labour challenges will remain a huge concern for growers and producers, particularly post exit from the EU. Collaborative working to promote new employment opportunities in the agri-food sector has been successful in the short-term, with growers reporting positively on their workforce arrangements.

Whilst it has presented challenges for the sector, the pandemic has increased the public's interest in locally produced food. This opportunity has been welcomed by many innovative businesses who have adapted rapidly to meet demand. However, longer-term business models are needed to sustain a local food renaissance. Collaborative working to adjust supply chains after the closure of food service has been successful, but there remain strains on the food systems while pubs and restaurants are closed.

The Agri-Food Industry Council has risen to the challenge presented by Covid-19 and the impacts on the sector. This period has embedded the principles of collaboration and partnership providing an invaluable connection across the public, private and education sectors. We will seek to build on this strong foundation, developing initiatives which enable a sustainable and resilient future, in the light of climate change and the major changes arising from Brexit.

### **Sector actions:**

- ❖ By the summer, conclude a research project to examine opportunities and support businesses to exploit emerging food trends and consumer habits.
- ❖ Identify and evidence the need for further specialised business support to complement the planned launch of the Food Innovation Centre in 2021.

### **Building on our Norfolk & Suffolk Unlimited sector and business location campaigns:**

- ❖ Initiate a regional branding and distribution scheme, working with marketeers and wholesalers to package local brands and strengthen local supply chains, examining different business models and demand feasibility by September.

- ❖ Launch a regional promotion drive with partners in Lincolnshire, Cambridgeshire and Peterborough, outlining our significant contribution to the UK's food security and to realise the collective importance as the UK centre for high-tech, precision agriculture and sustainable food production, including robotics.
- ❖ We will continue to proactively promote agri-food job opportunities through the [employment opportunity](#) platform, and work with major employers to support them as they continue to adapt their working practices to accommodate a new workforce.



*Norfolk and Suffolk has the largest agri-food sector in the UK.*



## Clean energy

**Norfolk and Suffolk is a global exemplar for clean, low-carbon energy production, with expertise in all forms of energy generation. At the heart of the world's market for offshore wind we will continue to play a core role in the UK's transition to a zero-carbon economy.**

The global pandemic has affected both the supply and demand for energy, with one of the most visible impacts being the drop in oil and gas prices and resulting contraction of the supply chain. Businesses in the oil and gas supply chain need to be supported to diversify as part of the ongoing energy transition. With large numbers of the population restricted to their homes and much commerce paused, there has been a large drop in the demand for power, with the National Grid reporting a reduction of 10%.



*Norfolk and Suffolk is at the hub of the world's largest market for offshore wind power.*

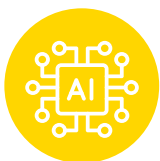
Although throughout the pandemic renewable energy, and in particular offshore wind, has remained resilient, the five-month delay to the planning process for Vattenfall's Norfolk Boreas windfarm will have impacts on businesses in the supply chain. However, with the right support, clean energy could be at the forefront of renewing the economy post-pandemic, accelerating transition to a zero-carbon economy.

The sector's ability to collaborate has been demonstrated by the work of the All Energy Industry Council, and this partnership and expertise across all energy sectors will be pivotal to the plans for recovery.

Looking ahead, Sizewell C will be one of Europe's largest engineering projects and provide significant high-quality jobs and supply chain opportunities.

### **Sector actions:**

- ❖ Deliver the Fit For Offshore Renewables supply chain readiness programme in Norfolk and Suffolk, working with the Offshore Renewable Energy (ORE) Catapult, announcing the first cohort by September.
- ❖ Support the progress of major energy projects in the region, developing innovative and locally targeted planning and regulatory pathways, and locally funded infrastructure responsive to environmental and community needs.
- ❖ Publish an all-energy statement on sub-sector opportunities and challenges, ensuring that the opportunity for clean growth in the region is understood nationally and internationally, adding to our Norfolk & Suffolk Unlimited sector and business location campaigns.
- ❖ Work with industry to develop an all-energy capability prospectus, providing exposure to the region's supply chain companies and opportunities for those impacted to diversify into evolving markets.
- ❖ Forge relationships with world class research and innovation organisations nationally and internationally, expanding our reach to maximise on opportunities through research, technology and innovation programmes that will build on the region's ambitious sustainable clean growth agendas.
- ❖ Work with Government and other LEPs to deliver the Nuclear Sector Deal's key commitments and local ambitions, delivering a robust local supply chain for Sizewell C and building a lasting skills legacy for Norfolk and Suffolk.



## ICT and digital creative

Underpinning the whole economy, Norfolk and Suffolk's ICT and digital creative sector has companies and expertise of international reach with significant potential to support economic recovery and resilience. The lockdown has thrown the digital sector into the spotlight as businesses transition to homeworking en masse, and people look for new ways to work, learn, shop and socialise virtually. Innovative digital businesses have been working in a variety of ways to fight the ongoing pandemic, from partnering with healthcare providers to deploying technology solutions free of charge.

The impacts of the pandemic on the sector seem to be mostly market-dependent, with those companies who service retail, hospitality and tourism faring worse than those that offer online services.



*Norfolk and Suffolk is a hub for creative tech businesses.*

Sub-sectors such as healthtech and ed-tech have seen a major uplift as people transition to using online service and home schooling. However, there are concerns about a slowdown in private investment for start-ups as many networking events have been cancelled. This will have a further impact on the ability of Norfolk and Suffolk's businesses to access the Government's Future Fund.

The pandemic has seen pressure on companies providing ICT solutions and infrastructure as businesses transition to home working simultaneously. Creative businesses in UX design, games, animation and augmented reality have seen a surge in interest as their clients look for ways to transition to online provision and engage their customers virtually. Businesses in the creative sector may have innovative solutions to challenges faced by social distancing as we begin to reopen high streets, town centres and visitor attractions. In addition, with theatres and other indoor cultural attractions likely to be some of the last businesses to reopen, the capture, streaming and commercialisation of digital content provides a cross-sector opportunity in an emerging market.

Collectively, the Digital Tech Industry Council is providing the partnerships and industry expertise to build on our digital strengths and underpin economy recovery in Norfolk and Suffolk.

### **Sector actions:**

- Expand and develop the Cambridge Norwich Tech Corridor's Investment Catalyst which will allow businesses to secure the investment needed to scale and grow, capitalising on the new opportunities for Government funding such as Future Fund.
- Work with businesses in the creative industries, including the screen sector and other emerging specialisms, to ensure that the new market opportunities created during this period of disruption are fully exploited, including opportunities to support other sectors with recovery, virtual networking and developing a compelling investment offer to attract private sector investment and grow the cluster.
- Build on the Norfolk & Suffolk Unlimited and Department for International Trade High Potential Opportunity to drive foreign direct investment into emerging capabilities including 5G, photonics and immersive technology at Adastral Park.
- Work with Tech East to launch a Tech 100 of top businesses in the region. Scope international virtual events for these business to attend, network at, and showcase the innovations they have developed during lockdown. This will help to expose them to new opportunities and investment.



## Visitor economy – culture and tourism

**The visitor economy is the second largest sector in Norfolk and Suffolk by employment, after health and social care. Employing 11% of the region's workforce, the sector accounts for 89,100 jobs and contains 12% of the region's businesses.**

The sector has been amongst the hardest hit, with businesses forced to stop trading just before Easter – the start of the season. Intelligence from the sector reveals the deep impact of lockdown, with high levels of redundancies and business failure projected. Businesses with large estates or overheads, such as zoos and aquariums, have been particularly affected, having to maintain operations with no income.

Continued movement restrictions and social distancing measures mean the impact is likely to be longer lasting than many other parts of the economy, with theatres and indoor cultural venues likely to be some of the last to reopen. Research shows that theatres in the region are projecting an unrecoverable gap of £10m by September 2020 and will have lost over £15m of revenue by September 2020. For festivals, all live activity for 2020 has been cancelled, causing significant financial losses across the sector and the supply chain.

As the economy begins to reopen, social distancing measures will impact on visitor capacity, hindering the ability to recover. Consumer behaviour and concerns about travelling make recovery planning challenging, as does the seasonal nature of the sector.

However, with overseas tourism (inbound and outbound) not likely to recover quickly, domestic tourism presents the best opportunity for visitors over the next year. The rural and coastal nature of the offer in Norfolk and Suffolk will be in greater demand, given their natural, cultural and heritage assets as visitors seek out alternative destinations. The sector, which is relatively fragmented, has shown extraordinary levels of collaboration and partnership through the crisis. This is a real opportunity to build back better – aiming for increased visitor numbers and spend, new technology and higher-skilled, better-paid jobs.

Culture has a unique role in placemaking, the visitor economy, inward investment, skills, health and wellbeing, and inclusive growth. The New Anglia Cultural Board will play an important role in ensuring that culture is at the heart of our economic recovery.

### **Sector actions:**

- ❖ Set up a resource hub with latest updates and advice on opening safely to support businesses concerned about health and safety issues and develop a co-ordinated approach to reopening destinations.
- ❖ Publish a short-term recovery plan in July which brings together partners from across the sector to outline the steps needed to restart the sector.

- ❖ Undertake consumer confidence research to underpin and inform future marketing campaigns and act quickly to restore confidence and boost demand.
- ❖ Work with the Destination Management Organisations (DMOs) to join up marketing initiatives to promote Norfolk and Suffolk as safe destinations, including a campaign to 'Discover Unexplored England' with DMOs working together in an alliance, developing thematic trails and itineraries.
- ❖ Link up and collaborate with existing projects such as EXPERIENCE, Look Sideways East and Celebrating Culture 2021 to develop cultural and experiential tourism, promoting less well-known destinations and year-round attractions.
- ❖ Develop programmes which promote innovation and digital adoption as well as peer-to-peer learning to enable businesses in the sector to become more resilient and productive. Link up with existing programmes such as Collaboration: Place: Change to enhance leadership and business skills.
- ❖ Scope and bid for funding for a Destination Alliance to deliver activity in a co-ordinated and collaborative way across local authorities and DMOs. This will capitalise on the aspiration to work together, embedding long-term partnerships.
- ❖ Commission Culture Drives Growth Phase 2 in August to create the structures, plans and projects to underpin the cultural sector's recovery and maximise the role of the cultural sector in wider regional recovery.





## Health and social care

**Health and social care is one of the foundations of our local economy. It is the largest sector in terms of employment and plays an essential role in improving the health of populations, promoting independence and social justice. The sector is fragmented, with great diversity in business size from large care providers to SMEs providing a range of residential and homecare services.**

Already struggling with skills shortages and increasing demand, the global pandemic has pushed the health and social care sector into the frontline of dealing with the crisis. Nationally, care homes have seen high Covid-19 death rates in both residents and frontline staff, reinforcing the need for access to appropriate infection control training and access to adequate and timely delivery of Personal Protective Equipment to ensure the safety of all.

There are many other factors such as unsociable hours, travel and transport issues, particularly in a large rural economy. Interestingly, the vacancy rate has fallen during the pandemic. It is true, however, that there was significant staff sickness, especially at the beginning of the pandemic, due to self-isolation.

A relatively low-pay sector, care has struggled with recruitment and retention of staff, worsened by the cumulative impact of Brexit. The pandemic has made these issues more acute, with many staff off due to illness and self-isolation and extra training needed for identification and management of Covid-19.

In addition, the sector is experiencing a slowdown as clients become cautious about engaging in external care, preferring to care for relatives themselves, impacting on income and business sustainability. With increased cost of wages and additional resources required for Personal Protective Equipment as well as training at a time when income is down, a huge burden is being placed on strained budgets with some business failure projected.

It is possible that the slowdown in demand for provision will continue, with long-term changes to the patterns of requirement for social care. Businesses operating in areas where there might be surplus provision need to be supported to pivot to adapt to new demand. Improved leadership and business management will enable care providers to become more agile and enhance the professionalism and resilience of the sector.

Partnerships across the region from our universities, research institutes and hospitals have been strengthened by working together to meet the challenges of the pandemic.

### **Sector actions:**

- Build on partnerships with training providers and business groups to ensure access to quality and accessible training. Increase access to progression of care sector workforce at all levels through development of, or access to, relevant training, enabling a safe environment. Take steps towards developing an integrated workforce that can assist where there are gaps in services.

- Continue to establish a cost-effective and easily accessible local PPE supply chain and make it available to businesses in the care sector, linking resource to where it is most needed.
- Address the skills shortages and challenges to recruitment, capitalising on the high levels of positive public interest resulting from the pandemic, and through refocussing the sector skills plan for Health and Social Care. Develop initiatives to make the sector more accessible for younger people, providing clear career progression and pathways.
- Develop further ways of communicating digitally with the sector for peer support in different forums, building on the work of partners. Facilitate relationships with business leaders and universities to enhance management, innovation and leadership practices and adoption of digital technology.
- Work with key stakeholders across local authorities, health and Primary Care to carry out accurate and informed planning about future needs for care and responses to pandemic. Take necessary commissioning steps to encourage innovative future models for care, such as digital care based on plans to ensure there is capacity for current and future need.



# Voluntary, Community and Social Enterprise (VCSE)

**The pandemic has negatively affected resources and income of the VCSE sector organisations and has impacted their ability to meet objectives in the longer term, whilst the sector has witnessed increasing demand on specific areas.**

The voluntary sector is extremely diverse and such diversity requires further analysis to enable the relative strengths of the sector to be optimised. For those organisations who are actively engaged or else aspire to help drive the ambitions set out in the Economic Strategy and Local Industrial Strategy, they need to re-envision their offering in the current climate.

It is important that business resilience best practice is shared across the sector, taking advantage of collaborative working, to increase impact, the new and adapted models of working and increasing use of technology and digital delivery. With the prospect of unemployment levels increasing, the sector is uniquely positioned to play a key role in getting the economy restarted through multiple contributions towards work readiness, but needs investment to span this divide.

The sector is embedded across all of our communities. It will help to get people back into work and overcome the personal trauma of the crisis, by helping to build confidence, identifying opportunities for basic skills acquisition and improvements in health and wellbeing for all individuals.

The sector is well placed to ignite employment opportunities across the spectrum. The sector is a key provider of jobs, skills development, experience and ongoing training, including through volunteering. For example, it will play a strong role in removing barriers for those furthest from the labour market and supporting both young people who have been disproportionately affected through opportunities to enter employment, as well as the increasing number of midlife job seekers in gaining skills to open new areas of employment by working collaboratively with all sectors, notably the health and social care and skills sectors. Support is required to create jobs and train through enhanced links with employers and providers in the private sector.

## Sector actions:

- ❖ Develop a VCSE sector-facing offer for the New Anglia Growth Hub, so organisations have access to relevant business support, which includes management support, mentoring, networking and restarting under social distancing, alongside the support they receive from VCSE sector umbrella organisations, to enhance their internal resilience.
- ❖ Deliver the roadmaps and agreed courses of action for the local VCSE sector umbrella organisations, which will include supporting better communication between VCSE sector organisations and building on collaborative work, initiatives and programmes.
- ❖ Link up the financial, legal, and ICT and Digital sectors with the VCSE sector to support the digitalisation of services, which can assist with remote working and online delivery as more resources come back.
- ❖ Encourage commissioners/funders to accept that new ways of working such as online operational delivery are recognised as eligible activity alongside face-to-face delivery.
- ❖ Move further towards public sector whole-system thinking and commissioning, with greater consideration given to how public sector commissioning impacts upon the wider local economy – securing social, economic and environmental benefits.
- ❖ Develop a Sector Skills Plan for the VCSE sector, which recognises the sector's significant offer to the wider business community through meaningful skill acquisition. To create a professional, responsive, evolving, fit-for-purpose sector across all levels and sizes in Norfolk and Suffolk.



## Construction

Norfolk and Suffolk has a large and diverse construction sector, with an emerging specialisation in modern methods of construction and sustainable design. Major construction projects have continued throughout the pandemic but there have been delays caused by issues in the supply chain. Low-carbon developments and circular economy principles in housing will form a major part of our recovery and renewal.

Caution to invest in new office developments after the shift to homeworking and a potential slow-down in the housing market may also have impacts on the sector over the coming 12 months. However, demand for different types of housing, from specialist housing, for people with care needs, to affordable housing remains. At the same time Norfolk and Suffolk have significant infrastructure investment priorities that could benefit from Government recovery funding and provide much-needed jobs and an economic boost.

A key focus for firms is to ensure staff are safe and construction sites can operate with the right measures in place. Access to Personal Protective Equipment has been a challenge due to supplies being diverted to the healthcare front line. Nationally, the Construction Leadership Council has worked collaboratively to establish a 'Roadmap to Recovery' which has been endorsed by local partners.

### Sector actions:

- Work with local firms to deliver the existing portfolio of infrastructure projects which will help to support and minimise the impact on the local construction sector.



*We will work with local firms to deliver the existing portfolio of infrastructure projects.*

- Work with business networks to ensure businesses have the right information and tools they need to ensure the safety of their workforce, linking them to the Personal Protective Equipment supplier database.
- Work with industry and regulatory authorities to encourage the use of different and more sustainable materials to ease supply chain pressure.
- Support and promote innovation in the sector, including demonstrator projects to move towards more sustainable approaches to development.
- Work with the Construction Industry Training Board (CITB) with its National Construction Centre at Bircham Newton, and all local FE colleges and training providers to support apprentices and trainees in the industry.
- Examine local planning and other regulatory functions to enable the acceleration of housing and other construction projects.





# Engineering and manufacturing

**The engineering and manufacturing sector has played a pivotal role in the response to the pandemic, from supporting the call to produce Personal Protective Equipment (PPE) at pace, to ensuring a continued and stable supply of food and drink.**

As the economy reopens, manufacturing and engineering companies are developing innovative solutions to enable businesses to keep their workforce as safe and productive as possible.

The pandemic has had complex impacts on the sector, with businesses reporting varying levels of impact on their operation dependent on which sectors they serve. Manufacturers in the aerospace industry have lost a large proportion of orders and income, while other areas of the sector have seen an uplift.

Managing a workforce in the face of fluctuations in demand is an issue for many businesses. In addition, the pandemic has interrupted the international supply chains, with some raw material redirected for the manufacture of PPE or stockpiled by other countries.

There is concern that the disruption on the supply chain will be long-term as other nations seek to onshore more of their manufacturing base. Building on the work developing PPE manufacture locally, resilient supply chains need to be formed in other areas by adopting a

'buy local' approach. Businesses in the region are keen to collaborate, share staff resources and find solutions to new market opportunities and challenges.

## *Sector actions:*

- ❖ Work with potential manufacturers of prioritised PPE and return-to-work equipment to understand scale-up or diversification challenges and support interventions. Develop a support package for the most viable proposals and match with the long-term demand from across the economy.
- ❖ Deliver the Engineering Success project, a collaboration between New Anglia LEP, NAAME, UEA and the Cambridge Norwich Tech Corridor, to strengthen and support the region's emerging engineering and manufacturing cluster, increase collaboration between businesses and strengthen the sector's investment proposition.
- ❖ By the autumn, publish an impact-based development plan to build the region's manufacturing clusters, leading to a sustainable recovery and resilient sector.

- ❖ Launch a pilot of the Talent Sharing Platform by September: a novel tool to support businesses to share workforce and fuel new employment opportunities.
- ❖ Deliver the [Productivity East](#) project: a new regional hub for engineering, technology and management at the University of East Anglia. Although work on site was temporarily suspended during the pandemic, the new state-of-the-art facility will open to students in January 2021 and will provide the technical talent and leaders of tomorrow.



Staff at Vanilla Electronics in Thetford.



## Financial and insurance services

The financial and insurance services have been heavily involved in the response to the impact of the pandemic, whether through providing economic support to struggling businesses or dealing with insurance claims for lost income. The impact of the pandemic has presented operational challenges for businesses in the sector, with cyber security a big concern with so much of the workforce operating from home.

Companies in the sector report concerns on behalf of their clients as debt burdens rise (and possible defaults) as the world enters recession caused by the pandemic. The sector reports major concerns resulting from the financial impact including liquidity and capital resources.

*Financial professionals have a lot of expertise that could be used to support many business sectors.*

### Sector actions:

- ❖ Ensure that financial and insurance businesses have access to the latest support and advice, working with industry groups including Financial Industry Group (FIG) in Norwich and Financial Insurance and Professional Services (FIPS) in Ipswich.
- ❖ Work with partners including the FIG to leverage networks and host events and information sharing, including webinars, networking and training in cyber security. Establish measures to allow for remote working, providing opportunities for cyber security professionals to meet and exchange knowledge about potential threats.
- ❖ Explore ways of mobilising pro bono support from financial and legal professionals, such as speaking at cross-sector events or working with VCSE sector organisations to support resilience and financial planning for communities, individuals and other sectors.



*The iconic Willis building in Ipswich is home to insurance brokers Willis Towers Watson.*



## Life Sciences and biotech



*The Norwich Research Park is a world-leading centre for research into the microbiome.*

**The importance of science and health has been clearly demonstrated through the need for rapid vaccine development and manufacture of medical devices and diagnostics. Public attention has never been higher.**

With international expertise in the fields of food, health and the microbiome, and an advanced cluster of animal health and emerging pharmaceutical manufacture on the Cambridge-Norwich Corridor, the life sciences and biotech cluster has taken a leading role in the response

to the pandemic. Norwich Research Park has played a central role in increasing regional Covid-19 testing. Our combined expertise in this sector is core recovery, restart and renew capability for the region and beyond.

The sector in Norfolk and Suffolk has a large SME base, which is agile and has adapted well to new ways of working. However, businesses relying on external investment to develop new products are seeing delays to get to market and commercialisation. Those offering non-core products and services to the NHS have seen

a downturn as the focus has been on response to the pandemic. In addition, the lack of opportunities for business development, meeting investors and building international relationships may impact on the pipeline of new products and services.

### **Sector actions:**

- ❖ Capitalise on increased public awareness and attention to life sciences and biotech – showcasing the careers available locally and increasing the talent pipeline.
- ❖ Work collaboratively across the sector to identify opportunities arising from the pandemic and the UK's departure from the EU, addressing barriers to innovation in the sector such as complex contracting, which can make it difficult for new companies to break into supply chains.
- ❖ Create a clear narrative for the region's excellence in life science and enhance relationships with surrounding areas to ensure investment comes to the region, using the Norfolk & Suffolk Unlimited brand. Develop a plan for the region to grow as a manufacturing base, taking into consideration workforce availability, commercial space and support network for companies.





## Ports and logistics

**Ports and airports have played their role as essential and critical infrastructure during the pandemic.**

Norfolk and Suffolk have the closest ports to the four high-growth export markets of Belgium, Denmark, Germany and the Netherlands and is the main gateway for container trade with countries beyond Europe. Norfolk and Suffolk companies are already exporting their expertise to Asia, North and South America and the Middle East, so are perfectly positioned as vital gateways for economic success.

Norwich International Airport provides fast connections to Europe and beyond as well as to other UK cities. It is also the main base for aviation access to nearby North Sea gas, oil and renewables installations.

The lockdown period saw less port traffic but with spikes in activity; despite this, the maritime sector remained resilient. Airports have had to adhere to restrictions on travel including the 14-day quarantine period for new arrivals to the UK, and this has seen a greatly reduced commercial flight schedule.



*The port of Felixstowe.*

In the restart phase ports, airports and logistics are facing challenges relating to cash flow, access to supply chains and the logistics of border restrictions and running operations whilst maintaining social distancing.

Through the restart and renew phases of recovery it will be important to enable our ports to be centres of development and sustainable growth. The Government's Freeports programme recognises the potential for ports to play a wider role in the economy by supporting manufacturing and logistics, identifying new ways of working and technology that can advantage the whole supply chain and benefit those coastal communities in deprived areas.

### *Sector actions:*

- ❖ Enhance the capacity and capability of Norfolk and Suffolk's ports with a series of planned ambitious projects to attract and capture investment in operations and maintenance, manufacturing and construction.
- ❖ Support the creation of a regional freeport, developing Felixstowe as an exemplar for Blue Tech driving sustainable innovation across the maritime and logistics sectors. Deliver a virtual Blue Tech Cluster event, which will connect SMEs who have experience in innovation and technology that can support the port.



# Making it happen

The way we work together is a major strength. Business leaders, local authorities, the VCSE sector, universities and colleges led by the Local Enterprise Partnership have rapidly come together to produce this Restart Plan.

We are all committed to working together to align relevant actions and investment and to put in place the support needed to get the Norfolk and Suffolk economy back on its feet rapidly, in a way that makes it more resilient and innovative, and benefits all our people. There will be different phases of recovery as lockdown will be lifted gradually. This will impact different parts of the economy at different times, meaning some response and recovery activity may run simultaneously.

The transition between response and recovery will be agile to the possibility that we may need to transition back into response if there are further lockdowns and to respond to potential issues caused by the ending of Government support packages.

## Over the next 12 months, together we are committed to:

- Work with government to develop a Renew Plan that builds on the Economic Strategy and Local Industrial Strategy, ensuring the role that Norfolk and Suffolk can play in renewing the UK economy is recognised and has the tools needed to thrive.

- Enhance the shared evidence base and mechanisms to inform intervention developments, monitor progress and ensure interventions are creating the most appropriate environment to support a fast recovery.
- Develop an investment plan which brings together future government investment, alongside private sector and local funding.
- Deliver the Restart Plan and regularly report progress.





Tel: 01603 510070  
Email: [info@newanglia.co.uk](mailto:info@newanglia.co.uk)  
[newanglia.co.uk](http://newanglia.co.uk)

**NEWANGLIA**  
Local Enterprise Partnership  
for Norfolk and Suffolk

Version 24/06/20



*Supporting the Norfolk & Suffolk  
Covid-19 Economic Recovery Restart Plan*

This Restart Plan badge will be used to help identify campaigns, events and interventions which support the delivery of this plan.

Shared with partner organisations, it will help businesses identify the actions being taken to support their recovery.

## Supporting the Economic Recovery – Norfolk Delivery Plan (v5)

### Executive Summary

The **Norfolk Delivery Plan** outlines the County Council's contribution, in conjunction with partners, to the **New Anglia LEP Economic Recovery Restart Plan**. This is the local enterprise partnership's short term plan to respond to the pandemic.

**Both plans will evolve with local circumstances, evidence and data. There is much we don't yet know**, particularly the impact on employment, as the Government's furlough scheme unwinds from August through to October 2020. The overarching priorities of the Norfolk Delivery Plan, outlined in this paper, are to:

- Help as many businesses as possible to survive, and as many people as possible to stay in work or secure alternative work or training, with a strong focus on social inclusion
- Promote the county as place that is open for business and safe to live, work and visit.
- Focus on local markets and supply chains
- Drive the identification, development and promotion of clean growth opportunities
- Retain and build on the environmental benefits arising from the pandemic.

The Plan outlines action already in hand to support the immediate impact of the pandemic, as well as our future proposals to support the recovery of the Norfolk economy. Underpinning these proposals, and to help them get off to a flying start, we are creating a **Norfolk Strategic Fund**, and aim to allocate £3M of funds to an initial call for projects as soon as possible.

Some of the key priorities outlined in the Plan include:

### Business

- Work with partners to deliver key capital projects over the next 18 months, with the results of a bid to Government to support £41.5M of Norfolk projects due in July.
- Continue to progress strategic infrastructure that is essential to the recovery, such as an offshore wind operations & maintenance base, a food innovation centre and a digital hub, as well as our programme of broadband and digital infrastructure improvements.
- Help key sectors to reopen safely, recover and provide more goods and services online, with an initial focus on Tourism, Food & Drink and Care.
- Explore new inward investment opportunities, brought about by the rise in home working (meaning that business can have premises anywhere) and in online shopping. We will examine what Norfolk could offer, for example, in the way of fulfilment warehousing centres along the A11.

### People

- Re-focus our grant programmes on sectors affected by the pandemic.
- Deliver new projects to help recently unemployed residents, the self-employed, and assist SMEs to reskill their staff or take on new or redundant apprentices.
- Work with partners to deliver multi-use hubs in King's Lynn and Great Yarmouth, which will deliver a range of community and business support services.

### Infrastructure

- Use our £2m allocation from the Government's Emergency Active Travel Fund to secure investment and deliver further significant walking and cycling infrastructure over the coming months, and beyond.
- Explore the creation of a Norfolk Active Travel Fund that businesses and local communities can bid to, to support their own active travel measures.

## 1. **Introduction**

In response to the corona virus pandemic and its impact on the local economy, New Anglia, the Local Enterprise Partnership (LEP) for Norfolk and Suffolk is producing dedicated short and longer term recovery plans:

- **Restart**, a tactical plan, for the next 6-12 months, aimed at helping businesses, individuals, communities and further and higher education providers to get back up and running with confidence, as soon and as safely as possible. To be published on the [New Anglia website](#) at the end of June.
- **Rebuild**, a strategic plan, co-produced with Government, which will build on Restart Plan, as well as the New Anglia Economic Strategy and Local Industrial Strategy objectives, and will respond to the longer term changes brought about by the pandemic. Development of Rebuild will start to take shape in Autumn 2020.

The Norfolk Delivery Plan outlines the actions the County Council seeks to take to contribute to these plans, focussed initially on the short term. **There is much that we don't yet know, and our plan will evolve in line with local circumstances and the available evidence and data.**

## 2. **The focus for Norfolk**

- 2.1 The New Anglia Restart Plan outlines the economic context and evidence of impact for both counties and includes the priorities for the County Council for the Restart. Our challenge is to respond to the current economic conditions, in the context of [Together for Norfolk](#), the County Council's Business Plan to 2025.
- 2.2 The Office of Budget Responsibility forecasts a brief, but dramatic, impact on the economy, with UK GVA estimated to contract by 35% in Quarter 2 of 2020. Applied to Norfolk, GVA could drop from **£20bn** to **£13bn**. With an economy dominated by SMEs, many businesses are vulnerable in terms of cashflow and employment.
- 2.3 Businesses in the **Tourism/Visitor Economy** sector have been hit particularly hard, with the highest workforce furloughing rates of any sector in the accommodation and food services. This sector, worth £3.3bn to Norfolk (source: Destination Research), is expected to have contracted by up to 85% in parts (source: Office for Budgetary Responsibility).
- 2.4 Also significant are the impacts expected on:
  - **Manufacturing** (55% fall in GVA, 5.6% contraction of the Norfolk economy)
  - **Wholesale, Retail & Motor Trades** (50% fall, 5.2% contraction)
  - **Construction** (70% fall, 4.3% contraction).
- 2.5 Of the priority sectors in the Norfolk & Suffolk Economic Strategy, **Tourism/Visitor Economy, Construction, Ports & Logistics** and **Advanced Manufacturing** are the most impacted, in terms of GVA contraction and the proportion of staff being furloughed.
- 2.6 **Job loss and furloughing are also most common among those with lower family incomes** (Deloitte) and the impact on people, as well as the economy, needs to be central to our recovery thinking.
- 2.7 On a positive note, **GVA for Human Health & Social Activities** (employing around 55,000 people in Norfolk) has been **forecast to grow** by 50% (source: Office for Budgetary Responsibility), presenting employment opportunities.
- 2.8 There are also other potential opportunities arising from the pandemic. As we anticipate more working from home and a move away from the "big city office" concept towards working from anywhere (not just home), **Norfolk could offer an attractive relocation area for such workers.** Trains to London could provide the



occasional office commute, offset by a more attractive work-life balance for those who wish it, as well as more affordable housing. This was already the model for some in the creative industries before the pandemic. A robust broadband network is clearly critical to such a model.

- 2.9 Taking this one step further, **head office relocation to Norfolk could be an attractive lower-cost alternative to London**. An intermediate option of the hub-spoke model would also present an opportunity to draw business into the area by providing smaller office accommodation that could still satisfy any residual distancing requirements.
- 2.10 In addition, the acceleration of the growth of online retail, brought about by the lockdown, is anticipated to remain embedded. We will seek to explore what Norfolk could offer, for example, in terms of **fulfilment warehousing centres along the A11**.

### 3. **Actions**

3.1 The overarching priorities of our Delivery Plan are to:

- Create a **Norfolk Strategic Fund** to swiftly support the delivery of strategic infrastructure and recovery projects
- Help as many businesses as possible to survive, and as many people as possible to stay in work or secure alternative work or training, with a strong focus on social inclusion
- Promote the county as place that is open for business and safe to live, work and visit.
- Focus on local markets and supply chains
- Drive the identification, development and promotion of clean growth opportunities
- Retain and build on the environmental benefits arising from the pandemic.

The key actions we are already taking, or plan to take, to support the economic recovery can be found in the following sections, under the themes of Business, People and Infrastructure. Project details can be found in the tables in the **Appendix (pages 8-17)** and will be further populated as actions are fleshed out.

#### 3.2 **Business**

**We are already...**

- Safely through the initial emergency, which saw:
  - 8 of the Council's Growth & Development staff assigned to the Customer Service Centre **taking calls in response to Government and local council letters offering support**
  - A small team helping to **despatch food and medicines to vulnerable people**.
  - A huge effort from the Growth & Development team, helping the Council and local businesses source **PPE (personal protective equipment)**, in partnership with New Anglia LEP. This work has evolved into a [portal](#) on the New Anglia LEP website, which seeks to match businesses that can offer equipment with those that need it. There are now over 900 PPE products listed, with estimated stock levels, product specifications and supplier contact details, so organisations can buy directly from suppliers.
- Working with New Anglia LEP to promote their [Business Resilience & Recovery Scheme](#). **Twelve Norfolk projects, with a total value of £501k have either been**

**awarded grants already or are awaiting approval.** These include companies in the Manufacturing and Accommodation & Food Service sectors.

- Seeking to **bring forward key capital projects that can be delivered in 18 months**, with the outcome of a bid to Government, for projects worth **£41.5M to Norfolk** assembled within one week with the LEP and district partners. Projects included funding to boost broadband connectivity business productivity, as well as to accelerate development of the offshore wind Operations & Maintenance base at Great Yarmouth. The outcome of the bids should be known this summer.
- Delivering **digital connectivity infrastructure**, with:
  - 94% of the county now able to access speeds of 24Mbps+, thanks to our Better Broadband for Norfolk programme
  - 348 public sector sites due to be enabled with gigabit connectivity by September 2021
  - Our [Internet of Things Innovation Network](#), which enables developers to rapidly create prototypes, due to be fully rolled out by March 2021.
- **Increasing the take-up digital technology among micro and SMEs** to aid recovery and increase productivity, via our Tourism & Tech event in June, in partnership with Tech East, to virtually showcase digital technology among small and micro businesses, to aid recovery and increase productivity. Tech businesses have the greatest scope to recover quickly, while tourism businesses are the hardest hit by the pandemic. Over 200 businesses dialled into the webinar. Next steps are to explore in more depth with businesses the most appropriate tech and help them to embed it in their organisations.
- Launching an **Innovate UK Mentoring Initiative** to help businesses across Norfolk and Suffolk access Government innovation funding – the take-up of which is low across the county. The programme will include a dedicated Business Mentor post and start in Summer 2020.
- Looking to be as flexible as possible with our current funding programmes and, where possible, introducing measures to help businesses and organisations with their cashflow. For example, the France (Channel) England programme is seeking to introduce an element of **pre-financing for applicants**, and in line with the EU CRii Plus regulations, **increase the intervention rate for all projects for the period 1 July 2020 to 30 June 2021 to 100% ERDF (EU funding)**.
- **Supporting key sectors by:**
  - Working with them to develop **targeted sector recovery plans**, such as the one for the Tourism sector, to be published in July.
  - Providing match-funding for '**Engineering Success**' a New Anglia Advanced Manufacturing and Engineering (NAAME) project, which includes '**Manufacturing Talent**', a workforce-sharing platform enabling key, highly skilled staff to be retained through multiple employment.

#### **We are planning to...**

- Create a **Norfolk Strategic Fund**, building on an agreed re-prioritisation of £3.7M of the 2019-20 Business Rates Pool. The County Council is requested to allocate £1M of its Covid19 grant from Government, matched by the district councils collectively and New Anglia LEP, giving a pot of £7.7M. We also making a request to Government to double the Fund, to maximise the recovery effort in Norfolk. The Fund will seek to support:

- early stage development work including short term revenue schemes, trialling skills and employment pilots with potential to be scaled up, inclusive growth projects, clean economic growth projects, transport feasibility studies, design work, options appraisal, master planning and delivery planning;
- detailed technical work designed to progress strategic schemes towards readiness for implementation including ecological studies, archaeology studies, ground condition studies, utilities, soft marketing, planning fees, architects/professional fees, flood, drainage, ground water studies;
- Long-term strategic support for sectors which have been negatively impacted by COVID-19, including sector masterplans, re-skilling or retraining of employees, projects focusing on the safeguarding of jobs following the Government's furlough scheme, the resilience and sustainability of local businesses and their supply chains or assistance with adaptation of services or diversification for businesses.
- strategic schemes including capital schemes, including those aimed at supporting a return to business as usual, or a "new normal" in sectors that have been adversely affected by the COVID-19 pandemic.

An initial call for projects of £3M will be made on 1 July, against the criteria above.

- **Bring forward key physical infrastructure projects**, that remain essential for growth, in conjunction with partners, eg:
  - The **Operations & Maintenance base for the offshore wind sector** at Great Yarmouth, creating additional capacity in a location that has the highest concentration of windfarms in the world, with the potential for 500 high value jobs.
  - A **Food Innovation Centre** to add value to local produce in the county.
  - Working with the City Council and New Anglia LEP to develop a **Digital Hub** for start-up and scale-up businesses in the creative industries sector in the city centre. This sector, with many of its services being virtual, has great potential to recover quickly.
- **Explore new inward investment opportunities**, brought about by the rise in home working (meaning that business can have premises anywhere) and in online shopping. As mentioned above, we will examine what Norfolk could offer for, for example, in the way of fulfilment warehousing centres along the A11.
- **Help businesses to develop their digital offer** by:
  - Using the **Tourism & Tech webinar** approach to increase technology take-up by other sectors, such as Food and Drink.
  - Rolling out the **Go Digital Project** to create a range of digital support packages, including for the Care sector
  - Further develop the 'Internet of Things' Innovation Network, to enable developers to rapidly create new products and solutions.
- **Enhance the PPE database** to include 'return to work' supplies and explore its use for other sector needs.
- Explore the promotion and expansion of the **Norfolk Trusted Trader Scheme**, the Council's accredited trader scheme, supporting quality Norfolk businesses (including reduced membership fees) and protecting residents from rogue traders and doorstep crime, which may increase with the pandemic.

- Match-fund the **Call4Fish (East) project**, providing Covid-19 support to the local fishing industry to safeguard jobs, explore new opportunities, rebuild the supply chain and ensure customers know where to buy fish, including by direct delivery.
- **Devise a supply chain project, to scale-up the provision and distribution of local food**, for example, putting together mixed boxes of local produce.
- Develop a **project to help the tourism sector reopen safely**, including equipment and volunteer guides, to help create a socially distant, friendly, and welcoming shopping experience in key tourism locations, such as the coast.
- Work with Visit Norfolk and Visit Suffolk to **promote the area now that the tourism and hospitality sector is 'unlocked'**. It will be important for Norfolk and Suffolk to seek to gain a share of the staycation market, making the most of the window of opportunity, while foreign travel is more complex logistically and less attractive.
- Explore the use of Enterprise Zone business rates to **create an Oil and Gas Fund Learning Passport, to enable staff to transition between the energy sub-sectors**, as the collapse of the oil price makes jobs in renewable energy more attractive.
- **Bring forward ambitious clean growth proposals** - delivering a central priority of the New Anglia LEP [Local Industrial Strategy](#), while also helping businesses to recover.

### 3.3 People

Our people-centred work seeks to support businesses to reskill their workforce, assist people into work or training, and create hubs where individuals and businesses can access a range of services. These actions support our aim to ensure that the benefits of the recovery are felt by everyone and that growth is inclusive.

#### We are already...

- Promoting opportunities on a [dedicated short term job vacancies portal](#), developed in partnership with New Anglia LEP and other local partners.
- **Surveying apprenticeship providers** to understand the impact of Covid 19 and how we can best support them, as well as **issuing a weekly newsletter** (at their request), giving updates on national and local policy changes, initiatives and support available.
- Working with partners to **understand the likely scope of the impact of the pandemic**, on both sectors and places, so that we can develop appropriate skills and employment interventions once the furlough scheme ends.

#### We are planning to...

- **Refocus our programmes to take account of Covid 19**, such as:
  - Youth Pledge – to target priority and Covid-affected sectors, with 350 16-24 year-olds to be supported towards employment or training and 316 SMEs across Norfolk and Suffolk to be engaged in future workforce development
  - Agri-Tech & Digital Employer Engagement projects, with 50+ businesses in key and Covid-impacted sectors supported with recruitment and workforce planning
  - CHANCES (aimed at those furthest from the labour market), to offer holistic support to a wider client group, including new Universal Credit claimants
  - DRIVE (rural business development)

- Develop a **redundancy triage service for Norfolk and Suffolk** - a portal including employment support, mapping transferable skills and short term up-skilling opportunities – in conjunction with the LEP.
- Offer a **local flexible 'Apprenticeship Incentive Fund'** targeting non-levy paying businesses to take on new or redundant apprentices, aged 16-24.
- Support businesses to access re-skilling via an **Employer Training Intervention**, with funding for short-term skills initiatives to help businesses to restart, reskill or diversify. With a sectoral focus of Digital, the Visitor Economy and Agritech, the programme seeks to train around 400 people, at an employer contribution of 25%.
- Create a **Pilot to Employment (P2E)** project to support businesses restarting, as well as recently unemployed individuals, through a work trials initiative.
- Explore **self-employment options** for people who have been made redundant.
- Work with partners to deliver **multi-functional hubs in King's Lynn and Great Yarmouth**, drawing down government funding to revitalise these important town centres and deliver a range of community and business support services.

### 3.4 Infrastructure

Infrastructure is a key enabler of growth and our actions focus on ensuring the county is safe to live work and visit, as well as identifying clean growth opportunities (maximising the environmental and health benefits of the lockdown).

The pandemic has led to a dramatic change in people's behaviour, with fewer car trips (traffic levels being down, in urban areas, to around 40% of their previous levels at the beginning of lockdown and now down to around 70% of previous levels) and a significant increase in cycling and pedestrian activity. This is an opportunity to suppress future travel needs, particularly around commuting, as many people have been enabled to adopt smart-working practices and employers are looking to reduce costs. This will drive the need to re-imagine and reinvent large urban centres, as retail and employment models shift.

**We are already...** working with district colleagues on project proposals to access Government funding:

- The **Future High Street Fund** (Great Yarmouth and King's Lynn) and **Town Deal** (Great Yarmouth, King's Lynn and Norwich), to boost city/town centre recovery.
- The **£4M of Re-opening High Streets Funding** allocated to district councils and will
- The **Emergency Active Travel Fund (EATF)** - a two-phased approach to funding initial measures to enable people to get about safely, to aid economic recovery. The County Council has been given an indicative allocation of **£2m** and has a project team working on a range of options to **secure investment and deliver further significant walking and cycling infrastructure over the coming months, and beyond**, as we emerge from Covid-19.

**We are planning to...**

- **Deliver our EATF proposals, over the next 6 months**, which can be found at Appendix A. However we are ambitious to do more. This is a 'once in a lifetime' chance to drive behavioural change, to support a green recovery and enhance quality of life. To make the most of this opportunity we are planning to:
- Explore the creation of an **Active Travel Fund that businesses and local communities can bid to**, to support their own active travel plans.
- **Review place-based transport strategies**, including the county's **Local Transport Plan**, in light of the pandemic.

## Appendix A: Norfolk Delivery Plan - Project Detail

This is an outline plan and will evolve in line with local circumstances, evidence and data, particularly for actions beyond the initial 6 months of the Plan. Actions are grouped under the headings of Business, People and Infrastructure.

### Business – Planned Actions

Project/evidence	Group or location targeted	Restart Actions Short term (within 6 months)	Timing	Cost/source of funding (if relevant, and where known)	Key outcomes/metrics	Rebuild Actions (12 months and beyond)
<b>B1. Work with partners to deliver Strategic Infrastructure Projects to support the recovery</b> Details to be added following feedback from SoS on successful projects.	Largely cross-cutting infrastructure, including power supply, improved digital provision	Bid to Secretary of State for Communities (SoS) submitted 18 June 2020. Actions dependent on projects approved.	Delivery within 18mnths of funds being agreed by SoS– announcement expected Summer 2020	Various	See individual project proposals	All projects to deliver within 18mnths, having all business case and VFM assessments in place, as well as any necessary planning permissions.
<b>B2. Create a Norfolk Strategic Fund</b> to support the delivery of recovery projects	Criteria for activity to be funded	Create the Fund and allocate £3M to projects Secure commitment to the remaining funds from districts and Government	ASAP	£3.97M business rates £1M from NCC Covid-19 grant £150k each from district councils = £7.7M pot. Request to Government to match	Project by project basis, with Norfolk Leaders approving all bids	Review performance of the
<b>B3. Work with New Anglia and partners to promote Norfolk's investment propositions</b> Increased remote working means businesses can be more flexible in their location – Norfolk has quality of life & reasonable housing / premises costs. Increased online shopping creates	Inward investment audience to be defined	Promotional campaign, in conjunction with New Anglia LEP and the Cambridge Norwich Tech Corridor team.	Tbc	Tbc	Inward investment secured	Build on campaign outcomes, eg at MIPIIM UK, when this forum returns

Project/evidence	Group or location targeted	Restart Actions Short term (within 6 months)	Timing	Cost/source of funding (if relevant, and where known)	Key outcomes/metrics	Rebuild Actions (12 months and beyond)
opportunity for logistics fulfilment (HMRC Futures Team), especially along the A11						
<b>B4. Increase the uptake of digital technology amongst micro and SMEs</b> to aid recovery and increase productivity Shift from cash to cashless transactions <u>reported</u> Digital sector should recover early Visitor economy hardest hit	Initially, Micro and SMEs within the visitor economy.	<b>Tourism and Tech Webinar</b> (in partnership with Tech East) to virtually showcase how digital technology can aid recovery and boost company productivity  Expand the programme to other sectors	June 2020  July 2020 onwards	No cost	- Businesses supported to recover & grow - Businesses adopting new technology or more efficient or new products and markets	Using feedback, design 'deep dive' sessions that explore single digital technologies in more depth, helping the micro or SME to progress towards adopting the digital technology that helps them to become more productive.
	Micro and SMEs cross-sector	<b>Go Digital Project: 2020/21</b> Utilise learning to develop a range of digital support packages. Support businesses to engage with new technology through business breakfasts/ vouchers / promotion of case studies including those that benefit County Farms tenants.		£50k allocated. If a Norfolk/Suffolk project: match from NALEP to £100k  No cost to deliver IoT platform	-Businesses supported to recover -Businesses supported to grow -Businesses adopting new technology -No. of new technologies adopted	Further develop programme, ensuring clear links to skills support packages and the Internet of Things (IoT) Network platform going live by March 2021
	Care Sector and SMEs  Consider alternative enterprise delivery	<b>Go Digital Care Sector expansion project</b> Combine social care research and pilot projects with Go Digital delivery expertise	July 2020 – set up Task and Finish Group	Costs (if additional to Go Digital) yet to be determined	Care home take up of best practice ICT utilisation Local companies	Care sector Tech case studies in place. Evaluation of pilot projects combining technology with skills

Project/evidence	Group or location targeted	Restart Actions Short term (within 6 months)	Timing	Cost/source of funding (if relevant, and where known)	Key outcomes/metrics	Rebuild Actions (12 months and beyond)
	models being explored elsewhere in the UK and Europe	Develop links with NHS and IMT (the County Council's IT service) to support Norfolk's digital companies to deliver care sector support	Investigate Trusted Trader scheme. Potentially, engage ICT Consultants for small trial  Procurement support		vetted & delivering quality ICT support. Care focussed digital skills courses created and learners enrolled  Joint procurement in place to save costs	support and local servicing Pool of "trusted traders" working with care homes, delivering proven technologies. Potential for local development of bespoke care products to support the sector  Review potential new market delivery packages (enterprise) entering the market
<b>B5. New product/market development, via the Internet of Things Innovation Network</b>	Farms: rurally based companies;	IoT Innovation Network will open up the opportunity to create new products and solutions to address issues such as rural crime and support farming initiatives	Network in place by March 2021, supported by awareness raising & competitions to encourage collaborations. (Original network £770k with £440k grant)	£940k of additional funds bid for from Government to provide additional resilience/capacity	25-50 specific use cases selected by the community & taken from idea to prototype to field trial.	Upskill our business community in IOT and LoRaWAN technology through real experience. Cases to include Adult Social Care, Agri-tech, Tourism, Museums, Libraries, Policing, Highways, parking & vehicle monitoring
<b>B6. Local Full Fibre Network (LFFN)</b> The existing LFFN project is installing gigabit capable fibre infrastructure across the County to allow for the installation of fibre to the premises (FTTP) services into	Cross-cutting	Additional funding being sought to increase penetration to additional sites.	Government announcement Summer 2020	£2.056M	80 additional public sector sites, and therefore communities across Norfolk, transforming how internet	Includes sites that were previously excluded from the LFFN project as they were partially commercial, such as; care homes, social care facilities, doctors



Project/evidence	Group or location targeted	Restart Actions Short term (within 6 months)	Timing	Cost/source of funding (if relevant, and where known)	Key outcomes/metrics	Rebuild Actions (12 months and beyond)
public buildings in rural communities that are otherwise not commercially attractive to the private sector.					services are delivered and how residents and businesses work.	surgeries, Parish council and tourism centres.
<b>B7. Increase business take up of Government innovation grants to support the economic recovery</b> Norfolk and Suffolk have historically low rates of take up of Government innovation funding, for which businesses need to be the lead partner.	Cross-cutting, all sectors and New Anglia LEP wide	<b>Innovation Grant Mentoring Project</b> – 2 year project to provide mentoring and bid writing support to businesses applying for innovation funding, across Norfolk & Suffolk. In addition, profile raising of Innovation grants and support for bid writing.	Project to start Summer 2020, recruitment start July 2020, with dedicated project manager recruited.	£275k over 2 years. £96k already allocated from LEP Innovative Growth Fund NCC contributing £50,760	Increase in no. of successful business applications to UKRI innovation grant funding streams R&D funding levered into Norfolk & Suffolk New business and network collaborations	Project continued over the 2 year period
<b>B8. Support Engineering Excellence</b> , in conjunction with New Anglia Advanced Manufacturing and Engineering (NAAME), including <b>Manufacturing Talent, a workforce-sharing platform</b>	Advanced Manufacturing & Engineering	Breckland Council is the lead body on the project.		£250k overall project  £10k NCC contribution	-Businesses supported to recover & grow -Key highly skilled staff retained through multiple employment -Businesses adopting new technology -No of new technologies adopted	Continue to match-fund the project and evaluate effectiveness

Project/evidence	Group or location targeted	Restart Actions Short term (within 6 months)	Timing	Cost/source of funding (if relevant, and where known)	Key outcomes/metrics	Rebuild Actions (12 months and beyond)
<b>B9. Increase local food production, local value added and the supply chain</b>	Local food producers. Addressing supply chain issues of crops imported out of season	Develop measures to support the agri-tech sector to grow	tbc	tbc	-new products/markets opened	tbc
	Local food producers – to add value to their product	<b>b) Food Innovation Centre</b> - food-grade incubator units, test kitchens & industry-standard sensory testing facilities. Secure funding package, including ERDF.  The Centre will be run by Hethel Innovation.		£11.16M, 2.7M sought from Government, matching LEP & local authority contributions. NCC will be asked to provide a 30 year loan of £1.86M		Delivery of the Centre and innovation support to 90 food processing businesses, as well as a food sector innovation ecosystem, linking to the expertise on the Norwich Research Park.
	Local food producers – to increase production, supply chain and profitability	<b>c) Devise a project to scale-up the provision and distribution of local food</b> , for example, putting together mixed boxes of local produce.	tbc	Tbc	Tbc	tbc
<b>B10. Leverage the PPE database developed with the LEP to grow other sectors</b>	Sector tbc	Proposition to be developed	Tbc	Tbc	Tbc	Tbc
<b>B11. Support the recovery &amp; development of the Norfolk &amp; Suffolk Energy cluster</b>  Collapse of oil price. Offshore wind: Gt Yarmouth, and Norfolk - arguably the single most important	Energy – Oil and gas  Lobby govt – All Energy Industry Council and EEEGR	a) Explore the use of Enterprise Zone Pot B (business rates) to create an Oil and Gas Fund Learning Passport to facilitate transition between the sectors energy			50% UK content now has KPIs which measured and delivered	Develop an all energy supply chain capability matrix to assist new developers and investors to understand our existing regional capabilities, in order to

Project/evidence	Group or location targeted	Restart Actions Short term (within 6 months)	Timing	Cost/source of funding (if relevant, and where known)	Key outcomes/metrics	Rebuild Actions (12 months and beyond)
economic opportunity for a generation. The Operations & Maintenance (O&M) Campus is closest to the Southern North Sea wind farm arrays, with access to deep water as well as the river port.						assess investment opportunities
		b) secure funding package for the Offshore Wind O&M Campus. Demand & need analysis indicates some 650 new jobs could be created		£11.61M (£9.61M sought from Government from Local Growth Fund)	Campus and associated works	Start delivering the facility. To make it more attractive for investment, repairs and an enhancement package are required.
<b>B12. Helping the Tourism sector to re-open and flourish.</b> The sector is one of Norfolk's most impacted by furloughing (ONS/OBR) and needs support to reopen safely and build visitor confidence.  VisitBritain Survey: Of people thinking of holidaying or taking a break in 10 regions from June 2020, the South-West is top in both categories. The East of England is third from bottom, and bottom.	Tourism businesses in Norfolk (and potentially Suffolk)	a) Sector support package, including distribution of PPE equipment and use of volunteers to help deliver a socially-distant, friendly, and welcoming shopping experience	Tbc	Bid to Norfolk Strategic Fund	Businesses, visitors and residents feel safe and are willing to visit tourist destinations (metrics tbc)	Bid for Norfolk & Suffolk Tourism Zone, securing further Government funding
	Tourism businesses in Norfolk and Suffolk	b) Develop a promotional campaign in conjunction with Visit Suffolk (led by Visit East of England, the tourism body for both counties) to raise awareness	Tbc,	Deploy unused funds from Visit Norfolk's 19/20 marketing budget, as well as some from 20/21's.	Metrics tbc.	Build on the campaign awareness

## People – Planned Actions

Issue to address, including evidence/data	Group(s) targeted (eg SMEs, sector etc)	Restart Actions Short term (within 6 months)	Timing	Funding (if relevant, and where known)	Key outcomes/ Metrics	Rebuild Actions (12 months and beyond)
<b>P1. Create a redundancy triage service</b>	Individuals recently made redundant in Norfolk and Suffolk	Utilising the New Anglia LEP Employment Opportunities Portal, develop a redundancy triage service to help connect people to new training and employment opportunities	3-6 months	Tbc	Tbc	Tbc
<b>P2. Offer a local flexible incentive programme</b> targeting non-levy businesses to take on new or redundant apprentices.	Young people 16-24 year olds	<b>Recruit, Retain, Reward</b> The project aims to offer a flexible 'Apprenticeship Incentive Fund' to provide; <b>£1000</b> – Incentive grant; to non-levy business recruiting a <b>new</b> apprentice aged 16-24 or <b>£500</b> – Recognition grant; to support a non-levy business employing an <b>existing</b> apprentice, made redundant as a result of CV19	3-6 months	Repurposed <b>existing</b> project funding (£125k)	Supporting approx 165 SMEs and 165 young people	Further develop RRR project to extend project scope/size - <b>additional funding required from Norfolk Strategic Fund (amount tbc).</b>
<b>P3. Support for businesses to access re-skilling:</b> Employer Training Intervention	Sector-specific focus? Digital skills? Tourism sector? Agri-tech?	<b>Employer Training Intervention (ETI)</b> , funding for short term skills interventions that support businesses to restart, reskill or diversify	Tbc	£230k needed	c.400 qualifications at c.£700 each, an intervention (grant cost) of £550 (75%), which would need match funding from employers (25%).	Tbc
<b>P4. Create a Pilot to Employment Project</b>	SMEs and individuals seeking to return to the labour market	<b>P2E project</b> to support businesses restarting and recently unemployed individuals, through a work trials initiative	Tbc	£455K needed	600 individuals engaged 450 work trials delivered 250 accredited outcomes 225 paid employment outcomes in the tourism, hospitality, retail and agri-food sectors	Tbc

## Infrastructure – Planned Actions

Phase 1 (within 6 weeks)	Phase 2 (3-6 months)	Short-medium (next 5 years)
Being implemented using first tranche of government funding (£400,000)	To be implemented using second tranche of government funding (likely to be £1.6m) when received	Dependent on funding being secured
<b>Cycling</b>		
#BetterByBike campaign, £105,800 contribution from NCC (matched by Beryl) to provide 20,000 of 200 minute bundles for Beryl Bikes in Norwich.	Continue full roll-out of Beryl bikes considering extension of area in Norwich	Addition of e-bikes to the fleet. Consider extension to other urban centres Introduce Beryl Bays
Install additional cycle parking in high use areas. Could be temporary parking arrangements in the first instance.		
	Pop-up cycle lanes	Extend cycle networks in urban areas and market towns with permanent measures Introduce contra-flow cycle lanes on one-way roads Introduce mini-Holland type schemes in urban areas Extend usage of cycling priority traffic lights Cycle-friendly roundabouts
<b>Walking</b>		
Introduce temporary signage to separate walking in different directions (ie. walking 'lanes')	Monitor and review as necessary in line with government guidelines	
Widen footways to allow physical-distancing	Additional widening in areas requiring more permanent works or TROs for eg removing parked vehicles	Introduce pavement parking bans in urban areas
Introduce measures to accommodate additional queuing outside busy retail premises / trip attractors		
Alter timings of pedestrian signal crossings to avoid pedestrian queuing whilst waiting for lights to change.		

<b>Phase 1 (within 6 weeks)</b> Being implemented using first tranche of government funding (£400,000)	<b>Phase 2 (3-6 months)</b> To be implemented using second tranche of government funding (likely to be £1.6m) when received	<b>Short-medium (next 5 years)</b> Dependent on funding being secured
Parking bay restrictions in town centre to widen footways		
<b>Public Transport</b>		
Increase pedestrian space at bus stops		Cycle storage at bus stops
		E-scooters – launch an e-scooter trial, building on DfT announcement to roll this out from June 2020.
		20mph speed limits across urban areas and market towns
<b>Comms</b>		
	Ongoing permanent campaign to highlight promotion of new measures, eg sending out leaflets to people in areas which have a pop-up cycle or walking route, to inform people it is in place. Evaluate the success of current 'pop-up' measures through public survey. Through monitoring phase 1 measures to inform future infrastructure improvements so that appropriate active travel measures are locked into future	Deliver a sustained and co-ordinated behaviour change programme in partnership with Active Norfolk, Public Health, Pushing Ahead, AtoBetter, transport operators, etc
<b>Travel Plans</b>		
		Workplace travel plans Rail travel plans
		Embedding of active travel measures : Active travel measures must become rooted into all NCC promoted road infrastructure and residential/commercial development proposals.
		Parking: Agree changes to the draft 'Better Parking' Forward & Financial Plan to reflect Covid-19 and introduce revised parking strategy. This could have explicit support for low emission vehicles. Agree effective partnerships (on and off-street) with Districts.

<b>Phase 1 (within 6 weeks)</b> Being implemented using first tranche of government funding (£400,000)	<b>Phase 2 (3-6 months)</b> To be implemented using second tranche of government funding (likely to be £1.6m) when received	<b>Short-medium (next 5 years)</b> Dependent on funding being secured
<b>Taxis</b>		
		Green taxis: Work with District Councils on growing the emerging green taxi network, through changes in the licencing requirements. This would also include working to support the installation of appropriate charging infrastructure.
<b>Schools</b>		
	Increase space for people returning to school	School streets School travel plans Cycling proficiency/ Bikeability training
<b>Measures to support urban centres</b>		
Pedestrianise, or part-pedestrianise some streets or market places to allow increased on-street activities such as food and drink	Enable community/business schemes for the broader use of outdoor space: 'Bottom-up' schemes from our communities should be welcomed.	Increase outdoor space for hospitality businesses: Permit cafes, pubs, restaurants to place tables and chairs on part of the carriageway
		Complete review of LTP and TfN strategies. Identify suitable measures and implement as appropriate Develop LCWIPs in urban centres
<b>Measures to support rural areas</b>		
		Review road classifications (introduce Quiet Lanes)
		Convert some existing public footpaths (which people are permitted to use only on foot) into shared-use cycle paths with a focus on those routes connecting nearby villages to places with services, such as schools or employment A legible, comprehensive and joined-up network of cycle and walking routes based on resorts, aimed at visitors (eg South Downs Way, West Highland Way), linked to an expanded 'recycling' railways project. Development of Inter-urban TROD networks – focussed on walk-to-school catchments and access to other key services

# Cabinet

Item No: 9

<b>Decision making report title:</b>	<b>Residual Waste Contract Award</b>
<b>Date of meeting:</b>	<b>06 July 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Andy Grant (Cabinet Member for Environment and Waste)</b>
<b>Responsible Director:</b>	<b>Tom McCabe (Executive Director of Community and Environmental Services)</b>
<b>Is this a key decision?</b>	<b>Yes</b>
<b>If this is a key decision, date added to the Forward Plan of Key Decisions.</b>	<b>24 January 2020</b>

## **Introduction from Cabinet Member**

Three contracts to treat and dispose of waste the County Council is responsible for end in 2021 and this report is about the contract award for residual waste services to start in April 2021.

Norfolk's local authorities receive around 200,000 tonnes a year of left-over rubbish, which is from collections of kerbside waste by District Councils and from the County Council's Recycling Centres.

In January 2020 Cabinet agreed to continue an arrangement with Suffolk County Council beyond 2021 for treatment of initially around 20,000 tonnes a year of this waste, and also agreed to start a procurement for services to deal with the remaining waste of around 180,000 tonnes a year beyond 2021.

This procurement process has now concluded and based on the evaluation of proposals from seven bidders the recommendation is to award a six-year contract to Veolia for services to start in 2021, with the option for an extension of up to two years. The new contract would deliver additional recycling, provide a service based on zero waste direct to landfill, deliver improved value for money and savings of £2m a year, and achieve significant carbon savings compared to landfill by using rubbish as a fuel in incinerators to generate energy within the United Kingdom. Due to the value of the proposed contract exceeding £100m a decision about contract award would be referred to Full Council to establish its view.

## **Executive Summary**

The report explains the outcome of a procurement for services to treat approximately 180,000 tonnes a year of Norfolk's residual municipal waste starting in April 2021 for a six-



year period, with the possibility to extend for up to a further two years. This procurement does not include arrangements with Suffolk County Council for the treatment of initially around 20,000 tonnes of waste a year from 2021 which have already been agreed.

The report recommends contract award based on the outcome of a procurement process so that the services to treat and dispose of waste can start when existing contracts expire in 2021. If a contract is awarded it would mean:

- a) Zero waste from Norfolk residents would be sent directly to landfill.
- b) All of Norfolk's left-over waste would be used to generate energy in the United Kingdom.
- c) More recycling, with metals and aggregate recovered from the used fuel.
- d) 47,000 tonnes of carbon emissions saved every year or over a quarter of a million tonnes of carbon emissions saved over the six years of the contract compared to sending the waste to landfill.
- e) Savings of over £2m a year based on current costs.

## **Recommendations**

- 1. Cabinet approves the provisional award of a contract to Veolia for residual waste treatment and disposal services from 2021 to 2027, subject to the contract not being awarded until the view of Full Council has been established.**
- 2. To delegate to the Cabinet Member for Environment and Waste in consultation with the Executive Director of Community and Environmental Services the authority to determine suitable arrangements to ensure a wider coverage of local delivery points for use by District Councils to supplement or replace existing arrangements.**
- 3. In accordance with the County Council's second Waste Policy, Cabinet is asked to carry out the annual review of arrangements for the *'incineration of waste or fuel derived from waste'* outside Norfolk by reviewing the information set out in para 8.5.5 of this report.**

## **1. Background and Purpose**

- 1.1. On 7 October 2019 Cabinet agreed starting a procurement process to secure services to process, treat and dispose of Norfolk's municipal waste using agreed evaluation principles.
- 1.2. On 13 January 2020 Cabinet agreed to continue the waste treatment arrangement with Suffolk County Council from 2021, initially for approximately 20,000 tonnes a year, and also agreed to take the effect of that into account with a reduction in tonnage to approximately 180,000 tonnes per annum in the approved procurement process.
- 1.3. The procurement process used 'Competitive Dialogue' and nine companies submitted pre-qualification applications as part of the first phase, allowing assessment across a

range of financial and technical criteria. All nine companies were shortlisted and invited to submit high-level outline proposals, nine were received and were discussed in detail before final bids were submitted.

- 1.4. Dialogue sessions with all nine bidders took place during the end of March and early April 2020. Seven bidders submitted proposals on 19 May 2020, which were evaluated using the approach and weightings approved by Cabinet in October 2019 as detailed in Appendix A. In summary these are 80% cost and 20% quality, with areas such as the carbon footprint of each proposal looked at in detail and some aspects being pass/fail. The pre-qualification assessment and the bid evaluation process involved external technical consultants, and internal procurement, financial, legal, health and safety and waste specialists.
- 1.5. Bidders were requested to provide a price per tonne in pre-determined tonnage bands or their own tonnage bands and had the opportunity to price for their own haulage of waste from local delivery points to the treatment or disposal facilities. To achieve better prices, contractors do require some guarantee on tonnage and in the procurement process this was limited to 75% of waste covered by the bids, allowing for the effect of increased waste reduction and recycling initiatives or other solutions to be pursued.
- 1.6. The procurement process allowed for multiple bidders to win contracts to ensure that offers for smaller or larger tonnages could be considered. If a first placed bidder were unable to handle all of Norfolk's waste treatment requirements, waste would also be allocated to the second placed bidder. In the event that the second placed bidder was unable to handle all the remaining requirements, waste would be allocated to the third placed bidder, and so on, until the entire quantity of waste was allocated.

## **2. Proposals**

- 2.1. Following the evaluation process the outcome is that one solution should be taken forward which is with Veolia Environmental Services (UK) Ltd. Veolia's proposal is to treat all waste at facilities in the United Kingdom and use it as a fuel in incinerators to generate electricity with the potential for heat use as well, and to recover metals and aggregates for recycling.
- 2.2. The proposal is based on the new Rookery South Energy Recovery Facility at a site near Stewartby in Bedfordshire, with delivery of waste by bulk haul articulated vehicles. Rookery South is a three-line facility with a treatment capacity of around 585,000 tonnes a year and is being developed jointly with Covanta who will operate the plant. The facility is in the latter stages of construction and is expected to open in late 2021 and Veolia has a requirement to fill 70% of the plant's capacity.

Veolia has an existing fleet of ten energy from waste facilities across the country and processes over two million tonnes of residual waste each year and Covanta is an operator of many similar facilities across the world, with this facility their first operation in the United Kingdom. Six visits a year for groups from Norfolk would be available.

- 2.3. Before the facility at Rookery South is available waste would initially be treated at an energy from waste facility at Kemsley in Kent, which has a total treatment capacity of around 550,000 tonnes and is operated by Wheelabrator. This facility would also act as a contingency solution during the term of the contract along with Veolia landfill sites at Ockendon Landfill in Essex and/or Springfield Farm Landfill at Gerrards Cross in Hertfordshire.
- 2.4. Veolia operates a large fleet of over 7,000 vehicles and currently provides waste haulage services on behalf of many local authorities across the country. To transport waste from Norfolk locations it is proposing to use a mix of directly delivered services and specialist haulage subcontractors, all using Euro VI compliant tractor units (ie trucks that haul loads) with 44 tonne walking floor bulk-haul trailers.

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

- 3.1. The proposed new contract would deliver additional recycling, provide a service based on zero waste direct to landfill, deliver improved value for money and savings of over £2m a year, and achieve significant carbon savings compared to landfill by using rubbish as a fuel in incinerators to generate energy within the United Kingdom. Detail on the scope of these is covered in Section 6 '*Financial Implications*' and Section 8.5 '*Sustainability Implications*' below.
- 3.2. The proposal would also end exposure to the additional cost of a Dutch tax on refuse derived fuel imported in to the Netherlands and a Dutch carbon tax and remove the logistical issues of dealing with spikes in demand via an export model that have arisen when the Suffolk facility is closed for maintenance.

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

- 4.1. The recommendation was arrived at after following a procurement process that adhered to the evaluation principles approved by Cabinet, which incorporated a refinement suggested by Infrastructure and Development Select Committee.
- 4.2. The reason for the decision is to allow the County Council to continue to fulfil its role as a Waste Disposal Authority when existing arrangements to treat and dispose of waste the County Council is responsible for end in 2021

### **5. Alternative Options**

- 5.1. Existing contracts cannot be extended beyond March 2021 and the agreement with Suffolk is initially only for approximately 20,000 tonnes a year.
- 5.2. Failure to award as recommended would mean the County Council has to rely on short term measures for an extended period to fulfil its statutory obligations for dealing with left over rubbish or use emergency powers. Both of these would expose the County Council to greater costs.

### **6. Financial Implications**

- 6.1. The proposal is estimated to deliver savings of over £2m a year compared to existing arrangements, and more if the additional burden of the Dutch tax on import of refused derived fuel in to the Netherlands, which was introduced in 2020, is taken into account and which applies to some existing arrangements. Over the life of the contract the total saving would therefore be more than £12m in today's money compared to the cost existing arrangements.
- 6.2. The value of the six-year contract is around £102m in today's money, which is due to the length of the contract being six years and because it provides for haulage, treatment and disposal of around 180,000 tonnes of waste a year.

## **7. Resource Implications**

### **7.1. Staff:**

None within the County Council but some limited transfer of undertakings implications between contractors may arise.

### **7.2. Property:**

None.

### **7.3. IT:**

None.

## **8. Other Implications**

### **8.1. Legal Implications**

- 8.1.1 The County Council has a statutory duty under Section 51 of the Environmental Protection Act 1990 to arrange for the disposal of left-over rubbish collected by all the Local Authorities in Norfolk including from the County Council's recycling centres.
- 8.1.2 The estimated value of the proposed contract is around £102m in today's money and in line with the County Council's Contract Standing Orders Appendix 15, Section 3.6.1 decisions which commit the County Council to spending over £100m must be referred to Full Council.

### **8.2. Human Rights Implications**

- 8.2.1 Appropriate clauses are included in the contract documents to guard against modern slavery risks in the supply chain.

### **8.3. Equality Impact Assessment (EqIA)**

- 8.3.1 There is no relevant impact relating to this proposal.

### **8.4. Health and Safety Implications**

- 8.4.1 Waste management and recycling is a high-risk industry. The specification of the service, shortlisting of reputable contractors, evaluation of tenders and subsequent monitoring of the contract is all undertaken in accordance with guidance from the Health and Safety Executive.

## 8.5. Sustainability Implications

- 8.5.1 In accordance with waste policy 20, the carbon footprint of tendered solutions was part of the evaluation process (policy 20 is *'The carbon footprint is to be part of the evaluation of any proposal to treat waste that the County Council is responsible for as a Waste Disposal Authority'*). The assessment of carbon footprint takes account of reduced or avoided carbon emissions from any recycling, energy recovery and landfill diversion that proposals could achieve as well as the effects of transport.

This evaluation process established that the proposal would save around 47,000 tonnes of carbon emissions every year and save over a quarter of a million tonnes of carbon emissions over the six years of the contract compared to sending the waste to landfill.

When bids were ranked on carbon footprint the range of scores were from zero to 6.6 out of a maximum of 10, with the proposal scoring 6.4, and all scores were used in the *'Carbon footprint analysis'* evaluation criteria to contribute to the overall score as shown in Appendix A – Evaluation Model. The relative performance of bids was most influenced by how much landfill featured in the bid and the relative efficiency of any treatment facilities used.

- 8.5.2 Including the arrangement with Suffolk when the most recent performance for 2019/20 is compared with 2021/22 based on the outcome of the procurement the performance estimates below can be expected which is compatible with the County Council's waste policies and Environmental Policy on *'Increasing resource efficiency, and reducing pollution and waste'*:

Year	2019/20 existing arrangements	2021/22 new arrangements
Recycled as metals	3,740t	4,278t
Recovered for use as aggregates	31,759t	47,931t
Used to generate heat and electricity	97,597t	0t
Used to generate electricity	64,069t	200,000t
Disposed of directly to landfill	39,789t	0t

This shows a major reduction in waste to landfill to zero, and an increase in recycled metals and the amount of materials recovered for reuse as an aggregate. The reduction to zero of waste used to generate heat *and* electricity reflects the end of export of waste as a refused derived fuel to facilities in the Netherlands and

Germany, which would instead be used to generate electricity only but in the United Kingdom, with the potential for heat to be used as well retained.

- 8.5.3 The proposal is expected to recover around 2 to 3% of input weight as ferrous metals and around 0.25% as non-ferrous metals. In addition, around 20 to 23% of aggregate is expected to be recovered from the incinerator bottom ash for reuse as replacement for virgin aggregate. Only 2 to 3% by weight would be expected to be produced as Air Pollution Control residue which could be used in acid stabilisation processes or disposed of in licenced hazardous waste disposal sites.
- 8.5.4 A contract length of six years and the use of a tonnage band above 135,000 tonnes a year allows flexibility to adapt to the changes in the amount and composition of the left-over rubbish the County Council must deal with, and the drive to further improve waste reduction and recycling. This flexible approach is in keeping with the County Council's waste policies and Environmental Policy on *'Increasing resource efficiency, and reducing pollution and waste'*, and aligns with the aims of the Government's Resources and Waste Strategy which proposes a range of measures to drive waste up the waste hierarchy, such as reducing plastics waste, improving consistency in recycling services and introducing collections of food waste.
- 8.5.5 The County Council's second waste policy requires that arrangements for the *'incineration of waste or fuel derived from waste'* outside Norfolk *'should be reviewed by Committee on an annual basis'* and in relation to this requirement the arrangements for the financial year 2019/20 are summarised below.

<b>Service Provider</b>	<b>Total tonnes</b>	<b>Combined Heat and Power tonnes</b>	<b>Energy from Waste tonnes</b>	<b>Landfill tonnes</b>
<b>FCC</b>	<b>100,429</b>	48,351	25,288	26,790
<b>Frimstone / Mick George</b>	<b>34,099</b>	21,100	-	12,999
<b>Seneca</b>	<b>28,146</b>	28,146	-	-
<b>Suffolk CC</b>	<b>38,781</b>	-	38,781	-
<b>Totals</b>	<b>201,455</b>	<b>97,597</b>	<b>64,069</b>	<b>39,789</b>

Current arrangements achieve a high level of diversion from landfill and are based on either:

- Export of bales of refuse-derived fuel for incineration in combined heat and power facilities in mainland Europe, where it is used to generate heat and electricity, or
- Incineration in energy from waste plants in the United Kingdom where it is used to generate electricity.

However, there has been increased landfill disposal in the United Kingdom as contingency, for example in response to the introduction of a Dutch tax on imported waste refused-derived fuel or due to lack of available treatment capacity particularly in the Netherlands.

## 8.6. Any other implications

This process has established suitable arrangements to treat waste the County Council is responsible for. A separate procurement will be undertaken to ensure a wider coverage of local delivery points for use by District Councils to supplement existing arrangements that are already in place.

## 9. Risk Implications/Assessment

- 9.1. Significant delay or failure of the procurement process would mean the County Council has to rely on short term measures for an extended period to fulfil its statutory obligations for dealing with left over rubbish or use emergency powers, both these would be expected to expose the County Council to greater costs.
- 9.2. The possibility of the introduction of an incineration tax has been raised by Treasury in recent years and the effects of such a tax or a change of law could affect prices. The risk of foreign exchange rates is not relevant to a proposal based on using facilities in the United Kingdom, but the risks of future indexation effects remains, as prices are not fixed in advance.
- 9.3. Business interruption of a contractor's activities, for example during periods of planned maintenance or unplanned downtime of a facility, is addressed by the requirement for the provision of contingency arrangements.
- 9.4. There is a risk that overall residual waste tonnages in Norfolk will increase, for instance linked to increases in the number of households, economic growth, climate change and weather patterns. Furthermore, an expansion of trade waste services by other local authorities or a recycling market collapse could also lead to increases in left over rubbish. However, the pattern of any future growth is a risk that would be significantly mitigated by the proposal, as with one contractor the largest aspect of the costs of dealing with waste would not vary by area.

## 10. Select Committee Comments

- 10.1. Infrastructure and Development Select Committee received a report on 11 September 2019 that set out the proposed approach to securing new services from 01 April 2021. The Select Committee considered the proposed waste procurement strategy and evaluation model and commented *'that the weighting for carbon footprint should be increased or made pass fail'*. Concerns were registered that existing contracts included landfill and the flexibility of the proposed approach was explored to ensure it would allow for an increase in recycling and a change in the composition and volumes of waste over time.
- 10.2. In direct response to the Select Committee comments the weighting for *'carbon footprint analysis'* in the evaluation model was increased from 15% to 25% of the *'Quality'* score, with the weightings for *'Interface with deliveries of contract waste'* and *'Capabilities for dealing with contract waste'* both reduced from 25% to 20% of the *'Quality'* score as shown in Appendix A – Evaluation Model. The alternative suggestion that *'carbon footprint analysis'* should be a pass/fail criterion was not

incorporated, however the evaluation process was constructed to undertake a relative comparison of all solutions compared to landfill. In relation to the stated concerns by the Select Committee that existing contracts included landfill, it should be noted that the proposal is based on zero waste direct to landfill.

## **11. Recommendations**

- 11.1. **1. Cabinet approves the provisional award of a contract to Veolia for residual waste treatment and disposal services from 2021 to 2027, subject to the contract not being awarded until the view of Full Council has been established.**
- 2. To delegate to the Cabinet Member for Environment and Waste in consultation with the Executive Director of Community and Environmental Services the authority to determine suitable arrangements to ensure a wider coverage of local delivery points for use by District Councils to supplement or replace existing arrangements.**
- 3. In accordance with the County Council's second Waste Policy, Cabinet is asked to carry out the annual review of arrangements for the 'incineration of waste or fuel derived from waste' outside Norfolk by reviewing the information set out in para 8.5.5 of this report.**

## **12. Background Papers**

- 12.1. [Environment, Development and Transport Committee 18 September 2015 - \*Moving Towards Zero Waste – Delivering the County Council's Waste Policies\*](#)
- 12.2. [Infrastructure and Development Select Committee 11 September 2019 - \*Residual Waste Procurement Strategy\*](#)
- 12.3. [Cabinet 07 October 2019 - \*Residual Waste Procurement Strategy\*](#)
- 12.4. [Cabinet 13 January 2020 - \*Residual Waste: Procurement and Suffolk Inter-Authority\*](#)

### **Officer Contact**

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

**Officer name: Julie Hurn**

**Tel No.: 01603 222917**

**Email address: [julie.hurn@norfolk.gov.uk](mailto:julie.hurn@norfolk.gov.uk)**



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



## Appendix A – Evaluation Model

- A1.1 At pre-qualification stage pass/fail criteria were applied covering:
- a) Financial assessment of bidders.
  - b) Past performance.
  - c) References.
  - d) Planning and permits.
  - e) Health and safety track record.
  - f) Modern slavery.
  - g) County Council waste policies.
- A1.2 To determine the most economically advantageous tender the agreed evaluation criteria were applied with the approved weightings set out below.

<b>Tier 1</b>	<b>Tier 2</b>
Cost (80%)	Bid cost and cost of transfer and delivery (100%)
Quality (20%)	Carbon footprint analysis (25%)
	Deliverability, robustness and contingency (including planning, permits and property) (25%)
	Capabilities for dealing with contract waste (20%)
	Interface with deliveries of contract waste (20%)
	Data recording and reporting (10%)
Pass/fail	Financial assessment
	Past performance
	References
	Planning and permits
	Health and safety
	Modern slavery
	County Council waste policies

The overall score from the evaluation for each bid was a percentage score allowing the bids to be ranked. The overall score was made up of a cost and quality score which in turn were composite scores of each lowest level criterion question scored out of five, other than those designated as pass/fail above.

# Cabinet

Item 10

<b>Decision making report title:</b>	<b>Distribution of the Department for Transport 'Pothole Fund' for Local Roads 2020-21</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Martin Wilby (Cabinet Member for Highways, Infrastructure and Transport)</b>
<b>Responsible Director:</b>	<b>Tom McCabe (Executive Director, Community and Environmental Services)</b>
<b>Is this a key decision?</b>	<b>Yes</b>
<b>If this is a key decision, date added to the Forward Plan of Key Decisions.</b>	3 June 2020
<p><b>Cabinet Member Intro</b></p> <p>Having a strong infrastructure is recognised in the Council Plan as an essential requirement for a growing Norfolk economy</p> <p>The Council's vision is to manage, maintain and improve Norfolk's highway network to support sustainable growth.</p> <p>Significant additional funding has been available by government in-year for Highway Maintenance. For Norfolk, the value of this investment is just over £22m, which is a significant investment in maintaining our roads, footways and cycleways.</p> <p>The funding is intended to fix potholes, but will also enable a wide range of other highway maintenance works to be completed, including resurfacing works on footways and roads to prevent potholes from appearing in the first place, as well as other important aspects such as sign replacement and bridge maintenance works.</p> <p><b>Executive Summary</b></p> <p>The Government has allocated additional funding of £22.231m from its Pothole Fund, to be spent during 2020/21. This paper set outs a proposal for distributing this funding to a range of highway maintenance categories, to enable a programme of works to be developed and delivered.</p> <p><b>Recommendation</b></p> <p><b>1. To approve the distribution of the County Council's funding allocation of the Pothole Fund as set out in this report.</b></p>	

## 1. Background and Purpose

1.1. On 14 May 2020 the Government made an announcement detailing the allocation of the Pothole Fund to local Highway Authorities. The fund is £650 million for 2020-21, comprising:

- £50m already budgeted for,
- £100million of the maintenance fund for 2020-21, distributed by formula rather than bid; and
- an additional £500 million announced in the 11<sup>th</sup> March budget.

Norfolk received £22.231m, of which £1.616m was already budgeted for in the Highways Capital Programme approved by Cabinet in January 2020, making a total growth of £20.615m to be spent during 2020/21.

1.2. The announcement is in the following link;

- <https://www.gov.uk/government/publications/roads-funding-information-pack>

## 2. Proposals

2.1. The proposed distribution of this additional funding is based upon our Highway Asset Management Policy and Strategy, and the need to deliver the works in the remaining 10 months of the financial year. The detailed distribution is detailed in Appendix A, but includes:

- **£2.2m Bridge Maintenance** (including £1.2m on the electrical and mechanical repair of Haven Bridge, Great Yarmouth to ensure the reliability of this critical infrastructure)
- **£0.165m Traffic Signals Maintenance including replacement**
- **£2.55m 'A' Road Resurfacing**  
**£2.5m 'B' Road Resurfacing** (Including £0.52m to enable the surfacing of B1332 throughout Poringland)  
**£3.55m 'C&U' Road Resurfacing** (Including £0.9m on 'Fen road repairs in West Norfolk)
- **£2.4m Patching / Edge Strengthening**
- **£0.65m Surface Dressing**
- **£0.1m Preservation spray**
- **£0.5m Road Resurfacing in association with Transforming Cities 2**
- **£1.2m Drainage**
- **£1.45m Signs & Lines Maintenance**
- **£1.5m Footway Maintenance**
- **£0.18m Park & Rides / Bus Stations Maintenance**
- **£0.75m Maintenance alongside DfT Walking & Cycling Initiative**
- **£0.92m contingencies/risk**

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

- 3.1. The proposal will enable the additional highway maintenance funding to be allocated across a range of highway assets. The funding enables a range of additional local highway maintenance activities to be carried out during 2020/21.

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

- 4.1. The funding allocated to the County Council under the Pothole fund is Capital funding intended for the maintenance of highway infrastructure to extend the life of these assets. It is not ring-fenced.
- 4.2. The proposed distribution of the funding is based upon our Highway Asset Management Policy and Strategy, and the need to deliver the works in the remaining 10 months of the year. As a result, the funding will enable activities across the range of Norfolk's highway assets.

### **5. Alternative Options**

- 5.1. The funding could be used elsewhere as it is not ring-fenced, however it is clear that the intended purpose of the allocation is highway infrastructure. Allocating the funding to other activities could impact on any future funding allocations for highway infrastructure.
- 5.2. The funding could be distributed differently; however, it is considered that the proposed distribution is in line with Policy and Strategy and will enable delivery, with a short-time scale.

### **6. Financial Implications**

- 6.1. The £20.615m is funded from by specific grant funding and will be added to the Highway Maintenance Capital Programme.

### **7. Resource Implications**

7.1. **Staff:**

This proposal would utilise existing resources to deliver.

7.2. **Property:**

None.

7.3. **IT:**

This proposal would utilise existing resources.

### **8. Other Implications**

8.1. **Legal Implications**

The legal implications of individual schemes will be evaluated as part of the project delivery process.

**8.2. Human Rights implications**

None

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

The funding will utilise standard highway maintenance practices already used for the Highway Capital Programme. An Equality Impact Assessment for the Highway Asset Management Strategy and Policy has been completed. Maintenance schemes are a like for like replacement and will not change the use of the highway, as improvement schemes may. No adverse impacts have been identified.

**8.4. Health and Safety implications**

The Health and Safety implications of individual schemes will be evaluated as part of the project delivery process.

**8.5. Sustainability**

The programme has been developed in accordance with the current Local Transport Plan aims, which include delivering sustainable growth. This is considered further for each scheme during the detailed design phase.

**9. Risk Implications/Assessment**

9.1. The funding allocation needs to be spent during 2020/21. It is challenging to deliver this level of additional funding in a short timescale, but we have successfully delivered similar additional funding allocations in previous years and are well placed to do this. We also have an established supply-chain that we are able to access.

9.2. Any scheme specific risks and implications will be assessed and mitigated during the development of each scheme.

9.3. An element of the fund will be managed as a contingency, held at Programme Level. It will be released as risk diminishes, on footways and surfacing

**10. Select Committee comments**

10.1. N/A

**11. Recommendations**

11.1. To approve the distribution of the County Council's funding allocation the Pothole Fund as set out in this report.

**12. Background Papers**

12.1. Cabinet 13 January 2020 Highway Capital Programme and Transport Asset Management Plan

**Officer Contact**

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

**Officer name:** Kevin Townly **Tel No.:** 01603 222627

**Email address:** Kevin.townly@norfolk.gov.uk



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

## Proposed Distribution of Additional 'Pothole' Fund on Highway Infrastructure 2020-21

Pothole Fund	22,231,000
All ready modelled	1,616,000
<b>Extra Funding</b>	<b>20,615,000</b>

		Including		
<b>Bridges</b>	<b>£2,200,000</b>			
		Great Yarmouth	Haven bRidge (Mechanical & Electrical repairs)	1,200,000
		Smallburgh	A149 Wayford Bridge	279,500
<b>Traffic Signals</b>	<b>£165,000</b>			
<b>Road Surfacing</b>				
A Roads (KT/DB)	<b>£2,550,000</b>			
	A140	Norwich	Boundary Road across A140	163,284
	A140	Norwich	Sweet Briar Road; Drayton Road to Hellesdon Hall Road	159,350
	A140	Norwich	Ipswich Road junction Hall Lane	224,556
	A1076	Kings Lynn	A1076 northern entrance to QE2	30,000
	A1122	Downham Market	Approach to Level crossing	140,000
	A148	Kings Lynn	Blackfriars Road	53,200
	A140	Horsford	A140 dumbell Roundabout south of Broadland Northway	182,000
	A140	Scole	A140 Rbt	172,873
	A140	Dickleborough	Dickleborough ;A140 Roundabout	74,249
	A148	Kings Lynn	Lynn Road Pedestrian Crossing	72,000
	A1066	Roydon	Stanley Road	143,000
	A11	Cringleford	A11 jct A47 Roundabout	103,002
	A1064	Acle	New Road (A47 to Old Road)	115,709
<b>B roads (KT/DB)</b>	<b>£2,500,000</b>			
	B1332	Poringland	Through village	520,000
	B1159	Stalham	Steeping stone lane	165,000
	B1145	Billingford	the street	320,000
	B1112	Methwold	stoke road	170,000
	B1113	Carleton Rode	the turnpike	47,000
	B1111	Garboldisham	The Street	34,000
	B1155	Stanhoe	Burnham Road	26,000
	B11110	Wood Norton	jct C335 Stibbard Road	36,000
	B1110	Wood Norton	jct C331 Fulmodestone / Hindolveston Road	36,000
	B1110	Swanton Novers	jct C637	36,000
<b>C&amp;U Roads (Area Gateways abd project codes req'd)</b>	<b>£3,550,000</b>			
Fen Road Repairs (West) Regen & Retread				
	21012	Outwell	Mullicourt Road; A1122 to Angle Road	60000
	21010	Outwell	Pincushion Road; a1122 to end	43000
	21022	Upwell	Cock Fen Road; flint house road to end	65000
	C790	Southery	Sedge fen Road	81000
	21504	Southery	Sedge Fen Road	97000
	21043	Marshall St James	Black Drove	171000
	21436	Wiggenhall St Mary Magdalen	Fen Rd	54000
	21435	Wiggenhall St Mary Magdalen	Mill Rd	57000
	21426	Kings Lynn	Saddlebow - Theifgate lane / Low Rd	253000
<b>Machine Patching/Edge Strengthening/Haunching</b>	<b>£2,400,000</b>			
<b>Surface Dressing</b>	<b>£650,000</b>			
<b>Reclamite (preventive chemical spray low noise)</b>	<b>£100,000</b>			
<b>Drainage</b>	<b>£1,200,000</b>			
<b>Aids to Movement</b>				
Signs replacement	£750,000			
lining	£350,000			
catsye	£350,000			
<b>Footways</b>	<b>£1,500,000</b>			
<b>Passenger Transport</b>	<b>£180,000</b>			
<b>Support Maintenance alongside TCF</b>	<b>£500,000</b>			
<b>Support Maintenance alongside Walking &amp; Cycling Initiative</b>	<b>£750,000</b>			
spend	<b>£19,695,000</b>			
budget	<b>20,615,000</b>			
<b>Contingencies / Risk</b>	<b>£920,000</b>			

# Report to Cabinet

Item No. 11

<b>Report title</b>	<b>Finance Monitoring Report 2020-21 P2: May 2020</b>
<b>Date of meeting</b>	<b>6 July 2020</b>
<b>Responsible Cabinet Member</b>	<b>Cllr Andrew Jamieson (Cabinet Member for Finance)</b>
<b>Responsible Director</b>	<b>Simon George (Executive Director of Finance and Commercial Services)</b>
<b>Is this a key decision?</b>	<b>Yes</b> Added to Forward Plan 3 June 2020

## Introduction from Cabinet Member

This report gives a summary of the forecast financial position for the 2020-21 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2021, together with related financial information.

## Executive Summary

Subject to mitigating actions, the forecast revenue outturn for 2020-21 at the end of period 2 (May) was an overspend of **£15.799m** on a net budget of £430.421m. General Balances are £19.7m and service reserves and provisions are forecast to total **£83.9m**.

Covid-19 financial pressures are taken into account in the forecasts in this report. Details of these pressures are addressed in detail in the "Covid-19 Financial Implications for Norfolk County Council" report elsewhere on this agenda.

## Recommendations

1. Recommend to County Council an addition of £1m to the capital programme to fund investment in library stocks, as set out in capital appendix 2, paragraph 4.1.
2. Note the period 2 forecast general fund revenue overspend of **£15.799m** noting also that Executive Directors will take measures to reduce or eliminate potential over-spends;
3. Note the period 2 forecast shortfall in savings of **£18.105m**, noting also that Executive Directors will take measures to mitigate savings shortfalls through alternative savings or underspends;
4. Note the forecast General Balances at 31 March 2021 of £19.706m, before taking into account any over/under spends;
5. Note the expenditure and funding of the revised current and future 2020-23 capital programmes.



## **1. Background and Purpose**

- 1.1. This report and associated annexes summarise the forecast financial outturn position for 2020-21, to assist members to maintain an overview of the overall financial position of the Council.

## **2. Proposals**

- 2.1. Having set revenue and capital budgets at the start of the financial year, the Council needs to ensure service delivery within allocated and available resources, which in turn underpins the financial stability of the Council. Consequently, progress is regularly monitored and corrective action taken when required.

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

- 3.1. The impact of this report is primarily to demonstrate where the Council is anticipating financial pressures not forecast at the time of budget setting, primarily relating to the implications of the Covid-19 pandemic, together with a number of other key financial measures.
- 3.2. The capital expenditure proposals will ensure sufficient capital funding is available for these newly identified purposes, without affecting the remainder of the capital programme or the current year's revenue budget.

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

- 4.1. Two appendices are attached to this report giving details of the forecast revenue and capital financial outturn positions:

**Appendix 1** summarises the revenue outturn position, including:

- Forecast over and under spends
- Changes to the approved budget
- Reserves
- Savings
- Treasury management
- Payment performance and debt recovery

**Appendix 2** summarises the capital outturn position, and includes:

- Current and future capital programmes
- Capital programme funding
- Income from property sales and other capital receipts.

## **5. Alternative Options**

- 5.1. In order to deliver a balanced budget, no viable alternative options have been identified to the recommendations in this report. In terms of financing the proposed capital expenditure, no grant or revenue funding has been identified to fund the expenditure.

## **6. Financial Implications**

- 6.1. As stated above, the forecast revenue outturn for 2020-21 at the end of P2 was an overspend of **£15.799m** linked to a forecast shortfall in savings of **£18.105m**. Forecast service reserves and provisions are forecast to total **£83.9m**, and general balances of **£19.7m**.

Within the forecast overspend are significant financial pressures identified in Adult Social Services, Community and Environmental Services, and Finance, mainly relating to Covid-19 related pressures.

Within Adults, the areas of highest pressures, the main area of forecast overspend is on Older People and Mental Health services within the Purchase of Care budget.

A full narrative is given in Appendix 1.

The Council's capital programme is based on schemes approved by County Council on 17 February 2020, as well as previously approved schemes brought forward plus schemes subsequently approved.

The proposals in this report will add £1.000m to the capital programme, to be funded by prudential borrowing and repaid via revenue provision over the life of the assets.

## **7. Resource Implications**

- 7.1. The additional capital funding will allow the maintenance of library stocks.

## **8. Other Implications**

### **8.1. Legal Implications:**

In order to fulfil obligations placed on chief finance officers by section 114 of the Local Government Finance Act 1988, the Executive Director of Finance and Commercial Services continually monitors financial forecasts and outcomes to ensure resources (including sums borrowed) are available to meet annual expenditure.

Although the Council is forecasting an overspend of £15.799m for the current financial year, decisions taken by Cabinet as well as actions taken by Chief Officers to mitigate the position over the course of the year will have a significant impact on that position, as will any additional government funding. Also, to put the figures in context, in previous years the forecast overspend has been over £20m at this stage of the year before being resolved. At 31 March 2020 the Council's general fund was over £19.7m with earmarked reserves (excluding provisions and LMS balances) over £77m.

Unlike many other parts of the public sector such as the NHS, local authorities are required by law to set a balanced budget. As part of their duties, the Executive Director of Finance and Commercial Services has a responsibility to report to members if it appears to him that the authority will not have sufficient resources to finance its expenditure for the financial year. While not underestimating the severity of the current crisis and its impact on the Council's

finances, the Executive Director of Finance and Commercial Services believes the current year's forecast gap can be closed through mitigating actions and the possibility of additional central government support for the sector. However, there will be a continuing impact on the medium-term financial strategy and updates will be reported to Cabinet and to Scrutiny Committee over the next few months.

**8.2. Human Rights implications**

None identified.

**8.3. Equality Impact Assessment**

In setting the 2020-21 budget, the Council consulted widely. Impact assessments are carried out in advance of setting the budget, the latest being published on page 450 of the 13 January 2020 Cabinet agenda as "Budget proposals 2019-2020 Overall Summary: [Equality & rural impact assessment report](#)".

The Council's net revenue budget is unchanged at this point in the financial year and there are no additional equality and diversity implications arising out of this report.

**9. Risk Implications/Assessment**

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

Chief Officers have responsibility for managing their budgets within the amounts approved by County Council. Chief Officers will take measures throughout the year to reduce or eliminate potential over-spends.

**10. Select Committee comments**

- 10.1. None

**11. Recommendation**

- 11.1. Recommendations are set out in the executive summary to this report.

**12. Background Papers**

- 12.1. None

**Officer Contact**

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

**Officer name:** Harvey Bullen

**Tel No. :** 01603 223330

**Email address:** harvey.bullen@norfolk.gov.uk



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

# Norfolk County Council Finance Monitoring Report 2020-21

## Appendix 1: 2020-21 Revenue Finance Monitoring Report Month 2

Report by the Executive Director of Finance and Commercial Services

### 1 Introduction

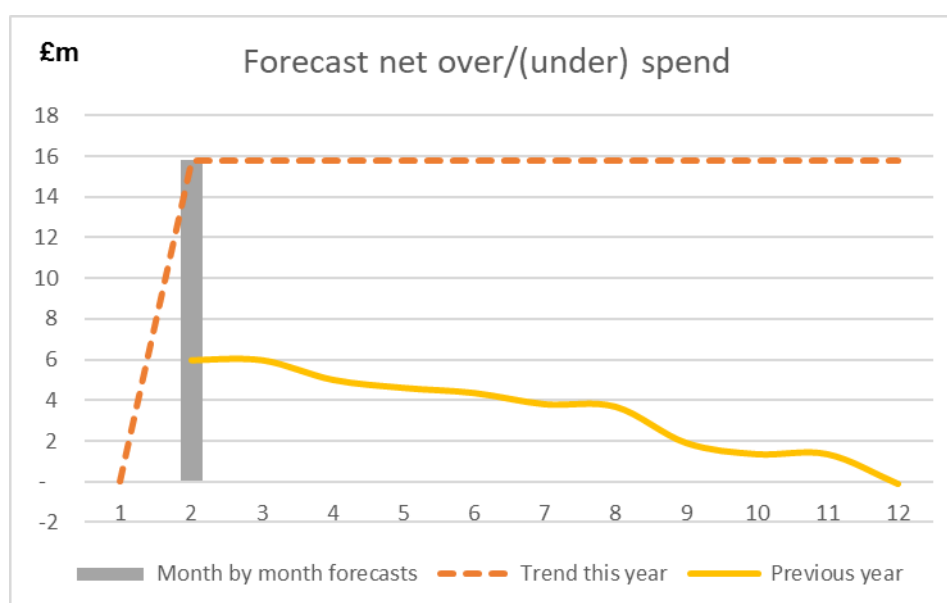
1.1 This report gives details of:

- the P2 monitoring position for the 2020-21 Revenue Budget
- forecast General Balances and Reserves at 31 March 2021 and
- other key information relating to the overall financial position of the Council.

### 2 Revenue outturn – over/underspends

2.1 **At the end of May 2020** an **overspend of £15.799m** is forecast on a net budget of £430.421m

Chart 1: forecast /actual revenue outturn 2020-21, month by month trend:



2.2 Chief Officers have responsibility for managing their budgets within the amounts approved by County Council. They have been charged with reviewing all their cost centres to ensure that, where an overspend is identified, action is taken to ensure that a balanced budget will be achieved over the course of the year.

- 2.3 Details of all under and over spends for each service are shown in detail in Revenue Annex 1 to this report, and are summarised in the following table:

**Table 1: 2020-21 forecast (under)/over spends by service**

Service	Revised Budget	Net (under)/over spend	%	RAG
	£m	£m		
Adult Social Services	255.740	9.983	3.9%	R
Children's Services	196.211	-	-	G
Community and Environmental Services	161.882	2.738	1.7%	A
Strategy and Governance	9.365	0.297	3.2%	A
Finance and Commercial Services	32.585	0.952	2.9%	A
Finance General	-225.362	1.829	-0.8%	A
<b>Totals</b>	<b>430.421</b>	<b>15.799</b>	<b>3.7%</b>	<b>R</b>

Notes:

- 1) the RAG ratings are subjective and take into account risk and both the relative (%) and absolute (£m) impact of overspends.

- 2.4 **Children's Services:** The forecast outturn as at Period 2 (end of May 2020) was a break-even position, taking into account the immediate impact of Covid-19, the allocated Covid-19 grant and the re-started transformation programme. Forecast Covid-19 pressures amounting to £4.7m in the areas of Learning & Inclusion (primarily lost trading income) and Social Care (primarily delays in savings delivery and support for the market) have been off-set by government grants allocated to the service, which is currently forecasting a balanced budget.
- 2.5 Any surge or second peak could lead to unpredictable demand for social care support and placements, and could disrupt current, stable placements. This risk will be kept under close review.
- 2.6 It should be noted that there is a significant degree of uncertainty in relation to expenditure and income for Children's Services as a result of Covid-19. At this stage, a 6 month delay lost transformation savings has been projected for those projects directly affected by the Covid-19 response. Given the current national context, there continue to be significant influences beyond the Council's control that will make delivery of savings difficult in light of the ongoing recovery work, partial lockdown and potential further waves. This risk will be kept under close review.
- 2.7 **Dedicated Schools Grant:** The initial outturn forecast is a £8.5m overspend on the High Needs Block. At this stage, it is assumed that all other blocks will break-even.
- 2.8 This is a very high-level forecast undertaken very early on in the year based upon the best information available at this point in time. Given the uncertainty surrounding expectations upon schools and education providers

as a result of Covid-19, it will be subject to review as the situation progresses.

- 2.9 In comparison to this forecast, 2019-20 saw an overspend of £10.307m within the High Needs Block (HNB) and this forecast represents an increase in expenditure year-on-year compared to 2019-20 of approximately £5m, primarily due to demographic growth and the full-year effects of last year's pressures, partially offset by in-year savings delivered due to the SEND & AP Transformation Programme. This in-year overspend will be combined with the cumulative overspend of £19.703m brought forward from prior years. This initial forecast takes into account:
- known placements projected forward
  - Demographic growth based upon modelling
  - the significant pressure seen in 2019-20 for Section 19 related support and post-16 support;
  - ongoing pressure for special school places (2019-20 included a significant increase (approx. £2-2.5m) in independent school expenditure in the last third of the year);
  - presumed continued reduction in expenditure for Alternative Provision following significant work to reduce exclusions alongside schools
  - Savings based upon the special school and SRB places opening during the financial year reducing the demand upon independent provision.
- 2.10 Whilst there was a HNB increase year-on-year of funding allocation of £11.3m, approximately £5.4m was assumed prior to the Autumn government announcements regarding 2020-21 HNB funding (both 1% growth assumption previously seen in funding allocations alongside ongoing transfer from the Schools Block in line with the 2019-20 that would have required approval from the Secretary of State). Given the government funding announcements in the Autumn, the funding increase above our planning expectations was just under £5.9m.
- 2.11 Significant work is being undertaken through the Special Educational Needs and Disabilities (SEND) and Alternative Provision (AP) part of the Transformation programme both to ensure that the right specialist provision is in the right place to meet needs, whilst also progressing work to transform how the whole system supports additional needs within mainstream provision.
- 2.12 During the Covid-19 response, Learning and Inclusion colleagues have been focussed upon supporting the schools of Norfolk (mainstream and specialist) to remain open as appropriate in line with government expectations. Significant focus is still required from these staff to continue to support schools as the education landscape changes in response to the latest government announcements. However, focus is now also shifting back to re-starting the transformation programme.
- 2.13 In addition, construction work was also paused due to Covid-19, affecting builds in relation to expanding Specialist Resource Base provision and

additional special school places. This work has restarted, and the forecast is based upon the current anticipation that the additional places will be open in line with pre-Covid-19 expectations.

- 2.14 It should be noted that there is considerable uncertainty regarding school returns, including special schools, and school budgets have been significantly affected by Covid-19 that could cause further pressure in terms of schools being able to meet the needs of children. This could result in increases in exclusion, higher referral rates for Education, Health and Care Plans, higher requests for HNB support into mainstream or special schools.
- 2.15 The Council submitted its DSG recovery plan to the Department for Education at the end of June 2019. A meeting was due to take place in March, but this was postponed due to the SEND Area OFSTED inspection. It has then been postponed again due to Covid-19. Work is underway to revise the DSG recovery plan to take into account the outturn position for 2019-20 and updated plans. This will be brought back to a future meeting.
- 2.16 **Adult Social Services:** The forecast outturn as at Period 2 (end of May 2020) was a net overspend of £9.983m, after taking into account £26.052m Covid-19 grant funding. The main area of forecast overspend is on Older People and Mental Health services within the Purchase of Care budget, and Commissioning.
- 2.17 Volumes within Purchase of Care are higher than budgeted for, which is driven by a combination of additional packages put in place during the ongoing Covid-19 crisis to meet care needs and ensure that hospitals have the capacity they need to meet demands, together with both the focus of management and staff on meeting the crisis and not delivering savings, and reduced scope for delivery. While we can recover Covid-19 related costs incurred on behalf of the NHS, the cessation of day services means that we have stopped charging service users for this, and this combines with a reduction in the chargeable base for residential care, and a change in the charging policy around the Minimum Income Guarantee.
- 2.18 The areas seeing the greatest increase in Covid-19 related volumes are Older People and Mental Health.
- 2.19 The forecast assumes recovery of £9m projected costs of hospital discharges and admission avoidance. However, if this income is not recovered then the cost will become an additional pressure on the service.
- 2.20 Budgets for NorseCare and Independence Matters within Commissioning are both forecast to overspend, due to the expected non-delivery of savings.
- 2.21 **CES:** Historically CES budgets have been fairly stable throughout the year and certainly the early part of the financial year, however we are reviewing the financial impacts of Covid-19 and the forecast overspend of £2.738m, after taking into account Covid-19 grant income of £6.112m, reflects the significant uncertainties, specifically around the ability to generate the planned income.

- 2.22 The most significant pressure for CES is the ability to achieve planned income which accounts for the majority of the current forecast pressures within Community Information and learning and Culture and Heritage. Pressures on Income also account for part of the services pressure within Highways and Waste.
- 2.23 There is a large degree of uncertainty in relation to the impacts on income and will therefore be reviewing and revising these as the year progresses and we get more clarity over the impacts.
- 2.24 The forecast pressures within Highways and Waste also relates to waste volumes and Impacts of Dutch Incineration tax on the cost of Waste disposal. Although there is limited data at this early stage of the year we are currently seeing additional waste volumes through kerbside collection and therefore we are currently seeing additional costs of waste disposal and recycling credits. The impacts of the Dutch tax are largely offset by the planned used of reserves.
- 2.25 The service has also incurred additional costs in relation to the re-opening of Household Waste Recycling Centres for traffic management and site security.
- 2.26 The Department is also reviewing any potential areas for savings that will help off-set this pressure which will include reduced spend on travel, printing and other administration areas. There are also likely to be a number of posts that are currently vacant and therefore we have not been able to recruit to, which will deliver a one-off saving
- 2.27 **Corporate services:** The Strategy and Governance directorate is forecasting a small overspend at this early stage of the year, with Finance and Commercial Services forecasting an overspend, primarily central Covid-19 related costs.
- 2.28 **Finance General:** The forecast overspend in Finance General is £1.829m, made up of unbudgeted Covid-19 related costs, partly off-set by forecast underspends on the costs of borrowing and Covid-19 grants income. Further details are given in Revenue Annex 1.



### 3 Agreed budget, changes and variations

- 3.1 The 2020-21 budget was agreed by Council on 17 February 2020 and is summarised by service in the Council's Budget Book 2020-21 (page 19) as follows:

**Table 2: 2020-21 original and revised net budget by service**

<b>Service</b>	<b>Approved net base budget</b>	<b>Revised budget P2</b>
	£m	£m
Adult Social Services	255.740	255.740
Children's Services	196.211	196.211
Community and Environmental Services	163.471	161.882
Strategy and Governance	9.365	9.365
Finance and Commercial Services	30.811	32.585
Finance General	-225.177	-225.362
<b>Total</b>	<b>430.421</b>	<b>430.421</b>

Note: this table may contain rounding differences.

- 3.2 During period 2, there were a number of minor budget adjustments, the largest being a transfer of ICT budgets from the Fire and Rescue Service to IMT to reflect operational responsibilities.
- 3.3 The Council's net budget for 2020-21 has remained unchanged.

### 4 General balances and reserves

#### General balances

- 4.1 On 17 February 2020 Council agreed the recommendation from the Executive Director of Finance and Commercial Services for a minimum level of General Balances of £19.623m through 2020-21. The balance at 1 April 2020 was £19.706m. The forecast for 31 March 2021 is unchanged at £19.706m, before any over or underspends

## Reserves and provisions 2020-21

- 4.2 The use of reserves anticipated at the time of budget setting was based on reserves balances anticipated in January 2020. Actual balances at the end of March 2020 were higher than planned, mainly as a result of grants being carried forward, including Covid-19 support grants, and reserves use being deferred.
- 4.3 The 2020-21 budget was approved on the basis of a forecast reduction in earmarked revenue reserves and provisions (including schools reserves but excluding LMS and DSG reserves) from £73m to £65m, a net use of £8m.

**Table 3: Reserves budgets and forecast reserves and provisions (excluding LMS/DSG)**

Reserves and provisions by service	Budget book forecast balances 1 April 2020	Actual balances 1 April 2020	Increase in opening balances after budget setting	2020-21 Budget book forecast March 2021	Latest forecast balances 31 March 2021
	£m	£m	£m	£m	£m
<b>Adult Social Services</b>	16.896	20.291	3.395	10.371	20.291
<b>Children's Services (inc schools, excl LMS/DSG)</b>	1.961	6.200	4.239	3.321	2.468
<b>Community and Environmental Services</b>	35.847	40.934	5.087	32.612	41.840
<b>Strategy and Governance</b>	3.042	2.916	-0.126	3.265	3.202
<b>Finance &amp; Commercial Services</b>	2.469	4.301	1.832	2.472	3.319
<b>Finance General</b>	12.915	49.428	36.513	12.915	12.878
<b>Reserves and provisions excluding LMS and DSG balances (see below)</b>	<b>73.130</b>	<b>124.070</b>	<b>50.940</b>	<b>64.956</b>	<b>83.998</b>
Schools LMS balances	12.001	12.361	0.360	4.212	9.836
DSG Reserve (negative)	-18.387	-19.704	-1.317	-18.830	-28.203
<b>Total</b>	<b>66.744</b>	<b>116.727</b>	<b>49.983</b>	<b>50.338</b>	<b>65.631</b>

- 4.4 Actual overall provisions and reserves (subject to external audit and excluding capital, DSG and LMS reserves) at 31 March 2020 were approximately £50m in excess of 2020-21 budget book assumptions. This is due primarily to £26.8m Covid-19 government grants received in late March, which will be fully used in 2020-21, plus general increases in reserves, including unspent grants and contributions, brought forward after budget setting. The current forecast net total for reserves and provisions at 31 March 2021 is approximately £15m higher than was assumed at the time of budget setting due to the increase in grants brought forward.
- 4.5 **Provisions included in the table above**

The table above includes provisions of £27m comprising £9.3m insurance provision, £12.6m landfill provision (this provision is not cash backed), £4.6m provisions for bad debts, and a small number of payroll related provisions.

## 5 Budget savings 2020-21 summary

- 5.1 In setting its 2020-21 Budget, the County Council agreed net savings of £40.244m. Details of all budgeted savings can be found in the 2020-21 Budget Book. A summary of the total savings forecast to be delivered is provided in this section.
- 5.2 The latest monitoring reflects total forecast savings delivery of £22.139m and a **total shortfall of £18.105m** (45%) forecast at year end.
- 5.3 The forecast savings delivery is anticipated as shown in the table below:

Table 4: Analysis of 2020-21 savings forecast

	Adult Social Services	Children's Services	Community and Environmental Services	Strategy and Governance Department	Finance and Commercial Services	Finance General	Total
	£m	£m	£m	£m	£m	£m	£m
Budget savings	22.897	9.250	5.013	-0.613	1.389	2.308	<b>40.244</b>
Period 2 forecast savings	9.173	6.849	3.898	-0.688	0.599	2.308	<b>22.139</b>
Savings shortfall	13.724	2.401	1.115	0.075	0.790	0.000	<b>18.105</b>

### Commentary on shortfall savings

- 5.4 The impact of the COVID-19 pandemic for the County Council is having a profound effect on the organisation's ability to achieve planned budget savings for 2020-21. Further details on the emerging financial implications of COVID-19 and the impact of non -delivery of savings are reflected in the "Covid-19 Financial Implications for Norfolk County Council" report elsewhere on this agenda.
- 5.5 Thirty-four savings are forecasting a shortfall, representing a budgeted total savings value of £30.050m and a forecast savings shortfall of £18.545m. This total is before adjustment for forecast savings over-delivery of £0.440m detailed in paragraph 5.6. Commentary on each saving is provided below.

#### Adult Social Services:

ASC006 Promoting Independence for Younger Adults, budget £5.000m, shortfall £2.247m: Relies on our ability to offer alternatives (including accommodation) which are not currently available. Staff teams set up for dedicated reviewing have been repurposed to directly support COVID response. There is less ability to focus on prevention when in crisis and needs may escalate due to current pandemic.

ASC006 Promoting Independence for Older Adults, budget £5.000m, shortfall £4.000m: Operational teams are focused on the COVID response. Elements

of plan to deliver requires governance that has not yet been set up and has been delayed due to programme manager redeployment.

ASC036 Maximising potential through digital solutions, budget £1.000m, shortfall £0.887m: The current climate adds difficulty in restructuring services and has materially impacted pricing structures.

ASC038 Procurement of current capacity through NorseCare at market value: budget £1.000m, shortfall £1.000m: The provider is focused on delivery of safe services in COVID and not on service transformation.

ASC046 Revise the NCC charging policy for working age adults to apply the government's minimum income guarantee amounts, budget £3.000m, shortfall £3.000m: At the outbreak of the pandemic, a decision was taken to mitigate the changes to the Minimum Income Guarantee (MIG) that would have been implemented in April, for four months, recognising the impact that the lockdown would have on people and the services they receive. The cost of this decision was covered by some of the Government's Covid-19 funding that the Council received. Cabinet has decided given the impact to date, and the uncertainty of the future for those affected by the changes, to continue to mitigate the impact of phase 2 of the changes to charging. This would be extended to allow for Government intentions around funding reform for social care to be published. Provided this is done within a reasonable timescale, the mitigation would continue, subject to the financial demands on the Council.

ASC049 Shift to community and preventative work within health and social care system – demand and risk stratification, budget £1.000m, shortfall £0.800m: The pandemic has meant that some areas of work and system changes have been delayed, although work is restarting and there will be potential for more opportunities through collaboration and remodelling of systems there remains risk in this financial year.

ASS001 Expanding home based reablement, which saves money in the long term by preventing unnecessary hospital admissions and supporting more people to swiftly return home from hospital, budget £3.000m, shortfall £0.750m: Service is focused on safe discharge and therefore long-term outcomes may suffer leading to higher ongoing costs.

ASS002 Expanding accommodation based reablement, which saves money by enabling people with higher needs to quickly return to their home from hospital without needing residential care, budget £0.750m, shortfall £0.600m: Provision of new accommodation based reablement beds has been postponed due to pandemic and those we have, have been repurposed to COVID support.

ASS003 Extending home based support for people with higher level needs or dementia so that they can remain in their home especially after an illness or hospital stay, which saves money on residential care, budget £0.200m, shortfall £0.100m: The service is fully focused on supporting discharge.

ASS004 Working better across health and social care teams to help prevent falls, which in turn helps prevent hospital admissions and saves money on residential care, budget £0.140m, shortfall £0.140m: Elements of plan to deliver requires governance that has not yet been set up and has been delayed due to programme manager redeployment.

ASS005 Supporting disabled people to access grants that are available for access to education and support to attend university, budget £0.050m, shortfall £0.050m. This saving will continue to be pursued where possible, but is identified as at risk due to change of focus for many grants and universities.

ASS006 Increasing opportunities for personalisation and direct payments, which will help both increase choice of services and value for money, through more efficient commissioning, budget £0.500m, shortfall £0.200m. Some of the work has been refocused to support the pandemic response and recovery. Although there will continue to be opportunities to increase personalisation, there will be challenges for delivering the value for money aspect of the work.

ASS007 Reviewing how we commission residential care services to save money by making sure we have the right services in the right place, budget £0.500m, shortfall £0.200m. This saving will continue to be reviewed throughout the year, but commissioning actions have needed to focus on the system capacity and to secure adequate capacity as part of the hospital discharge service requirements. Challenges currently faced across the market will make it difficult to deliver savings from these contracts.

ASS008 Developing consistent contracts and prices for nursing care by working more closely with health services, budget £0.190m, shortfall £0.190m. The service is currently working under the Government Hospital Discharge Service Requirements, and the council is contracting for both health and social care nursing contracts. The challenges currently faced across the social care market will make it deliver savings from these contracts in this financial year.

### **Children's Services:**

CHS001 Prevention, early intervention and effective social care – Investing in an enhanced operating model which supports families to stay together and ensures fewer children need to come into care, budget £1.000 shortfall £0.500m: Currently unable to work as closely with families to support resilience during isolation, family support networks reduced, and pressure of people being at home together potentially leading to an increase in domestic abuse. Additionally, resources diverted away from transformation activity due to the covid-19 response, resulting in delays to planning and implementation of the programme.

CHS002 Alternatives to care – Investing in a range of new services which offer alternatives to care using enhanced therapeutic and care alternatives, combined with a focus on support networks from extended families keeping families safely together where possible and averting family crises, budget

£1.200m, shortfall £0.150m: Currently unable to work as closely with families to support resilience during isolation, family support networks reduced, and pressure of people being at home together potentially leading to an increase in domestic abuse. Additionally, resources diverted away from transformation activity due to the covid-19 response, resulting in delays to planning and implementation of the programme.

CHS003 Transforming the care market and creating the capacity that we need – Creating and commissioning new care models for children in care – achieving better outcomes and lower costs, budget £3.500m, shortfall £1.751m: It is harder to move forward new foster carers, people wanting to adopt, and permanency arrangements as social workers have been restricted to essential visiting only where necessary to ensure the safety and welfare of a child. Resources have also been diverted away from transformation activity due to the covid-19 response and, additionally, construction work delays have impacted upon the opening of new semi-independent accommodation for care leavers and solo / dual placements for children looked after.

### **Community and Environmental Services:**

CMM045 Income generation – Norfolk Community Learning Services, budget £0.125m shortfall £0.125m: Closed sites and reduced activities impacting income generation opportunities.

CMM046 Income generation – Library and Information Service, budget £0.111m shortfall £0.111m: Closed sites and reduced activities impacting income generation opportunities.

CMM060 Increased income – Trading Standards and library service, budget £0.070m shortfall £0.070m: Closed sites and reduced activities impacting income generation opportunities.

EDT050 Improved management of on-street car parking, budget £0.350m shortfall £0.350m: Less on street parking during lockdown.

EDT065 Household Waste Recycling Centres – reuse shops, budget £0.050m shortfall £0.050m: Closed sites and reduced activities impacting income generation opportunities.

EDT068 Re-model back office support structure, budget £0.090m shortfall £0.090m: The support services have restructured following the transfer of works to Norse, however we have not been able to deliver the saving in the way that we had originally anticipated.

CES005 Adjusting our budget for recycling centres in line with predicted waste volumes, budget £0.200m shortfall £0.200m: In previous years we had seen reduced waste volumes at HWRC's, however due to the Covid-19 pandemic, based on recent activities we are expecting an increase in volumes.

CES020.1 Income generation across various Community and Environmental Services budgets. (Trading Standards calibration), budget £0.025m shortfall £0.025m: Closed sites and reduced activities impacting income generation opportunities.

CES020.2 Income generation across various Community and Environmental Services budgets. (Trading Standards trusted trader), budget £0.024m shortfall £0.024m: Closed sites and reduced activities impacting income generation opportunities.

CES020.3 Income generation across various Community and Environmental Services budgets. (Norfolk Records Office), budget £0.020m shortfall £0.020m: Closed sites and reduced activities impacting income generation opportunities.

CES020.5 Income generation across various Community and Environmental Services budgets. (Escape Room income), budget £0.015m shortfall £0.015m: Closed sites and reduced activities impacting income generation opportunities.

CES020.8 Income generation across various Community and Environmental Services budgets. (Developer travel plans), budget £0.030m shortfall £0.030m: Closed sites and reduced activities impacting income generation opportunities.

CES020.9 Income generation across various Community and Environmental Services budgets. (Equality and Diversity), budget £0.005m shortfall £0.005m: Closed sites and reduced activities impacting income generation opportunities.

### **Strategy and Governance Department:**

SGD002 Reducing our spending on supplies and services by 5%, budget £0.155m shortfall £0.075m: Current forecasts indicate this saving will not be delivered in full.

### **Finance and Commercial Services:**

B&P002 Property centralisation of budgets, budget £0.400m shortfall £0.181m: Finance and Commercial Services savings at risk of delay due to the Covid-19 pandemic.

DIE001 IMT savings, budget £0.700m shortfall £0.316m: Finance and Commercial Services savings at risk of delay due to the Covid-19 pandemic.

P&R027 Property savings, budget £0.650m shortfall £0.293m: Finance and Commercial Services savings at risk of delay due to the Covid-19 pandemic.

## **Finance General:**

BTP001-5 Business Transformation savings: Currently forecasting no variance on the delivery of planned Business Transformation savings. A paper on the review of the Business Transformation Programme is due to be reported to Corporate Select Committee in July. Any updates to the forecast delivery of savings following this review will be included in future monitoring to Cabinet.

### **Commentary on overdelivering savings**

- 5.6 One saving is currently forecast to over-deliver in 2020-21.

### **Adult Social Services:**

ASC035 Investment and development of Assistive Technology approaches, budget £0.500m, over delivery £0.437m: Current projections, tested by the ASTEC Board, suggest we will over-deliver.

In addition, there is a favourable variance of £0.003m on ASC052 relating to the reversal of one-off use of repairs and renewal reserve.

### **2021-22 to 2023-24 savings**

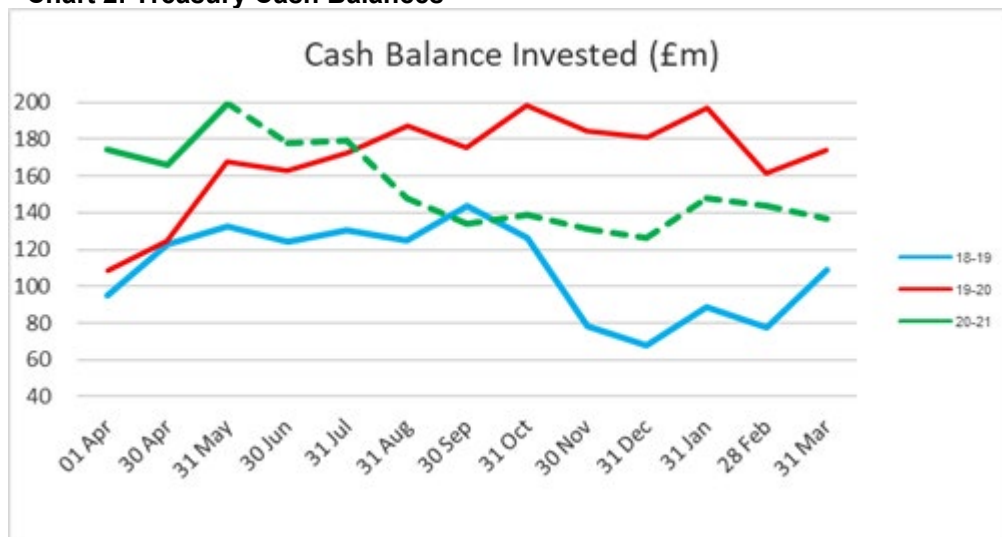
- 5.7 Budget setting in 2020-21 saw the approval of £20.747m savings for 2021-22, £2.383m for 2022-23 and £0.412m savings for 2023-24. Any impact on the deliverability of these savings, and any 2020-21 savings that are permanently undeliverable, will be considered as part of the 2021-22 budget setting process.



## 6 Treasury management summary

- 6.1 The corporate treasury management function ensures the efficient management of all the authority's cash balances. The graph below shows the level of cash balances over the last two financial years to March 2020, and projections to March 2021.

Chart 2: Treasury Cash Balances

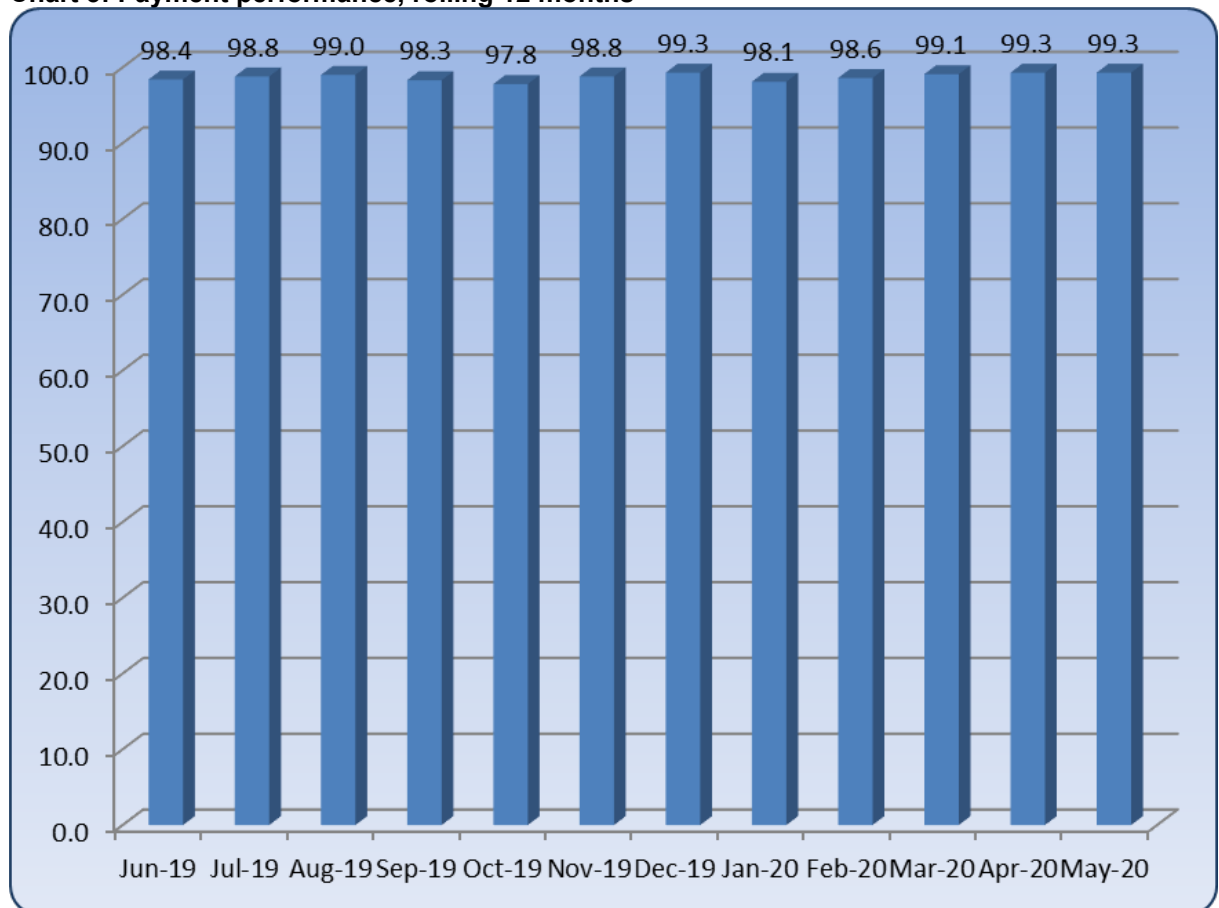


- 6.2 The forecast closing balance is approximately £140m, an average for recent years. Balances in the graph above assume £80m will be borrowed in the current financial year in line with the Council's Treasury Strategy. This is balanced by pressures on the budget forecast in this report, as well as expected capital expenditure.
- 6.3 PWLB and commercial borrowing for capital purposes was £705.6m at the end of May 2020. Associated annual interest payable is £29.3m.

## 7 Payment performance

- 7.1 This chart shows the percentage of invoices that were paid by the authority within 30 days of such invoices being received. Some 460,000 invoices are paid annually. Over 99% were paid on time in May against a target of 98%. The percentage has not dropped below 97% in the last 12 months.

**Chart 3: Payment performance, rolling 12 months**



\*Note: The figures include an allowance for disputes/exclusions.

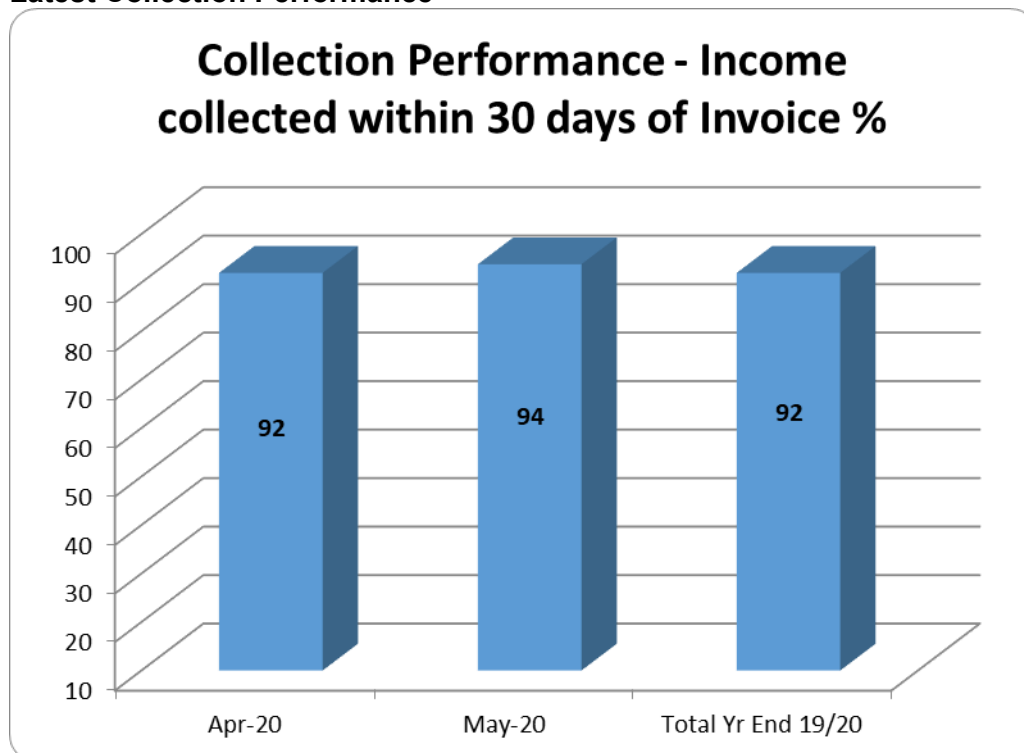
## 8 Debt recovery

- 8.1 **Introduction:** In 2019-20 the County Council raised over 160,000 invoices for statutory and non-statutory services totalling over £1.4bn. Through 2019-20 92% of all invoiced income was collected within 30 days of issuing an invoice, and 98% was collected within 180 days.

### Debt collection performance measures

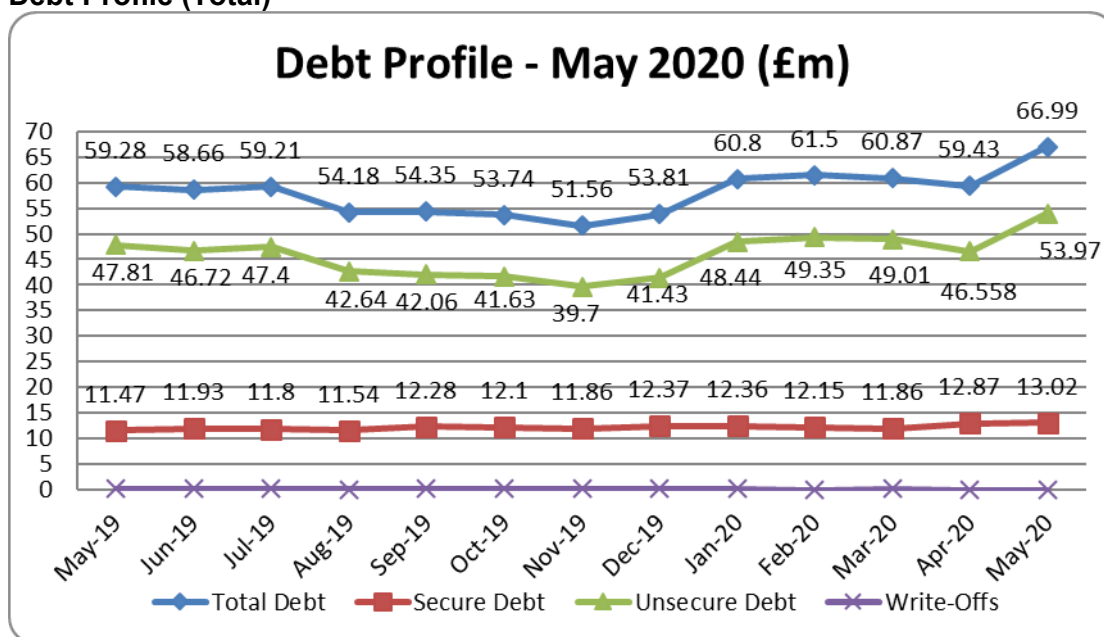
- 8.2 The proportion of invoiced income collected within 30 days for invoices raised in the previous month – measured by value – was 94% in May 2020.

#### Latest Collection Performance



- 8.3 The value of outstanding debt is continuously monitored, and recovery procedures are in place to ensure that action is taken to recover all money due to Norfolk County Council. The level of debt is shown in the following graph:

## Debt Profile (Total)



- 8.4 Of the £54.0m unsecure debt at the end of May, £17.0m is under 30 days. The largest area of unsecure debt relates to charges for social care, £39.3m, of which £17.6m is debt with the CCG's for shared care, Better Care Pooled Fund, continuing care and free nursing care. The increase this month is mainly due to the Health invoices (with one BCF invoice amounting to £6m) and £12m of invoices raised which are under 30 days
- 8.5 Secured debts amount to £13.0m. Within this total £4.8m relates to estate finalisation where the client has died, and the estate is in the hands of the executors.
- 8.6 **Debt write-offs:** In accordance with Financial Regulations and Financial Procedures, Cabinet is required to approve the write-off of debts over £10,000. The Executive Director of Finance and Commercial Services approves the write off of all debts up to £10,000.
- 8.7 Service departments are responsible for funding their debt write offs. Before writing off any debt all appropriate credit control procedures are followed.
- 8.8 For the period 1 April 2020 to the end of May 2020, 5 debts less than £10,000 were approved to be written off following approval from the Executive Director of Finance and Commercial Services. These debts totalled £145.78.
- 8.9 No debts over £10,000 have been approved for write-off since 1 April 2020.

## Revenue Annex 1

### Forecast revenue outturn

#### Revenue outturn by service

Table A1a: revenue over and (under) spends by service

Service	Revised Budget	Net total over / (under) spend	Over / (under) spend as %	Forecast net spend
	£m	£m		£m
Adult Social Services	255.740	9.983	3.9%	265.723
Children's Services	196.211	-		
Community and Environmental Services	161.882	2.738	1.7%	164.62
Strategy and Governance	9.365	0.297	3.2%	9.662
Finance and Commercial Services	32.585	0.952	2.9%	33.537
Finance General	-225.362	1.829	-0.8%	-223.533
<b>Forecast outturn this period</b>	<b>430.421</b>	<b>15.799</b>	<b>3.7%</b>	<b>446.220</b>
Prior period forecast	n/a			

#### Reconciliation between current and previously reported underspend

Table A1b: monthly reconciliation of over / (under) spends

	£m
<b>Forecast overspend brought forward</b>	<b>0</b>
<b>Movements April/May 2020</b>	
Adult Social Services	9.983
Children's Services	-
Community and Environmental Services	2.738
Strategy and Governance	0.297
Finance and Commercial Services	0.952
Finance General	1.829
<b>Outturn over/(under) spend</b>	<b>15.799</b>

#### Covid-19 grant allocation by service

Table A1c: Covid-19 grant received and service allocations to mitigate overspends

	£m
Adult Social Services	26.052
Children's Services	4.712
Community and Environmental Services	6.112
Strategy and Governance	0.332
Finance and Commercial Services	1.360
Finance General	5.104
Rounding	0.002
<b>Covid grant allocation</b>	<b>43.674</b>

## Revenue Annex 1 continued

The net underspend is a result of a range of underlying forecast over and underspends which are listed below.

### Revenue budget outturn by service – detail

<b>Adult Social Services</b>	<b>Over spend</b>	<b>Under spend</b>	<b>Changes</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Purchase of Care	32.773		32.773
Commissioned Services	2.152		2.152
Community Social Work	0.315		0.315
Business Development		-0.115	-0.115
Early Help & Prevention	0.052		0.052
Community Health & Social Care	0.367		0.367
Management, Finance & HR	0.491		0.491
Covid-19 grant allocation		-26.052	-26.052
<b>Forecast over / (under) spends</b>	<b>36.150</b>	<b>-26.167</b>	<b>9.983</b>
<b>Net total</b>	<b>9.983</b>		
<b>Children's Services</b>	<b>Over spend</b>	<b>Under spend</b>	<b>Changes</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Learning & Inclusion	2.712		2.712
Social Care	2.000		2.000
Covid-19 grant allocation		-4.712	-4.712
<b>Forecast over / (under) spends</b>	<b>4.712</b>	<b>-4.712</b>	<b>-4.712</b>
<b>Net total</b>	<b>-</b>		
<b><i>Dedicated schools grant</i></b>			
High Needs Block	8.500		8.500
Increase in net deficit to be carried forward	-	-8.500	-8.500
<b>Forecast over / (under) spend</b>	<b>8.500</b>	<b>-8.500</b>	<b>-</b>
<b>Net total</b>	<b>-</b>		

<b>Community and Environmental Services</b>	<b>Over spend</b>	<b>Under spend</b>	<b>Changes</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Community Information and Learning	1.481		1.481
Culture and Heritage	2.235		2.235
Fire	0.511		0.511
Growth and Development	0.376		0.376
Highways and Waste	4.052		4.052
Performance and Governance	0.110		0.110
Director of Public Health	0.085		0.085
Covid-19 grant allocation		-6.112	-6.112
<b>Forecast over / (under) spend</b>	<b>8.850</b>	<b>-6.112</b>	<b>2.738</b>
<b>Net total</b>	<b>2.738</b>		

<b>Strategy, Finance and Finance General</b>	<b>Over spend</b>	<b>Under spend</b>	<b>Changes</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Strategy and Governance</b>			
Registrars and other net loss of income	0.621		0.621
Covid-19 grant allocation		-0.332	-0.332
<b>Forecast over / (under) spend</b>	<b>0.621</b>	<b>-0.332</b>	<b>0.297</b>
<b>Finance and Commercial Services</b>			
ICT Services Management	0.169		0.169
Client Property Management	0.217		0.217
Covid-19 related costs - loss of income/recharges	1.321		1.321
Covid-19 related costs - savings delays	0.790		0.79
Finance directorate reduced overheads and costs		-0.185	-0.185
Covid-19 grant allocation		-1.360	-1.36
<b>Forecast over / (under) spend</b>	<b>2.497</b>	<b>-1.545</b>	<b>0.952</b>
	<b>0.952</b>		
<b>Finance General (see below for narrative)</b>			
Covid-19 additional costs – including a large proportion of the PPE, shielding and homeworking costs as described in the Covid-19 Financial Implications for Norfolk County Council” report elsewhere on this agenda.	8.094		8.094
Income: transfers of PPE to partner organisations		-0.144	-0.144
Local assistance scheme	0.500		0.500
Extended rights to free travel grant		-0.463	-0.463
Members travel		-0.054	-0.054
Interest on balances		-1.000	-1.000
Covid-19 grant allocation		-5.104	-5.104
<b>Forecast over / (under) spend</b>	<b>8.594</b>	<b>-6.765</b>	<b>1.829</b>
<b>Net total</b>	<b>1.829</b>		

## **Revenue Annex 1 continued**

### **Finance General forecast over and underspends**

Explanations for the Finance General forecast under and overspends are as follows:

#### **Covid-19 additional costs and associated income:**

- Covid-19 additional costs: forecast overspend £8.094m
- Income: transfers of PPE to partner organisations: forecast underspend £0.144m
- Covid-19 grant allocation: forecast underspend £5.104m

Costs related to Covid-19 pandemic which have not been allocated to service departments have resulted in a forecast overspend, partly off-set by government grants. Expenditure includes the purchase of medical supplies and protective (PPE) clothing to ensure continuity of supply for council staff, care homes, early years providers and others. Some of this PPE is forecast to be transferred to partner organisations at cost.

#### **Local assistance scheme (forecast overspend £0.500m)**

The Norfolk Assistance Scheme helps by providing emergency food, cash and household expenses. Due to the coronavirus situation, a coordinated emergency relief response has been developed for Norfolk people in crisis, which has increased scheme spend.

#### **Extended rights to free travel grant (forecast underspend £0.463m)**

Additional grant forecast in respect of extended rights to free travel.

#### **Members travel (forecast underspend £0.054m)**

Since the start of the financial year, meetings have not been held at County Hall. Members have instead held meetings electronically significantly reducing the costs of travel.

#### **Interest on balances (forecast underspend £1.000m)**

The interest payable/receivable budget was prepared on the basis of a number of assumptions including cash flows, interest rates and the amount of borrowing. The cost and timing of borrowing has resulted in a forecast underspend.



# Norfolk County Council Finance Monitoring Report 2020-21

## Appendix 2: 2020-21 Capital Finance Monitoring Report

Report by the Executive Director of Finance and Commercial Services

### 1 Capital Programme 2020-21

- 1.1 On 17 February 2020, the County Council agreed a 2020-21 capital programme of £282.688m with a further £253.909m allocated to future years', giving a total of £536.577m.
- 1.2 Additional re-profiling from 2019-20 resulted in an overall capital programme at 1 April 2020 of £645m. Further in-year adjustments have resulted in the capital programme shown below:

**Table 1: Capital Programme budget**

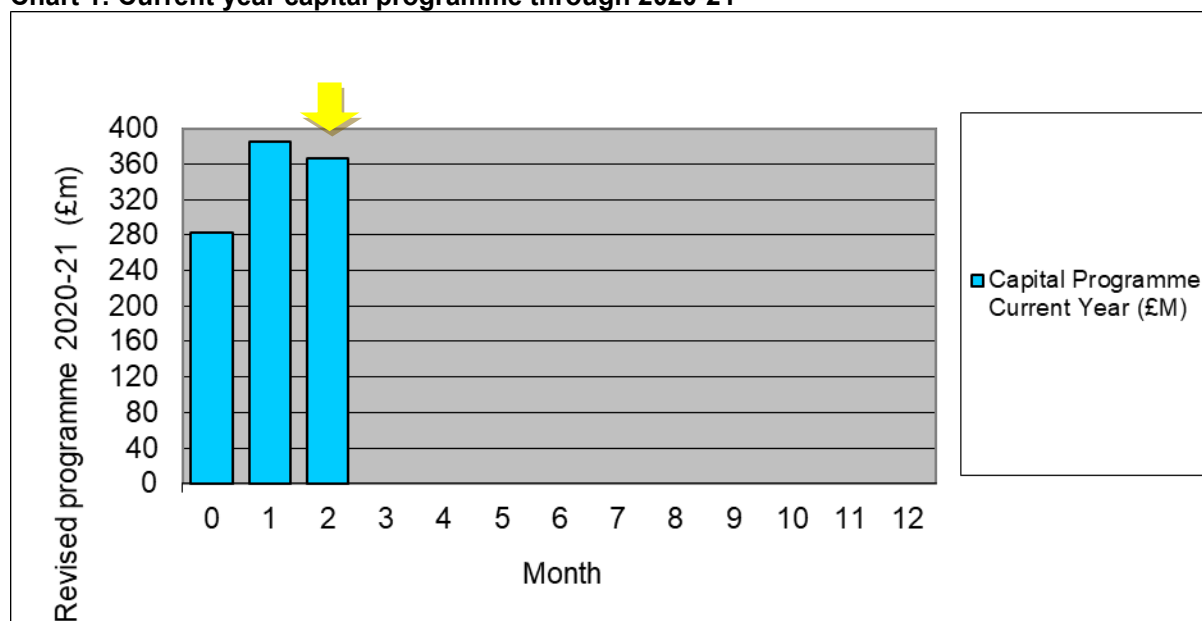
	<b>2020-21 budget</b>	<b>Future years</b>
	<b>£m</b>	<b>£m</b>
New schemes approved February 2020	21.497	24.414
Previously approved schemes brought forward	261.650	235.779
<b>Totals in 2020-23+ Budget Book (total £543.340m)</b>	<b>283.147</b>	<b>260.193</b>
Schemes re-profiled after budget setting	94.503	0.598
Other adjustments after budget setting including new grants	7.531	
<b>Revised opening capital programme (total £645.972m)</b>	<b>385.181</b>	<b>260.791</b>
Re-profiling since start of year	-40.191	40.191
Other movements including new grants and approved schemes	21.791	0.000
<b>Total capital programme budgets total £667.764m</b>	<b>366.782</b>	<b>300.982</b>

*Note: this table and the tables below contain rounding differences*

## Changes to the Capital Programme

- 1.3 The following chart shows changes to the 2020-21 capital programme through the year.

**Chart 1: Current year capital programme through 2020-21**



- 1.4 Month “0” shows the 2020-21 capital programme at the time of budget approval, with schemes reprofiled after budget setting shown in month 1 followed by the most up to date programme. The arrow shows the latest current year position. The current year programme will change as additional funding is secured, and when schemes are re-profiled to future years as timing becomes more certain.
- 1.5 The current year’s capital budget for each service is set out in the table below:

**Table 2: Service capital budgets and movements 2020-21**

Service	Opening programme	Reprofil ing since previous report	Other Changes since previous report	2020-21 latest Capital Budget
	£m	£m	£m	£m
Children's Services	122.963	-40.191		82.772
Adult Social Care	15.604			15.604
Community & Environmental Services	165.262		21.791	187.053
Finance & Comm Servs	80.852			80.852
Strategy and Governance	0.500			0.500
<b>Total</b>	<b>385.181</b>	<b>-40.191</b>	<b>21.791</b>	<b>366.782</b>
			<b>-18.399</b>	

*Note:: this table may contain rounding differences*

- 1.6 The revised programme for future years (2020-21 to 2021-22 and beyond) is as follows:

**Table 3: Capital programme future years 2020+**

<b>Service</b>	<b>Previously reported future programme</b>	<b>Reprofilng since previous report</b>	<b>Other Changes since previous report</b>	<b>2020+ Future Capital Budget</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Children's Services	93.398	40.191	0.000	133.588
Adult Social Care	25.394	0.000	0.000	25.394
Community & Environmental Services	102.231	0.000	0.000	102.231
Finance & Comm Servs	39.769	0.000	0.000	39.769
Strategy and Governance				
<b>Total</b>	<b>260.791</b>	<b>40.191</b>	<b>0.000</b>	<b>300.982</b>
			<b>40.191</b>	

*Note: this table may contain rounding differences*

## 2 Financing the capital programme

- 2.1 Funding for the capital programme comes primarily from grants and contributions provided by central government and prudential borrowing. These are supplemented by capital receipts, developer contributions, and contributions from revenue budgets and reserves.

**Table 5: Financing of the capital programme**

<b>Funding stream</b>	<b>2019-20 Programme</b>	<b>Future Years Forecast</b>
	<b>£m</b>	<b>£m</b>
Prudential Borrowing	209.436	210.449
Use of Capital Receipts	0.000	0.000
Revenue & Reserves	0.015	0.000
<i>Grants and Contributions:</i>		
DfE	33.256	25.913
DfT	77.605	58.117
DoH	0.766	0.000
MHCLG	0.259	0.000
DCMS	5.532	0.183
Developer Contributions	24.476	4.789
Other Local Authorities	0.743	0.000
Local Enterprise Partnership	5.273	0.000
Community Infrastructure Levy	0.000	0.000
National Lottery	8.113	1.531
Other	1.308	0.000
<b>Total capital programme</b>	<b>366.782</b>	<b>300.982</b>

*Note: this table may contain rounding differences*

- 2.2 Significant capital receipts are anticipated over the life of the programme. These will be used either to re-pay debt as it falls due, for the flexible use of capital receipts to support the revenue costs of transformation, with any excess receipts used to reduce the call on future prudential borrowing. For the purposes of the table above, it is assumed that all capital receipts will be applied directly to the re-payment of debt and transformation projects, rather than being applied to fund capital expenditure.
- 2.3 Developer contributions are funding held in relation to planning applications. Section 106 (Town and Country Planning Act 1990) contributions are held in relation to specific projects: primarily schools, with smaller amounts for libraries and highways. The majority of highways developer contributions are a result of section 278 agreements (Highways Act 1980).

### 3 Capital Receipts

- 3.1 The Council's property portfolio is constantly reviewed to ensure assets are only held where necessary so that capital receipts or rental income can be generated. This in turn reduces revenue costs of the operational property portfolio.
- 3.2 The capital programme, approved in February 2020, gave the best estimate at that time of the value of properties available for disposal in the three years to 2022-23, totalling £14.0m.

**Table 6a: Disposals longer term forecast**

Financial Year	Property sales forecast £m
2020-21	10.6
2021-22	1.5
2022-23	1.9
2023-24	1.0
	<b>14.0</b>

The timing of future year sales is the most optimistic case, and may slip into future years if sales completions are delayed.

- 3.3 The revised schedule for current year disposals is as follows:

**Table 6b: Capital receipts and forecast use current financial year £m**

Capital receipts 2020-21	£m
Capital receipts reserve brought forward	1.347
Actual property sales to P2 net of associated capital costs	0.300
Loan repayments	tbc
Sales with a medium to high chance of completion	9.500
Potential capital receipts	<b>11.147</b>
<b>Forecast use of capital receipts</b>	
Budget 2020-21 to repay debt	2.000
Flexible use of capital receipts to support transformation costs (maximum £3m)	3.000
Total forecast use of capital receipts	<b>5.000</b>

The timing of sales cannot be guaranteed, particularly as sales activity has been affected by Covid-19.

#### **4 New schemes to be added to the Capital Programme**

##### **4.1 NCC Library stock £1m**

- 4.1.1 Prior to 2017-18 the majority of expenditure on library books was treated as revenue expenditure within the Council's accounts. To the extent that library books form a class of "non-current assets" with a life of more than one year they can be capitalised.
- 4.1.2 Previously approved funding has been exhausted, and if approved this bid will enable the Library Service to continue to purchase stock from capital funding without recourse to its limited revenue budget.

## Capital Annex 1 - changes to capital programme since last Cabinet

			2020-21	2020-21	21-22+	21-22+	
Service	Project	Funding Type	Change (£m)	REPROFILE	Change (£m)	PROFILE	Reason
Adult Social Care							
Childrens Services							
EC4695	Basic need	External Grant		- 7.000		7.000	Basic need pot reprofiled for allocation to future years projects
EC4822	Condition	External Grant		- 10.000		10.000	Condition Pot reprofiled for allocation to future years projects
EC4882	Silfield New Primary	S106		- 1.940		1.940	Fees only this year
EC4893	Holt Primary	S106		- 0.981		0.981	Reprofiled as spaces not yet required
EC4911	Bradwell New Primary	S106		- 1.185		1.185	Reprofiled as spaces not yet required
EC4747	SEND	NCC Borrowing		- 19.085		19.085	Reprofiled to reflect current programme
<b>Total Children's services</b>			<b>0.000</b>	<b>-40.191</b>	<b>0.000</b>	<b>40.191</b>	
<b>CES</b>							
Highways	Various	External funding	21.789				Budget Setting for 20/21
Libraries	Stave Farm	S106	0.002				S106 funding for Stave Farm
<b>Total CES</b>			<b>21.791</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	
<b>Total Finance</b>			<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	
<b>Total</b>			<b>21.791</b>	<b>-40.191</b>	<b>0.000</b>	<b>40.191</b>	

# Cabinet

Item No: 12

<b>Decision making report title:</b>	<b>COVID-19 financial implications for Norfolk County Council</b>
<b>Date of meeting:</b>	<b>6 July 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr Andrew Jamieson (Cabinet Member for Finance)</b>
<b>Responsible Director:</b>	<b>Simon George, Executive Director of Finance and Commercial Services</b>
<b>Is this a key decision?</b>	<b>No</b>

## **Introduction from Cabinet Member**

This regular report updates the position reported to Cabinet in June with the latest details of the Council's forecast use of COVID-19 funding from Government. It sets out how the Council is proactively responding to the challenge of the COVID-19 pandemic to maintain the delivery of vital services across all areas of its operations, support the NHS and health system through enhanced hospital discharge processes to free up capacity, protect vulnerable people, support businesses, and ensure the safety of all staff delivering this vital work.

## **Executive Summary**

This report provides Cabinet with an overview of the current assessment of the emerging financial impact of COVID-19 for the County Council, which will have a profound impact on the organisation's ability to achieve planned budget savings and income for 2020-21.

The report also provides an overview of other financial issues associated with the COVID-19 response.

## **Recommendations**

- 1. To consider the latest forecast use of the COVID-19 grant to meet expenditure pressures, income reductions, and lost delivery of savings (Table 2), noting that this will continue to be revised as further details become available; and**
- 2. To agree that the future reporting of COVID-19 financial impacts be consolidated into regular Financial Monitoring from August Cabinet onwards.**



## 1. Background and Purpose

- 1.1. This report sets out the latest details of the Government's announcements made in response to the COVID-19 pandemic. In addition, it provides:
  - an overview of the use of funding in respect of Infection Control Fund allocations; and
  - an update on the Council's forecast cost and income pressures emerging from the response to COVID-19.
- 1.2. The content of the report is based on circumstances that are changing frequently and therefore some areas may become superseded by new information on an ongoing basis. The report should be read in conjunction with previous papers presented to May and June Cabinet, including the paper *NCC response to COVID-19*, and the *Strategic and Financial Planning 2021-22* report.

## 2. Latest funding announcements and financial implications

- 2.1. In March 2020, the Government originally provided £26.9m to Norfolk County Council to support the response to the coronavirus COVID-19 pandemic. On 28 April, the Government announced a further £16.742m of grant funding. These two tranches of funding, totalling £43.674m, have been provided to enable the Council to deliver its COVID-19 response across all services. It remains unclear what period this funding is intended to cover. Table 2 below provides the latest summary of the identified forecast costs against this funding for (broadly) an assumed six month period of disruption. In the event that response measures are in place for longer than this, additional costs are likely to be incurred as discussed elsewhere in the report.
- 2.2. Government has also announced<sup>1</sup> that a further £63m is to be distributed to local authorities in England to help those who are struggling to afford food and other essentials due to COVID-19. At the time of writing, the detailed allocations of this funding have not yet been announced. The funding is to support those who are vulnerable alongside existing mechanisms to provide support in a way that suits the needs of local communities. This will include the provision of cash payments, food vouchers, or alternative means of support.

## 3. Infection Control Fund allocations

- 3.1. On 15 May, the Department of Health and Social Care (DOHSC) published details<sup>2</sup> of the £600m national package to support care homes to tackle the spread of COVID-19 infection. The announcement confirmed:
  - Funding is to be paid in two equal instalments, in May and July, ringfenced for social care and will be given to local authorities "to ensure care homes can continue to halt the spread of coronavirus by helping them cover the costs of

---

<sup>1</sup> [https://www.gov.uk/government/news/63-million-for-local-authorities-to-assist-those-struggling-to-afford-food-and-other-essentials?utm\\_source=59d1281b-cc75-4d71-9b85-09c126a9c0e3&utm\\_medium=email&utm\\_campaign=govuk-notifications&utm\\_content=immediate](https://www.gov.uk/government/news/63-million-for-local-authorities-to-assist-those-struggling-to-afford-food-and-other-essentials?utm_source=59d1281b-cc75-4d71-9b85-09c126a9c0e3&utm_medium=email&utm_campaign=govuk-notifications&utm_content=immediate)

<sup>2</sup> <https://www.gov.uk/government/news/care-home-support-package-backed-by-600-million-to-help-reduce-coronavirus-infections>

*implementing measures to reduce transmission*". The funding must be fully spent within two months of the second instalment.

- The **Norfolk allocation is £12.386m** (representing 2.06% of total funding). Norfolk has received the eighth highest allocation using a methodology based on number of care beds (9,650) and an area cost adjustment calculation.
- **75% of the initial funding received is to be passed straight to care homes** within the local authority's geographical area for use on infection control measures, **including to care homes with whom the local authority does not have existing contracts**. DOHSC have indicated the total funding to be paid per bed in the allocations; the second payment will be contingent on the first being used for infection control. The remaining 25% must also be used for infection control measures, however local authorities are able to allocate based on need. This may involve support for domiciliary care and wider workforce measures. To be eligible for support from the grant, providers who do not already, must complete the daily care home Capacity Tracker.

- 3.2. The allocation of the 75% for residential care homes reached providers at the beginning of June. Following receipt of the second grant payment, which is expected in July, the payment of the second instalment will be made to all providers that have completed the capacity tracker and submitted plans for the use of the funding for infection control measures as per the grant agreement. Not all providers wished to receive the money and unused funding from this allocation will be added to the remaining 25%.
- 3.3. The allocation of the remaining funds was assessed based on risk and relevance to the specific measures outlined in the infection control grant conditions. A risk profile was completed for each area of the care market against the primary role of infection control. The highest risks were considered to be in provision where there are shared living areas and therefore the priority focus will be supported living, supported accommodation and housing with care. Although less of the infection control measures are relevant for home care providers there are identified needs for these providers and the proposed payment reflects this.
- 3.4. The allocation of funding will be available to all providers regardless of whether the providers contract with the county council.
- 3.5. There are time restrictions on the allocation of the funding and the first return was submitted to the Department of Health and Social Care on 26 June 2020. To enable timely allocation, a Cabinet Member decision was taken to enable the first instalment to be made available to care providers and enable actions to improve infection control to be put in place. All funding must be spent within two months of the second instalment and any unused funding will need to be returned to DOHSC.

#### **4. Forecast use of COVID-19 funding**

- 4.1. Table 2 below sets out a detailed summary of the anticipated use of the £43.674m funding provided to Norfolk County Council by Government. The statement by the Prime Minister on 10 May did not confirm a definitive timetable for lockdown measures to be lifted as these are contingent on a number of criteria being met. The Prime

Minister's further statement 23 June confirmed a reduction in the alert level to 3<sup>3</sup>. Taking these announcements into account, the six month forecast horizon has not been amended at this point. Some of the identified costs reflect risks against existing budgets – for example arising from the non-delivery of savings or the loss of budgeted income due to service closures. These have also been broadly estimated on the basis of a six month period, but are subject to other factors as well.

4.2. In the above context, additional cost and income pressures in relation to an extended recovery and normalisation period have not been included in the forecast but may be expected in relation to areas such as:

- lost income, particularly social care contributions and across CES services;
- additional costs from a surge in demand as services begin to be restored (e.g. children's social care);
- ongoing costs relating to PPE requirements;
- additional costs relating to social distancing as services are restored (e.g. additional capacity to enable social distancing measures on home to school transport etc);
- any new responsibilities which are not accompanied by further / new burdens funding; and
- costs associated with a second peak of the virus.

In some cases, likely areas where costs will arise have been identified, but actual estimates are not yet available and so are shown as to be confirmed. All estimates will continue to be refined as further information emerges. It therefore remains difficult to assess whether the funding provided by Government will be adequate, but it appears insufficient to meet the initial identified cost pressures, loss of income, and non-delivery of savings. It will therefore be critical to continue to reassess the costs and impact as the pandemic progresses, and to seek to continue the dialogue with Government about the overall level of pressures being faced.

4.3. A particular area of risk continues to relate to Business Rates and Council Tax income for 2020-21, which will need to be taken into account when the Medium Term Financial Strategy (MTFS) is updated and as part of 2021-22 Budget setting. No pressures in relation to this have been included within the forecast grant use, as any impact is assumed to arise in the 2021-22 financial year. Further details of the key risks in this area were set out in the *Strategic and Financial Planning 2021-22* report to Cabinet on 8 June 2020.

4.4. The Council is incurring costs that will ultimately be recoverable from the NHS, particularly in relation to supporting discharge from hospital in order to release capacity. These are not included in the figures shown in Appendix 1. The first recharge to NHS England and Improvement (NHSE/I) covering the period 19 March to 30 April amounted to £0.957m. The second recharge (for May), submitted in June, totals £1.183m (making the claim to date £2.141m). The increase in the monthly claim amount reflects the fact that a number of April agreements are still being paid in May,

---

<sup>3</sup> <https://www.gov.uk/government/speeches/prime-ministers-statement-to-the-house-on-covid-19-23-june-2020>

together with new ones. The Council will be including costs relating to service users that have passed through Reablement into other services in the June claim. At the time of writing, the Council has not received any reimbursement from the NHS in respect of these claims. This reflects the fact that the funding to the CCG has not yet been released by NHSE/I. This may potentially become an issue if payments are substantially delayed.

- 4.5. Since the previous report to Cabinet, the cost and income pressures forecast has decreased by £1.965m. The changes reflect:

**Table 1: Change in forecast COVID-19 pressures**

	£m
Reported to Cabinet 08/06/2020	63.737
<b>Reported to Cabinet 06/07/2020 (this report)</b>	<b>61.772</b>
Change in forecast	-1.965
Change due to:	
New forecast for Post 18s remaining in placements	0.202
New forecast for Additional respite care costs	0.100
Increase in forecast for Additional frontline agency costs	0.450
Reduction to forecast Children's savings at risk	-0.599
New forecast for Provision for match funding Business Rates Pool to establish Norfolk Strategic Fund	1.000
Extension of postponed implementation of the second phase of the charging policy implementation for remainder of 2020-21	2.000
Reduction to forecast Adults loss of income	-2.000
Reduction to forecast Adults savings at risk	-2.223
Increase in forecast for enhancements to packages of care	0.500
Reduction to forecast block capacity cost	-0.500
Reduction to other Adults forecast lines	-0.085
Removal of forecast community / voluntary costs	-0.100
Increase in forecast for Adults weekend / overtime costs	0.400
Increase in forecast for Vulnerable People Resettlement	0.100
New forecast for Adults costs of redeployed interims	0.100
Reduction in food boxes forecast	-1.800
Increase to forecast CES savings at risk	0.515
Reduction to forecast Strategy and Governance savings at risk	-0.025
<b>Total</b>	<b>-1.965</b>

- 4.6. It is therefore currently forecast that the council will incur cost and income pressures of £61.772m against total grant funding of £43.674m, a shortfall of £18.098m as set out below. It should be noted that the forecast shortfall relating specifically to COVID-19 cost and income pressures varies by £2.308m from the overall Council forecast position reported in monitoring as at period 2, elsewhere on this agenda. This is because the overall monitoring position reflects other variances including underspends and other savings not relating to COVID-19 and therefore not shown in the COVID-19 grant forecast position set out in this report. There continues to be a high degree of uncertainty about these forecasts and they will continue to be refined as the situation develops, timescales become clearer, and further national and local responses are delivered.

**Table 2: Forecast use of COVID-19 grant by directorate**

	<b>2020-21 Forecast £m</b>
<b><u>Funding</u></b>	
COVID-19 Additional Funding (MHCLG Grant tranche 1) for April-June	-26.932
COVID-19 Additional Funding (MHCLG Grant tranche 2)	-16.742
<b>Total funding</b>	<b>-43.674</b>
<b><u>Identified / forecast costs</u></b>	
<b>Adult Social Care</b>	
Enhancements to packages of care where not related to hospital discharge (mainly LD and MH and includes care need escalation)	1.450
Additional Block capacity purchased from market	0.500
Provider support payments to cover liquidity/sustainability issues and any additional costs where not specifically related to a person's changing care needs	10.000
Other care market pressures	6.000
Paying for additional day time support to Supported Living/Residential providers whilst the day centres are closed	0.300
Loss of income: Adults: No charges for services not received	3.000
Equipment and Support for our teams (e.g. PPE for in-house teams)	0.035
Support for people experiencing domestic abuse	0.200
Loss of savings: Adults: Savings delivery risk	10.727
Temporary postponed implementation of the second phase of the charging policy implementation (2020-21 cost pressure)	3.000
Equipment - spike in usage and increase in costs	0.200
Weekend or Overtime staff costs	0.500
Vulnerable People Resettlement	0.200
Redeployed interims	0.100
<b>Adult Social Care Total</b>	<b>36.212</b>

	2020-21 Forecast £m
<b>Children's Services</b>	
Loss of income - Children's Services - Initial estimate primarily relating to trading with schools	2.000
Loss of income - Transport	0.200
Safeguarding campaign - <i>Project Stay Safe</i>	0.010
Loss of savings: Children's: Savings delivery risk	2.401
Maintaining Early Year's Provision	0.500
Post 18s remaining in placements	0.202
Additional contracted provider costs	0.500
Additional respite care costs	0.100
Additional hardship funding for tier 2	TBC
Enhanced Zoom licenses	0.015
Additional frontline agency costs	0.550
CAMHS contract extension	0.010
Other support for the market	0.490
Grant support to charity	0.050
Book fund for Social Work apprentices	0.002
<b>Children's Services Total</b>	<b>7.030</b>
<b>Community and Environmental Services</b>	
Food boxes for older people (NCC provision)	0.200
Waste – Contract costs reflecting 15% increase in residual waste volumes	0.600
Waste – Recycling credits reflecting 15% increase in recyclables / garden waste	0.240
Reopening Recycling Centres – (traffic management, security, volume increase)	0.117
Loss of income: CES including Museums / Libraries	1.962
Loss of income: CES including Highways	4.351
Loss of income: CES including Planning and Development	0.104
Loss of income: CES including other SFC	0.920
Loss of income: CES other	0.027
Staff time chargeable to projects	TBC
Loss of savings: CES	1.115
<b>Community and Environmental Services Total</b>	<b>9.635</b>
<b>Strategy and Governance</b>	
Norfolk Community Foundation - grant donation	0.100
Joint comms systems for the Norfolk Resilience Forum	0.035
Government Conferencing (BT)	TBC
NPLAW support and advice	TBC
Increased Coroner's costs	0.100
Loss of income: Other	0.250
Loss of savings: Strategy and Governance	0.075
<b>Strategy and Governance Total</b>	<b>0.560</b>

	<b>2020-21 Forecast £m</b>
<b>Finance and Commercial Services and Finance General</b>	
Emergency Planning Director / Strategic Command Group / MAFG Director costs	0.039
Mortuary facility vans provided by NORSE	0.004
Corporate procurement of PPE	3.000
Food distribution hub - Site costs	0.050
Re-assignment of FES staff (HR and Finance System replacement) to COVID-19 response	0.375
Homeworking equipment	1.000
Extension of SWIFTS Pool Cars / Enterprise	0.007
Extension of Norfolk Assistance Scheme (NAS)	0.500
Software solution from Agilisys and Microsoft to handle the contacts to vulnerable adults in receipt of Letters and all related activities	0.060
Loss of income: Other	0.750
Loss of savings: Finance and Commercial Services / Finance General	0.790
Additional costs associated with the NCC schools contracts, between NCC and Norse Eastern Ltd	0.750
Vulnerability Tracker App	0.010
Provision for match funding Business Rates Pool to establish Norfolk Strategic Fund	1.000
<b>Finance and Commercial Services and Finance General Total</b>	<b>8.334</b>
<b>Norfolk County Council Total</b>	<b>61.772</b>
<b>Total forecast over/(under)spend against grant funding</b>	<b>18.098</b>

4.7. The funding provided by Government to date is un-ringfenced but is expected to address pressures anticipated in three areas: **(1) additional expenditure (2) lost income (3) delayed/undeliverable savings**. Government has confirmed that funding will (for example) be available to enable councils to:

- meet increased demand for adult social care and provide additional support to providers.
- meet extra demand and higher business-as-usual costs of providing children's social care.
- support those at higher risk of severe illness e.g. initial costs incurred supporting those within the most clinically high-risk cohort who also have no reliable social network.
- meet pressures across services, due to reduced income, rising costs or increased demand.

#### **4.8. Allocation of funding to services**

Details of the allocation of funding to services were set out in the 8 June Cabinet report. Services are expected to control spending within the original 2020-21 budget and the additional grant allocations. Where an overspend against budget and grant appears probable, considering cost, income and saving pressures, and any underspends arising from delayed or suspended activity, services have reported this to the Executive Director of Finance and Commercial Services as set out in the Financial Monitoring report elsewhere on the agenda. Service forecasts will be kept under review alongside the overall NCC position and available mitigations as part of wider budget monitoring. The Council continues to work with Government to highlight the forecast shortfall in emergency funding provided, and to identify the significant pressures for future years.

### **5. Support to the local economy**

- 5.1. The report *Restarting the Norfolk Economy*, elsewhere on this agenda, sets out details of critical actions to support Norfolk businesses and residents to get back on their feet, while delivering the aims of the Together for Norfolk business plan. This includes a recommendation to allocate £1.000m to a Norfolk Strategic Fund, from the Council's COVID-19 grant. This amount has been included in the grant forecast in this report.

### **6. Reporting pressures to Government**

- 6.1. The Council submitted its third return (for June) to the Ministry of Housing, Communities and Local Government (MHCLG) on 19 June. This response continued to highlight Council's key messages that funding to date appears inadequate to address currently anticipated cost and income pressures for 2020-21 as set out within the forecast in this report. In addition, the response emphasised that substantial risks exist around 2021-22 budget setting and early clarity funding will be essential to avoid difficult decisions about services.
- 6.2. MHCLG has also published a summary of the first and second round returns on 21 June.<sup>4</sup>

### **7. Impact of the Proposal**

- 7.1. This paper sets out details of the expected deployment of additional funding, which will need to be kept under review as the response to COVID-19 continues to evolve, in particular in respect of the impact of COVID-19 on underlying local authority costs and income sources, and further funding announcements and responsibilities from Government. It is proposed that content from this report COVID-19 financial impacts be incorporated into the regular financial monitoring from P3 onwards.

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

- 8.1. The County Council faces an unprecedented financial and public health crisis which is having significant implications both during 2020-21 and for future budget setting. It is essential to continue to engage with Government, MPs and other stakeholders to

---

<sup>4</sup> <https://www.gov.uk/government/publications/local-authority-covid-19-financial-impact-monitoring-information>



campaign for adequate and sustainable funding for Norfolk to continue to deliver vital services to residents, businesses and visitors.

## **9. Alternative Options**

- 9.1. This report sets out the forecast use of the COVID-19 funding received to date, but this should be seen as indicative only because the Council will need to respond with some flexibility to emerging cost pressures and the rapidly developing situation. No specific alternative options have been identified.

## **10. Financial Implications**

- 10.1. Financial implications are discussed throughout the report. The response to COVID-19 is likely to result in significant cost and income pressures in 2020-21, as well as impacting on the scope to achieve planned 2020-21 savings, and the capacity to develop new proposals for the 2021-22 Budget. The forecast use of the COVID-19 grant set out in this report identifies a shortfall in funding, although there remains a high degree of uncertainty around some of these estimates. In the event that these costs were to fully materialise, and no additional funding were provided, the Council would need to seek to mitigate the impact over the remainder of the financial year 2020-21. The Council will continue to work, including through representative organisations such as the Local Government Association (LGA) and County Council Network (CCN), to secure full funding for the additional pressures being experienced.
- 10.2. Work to deliver additional Government funding could also have an impact on the overall budget gap to be addressed. As such the Government's response and decisions about Council funding in 2021-22 will be hugely significant. Government has an opportunity as part of the COVID-19 response to deliver a permanent step change in the recognition of the importance of social care, and to fund local authorities to provide a key contribution as part of the national recovery.

## **11. Resource Implications**

### **11.1. Staff:**

There are no direct implications arising from this report although cost forecasts reflect the fact that staff resources have been proactively redeployed as part of the response to COVID-19.

### **11.2. Property:**

There are no direct property implications arising from this report although cost forecasts reflect changed plans around the use of property and additional property costs.

### **11.3. IT:**

There are no direct IT implications arising from this report although cost forecasts reflect additional IT costs expected to be incurred in delivering the response to COVID-19.

## **12. Other Implications**

### **12.1. Legal Implications**

None identified.

## **12.2. Human Rights implications**

No specific human rights implications have been identified.

## **12.3. Equality Impact Assessment (EqIA)**

No specific EqIA has been undertaken in respect of this report. However, COVID-19 has impacted on every individual and family across Norfolk, particularly on people with protected characteristics.

New evidence is emerging daily about the nature and extent of this impact.

In view of this, the Council is maintaining a dynamic equality impact assessment, which is available [here](#).

This impact assessment is being used by the Cabinet to inform decision-making during the COVID-19 pandemic. It is being continually updated to inform business continuity planning, and should be taken into account along with the considerations and mitigating actions detailed in this report.

Mitigating actions are being developed wherever necessary and these are summarised in the assessment.

## **13. Risk Implications/Assessment**

13.1. The figures set out in Table 2 reflect initial estimates; these will be further refined as more information is available. The ultimate impact and financial cost of the response to the COVID-19 outbreak will be highly dependent on a wide range of factors including the length of time that the pandemic continues, the severity of the impact (both nationally and in Norfolk), and the wider actions taken in response.

13.2. The emerging coronavirus / COVID-19 situation may impact on the County Council's budget setting process in a number of ways, as reported in the *Strategic and Financial Planning 2021-22* report to 8 June Cabinet.

13.3. All risks associated with COVID-19 are documented in the Norfolk County Council Corporate Risk Register.

## **14. Select Committee comments**

14.1. None.

## **15. Recommendations**

15.1. Cabinet considers the recommendations as set out in the Executive Summary.

## **16. Background Papers**

16.1. Norfolk County Council Revenue and Capital Budget 2020-21 to 2023-24, County Council 17/02/2020, agenda item 5 ([here](#))  
COVID-19 financial implications for Norfolk County Council, Cabinet 11/05/2020, agenda item 9 ([here](#))  
NCC response to COVID-19, Cabinet 11/05/2020, agenda item 8 ([here](#))  
COVID-19 financial implications for Norfolk County Council, Cabinet 08/06/2020, agenda item 11 ([here](#))

## Officer Contact

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

**Officer name:** Titus Adam

**Tel No.:** 01603 222806

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



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

## Report to Cabinet

Item No 13.

<b>Report title:</b>	<b>Social Value in Procurement</b>
<b>Date of meeting:</b>	<b>6 July 2020</b>
<b>Responsible Cabinet Member</b>	<b>Andrew Jamieson, Finance</b>
<b>Responsible Director:</b>	<b>Simon George, Executive Director of Finance and Commercial Services</b>
<b>Is this a Key Decision?</b>	<b>No</b>
<b>Executive Summary/Introduction from Cabinet Member</b> <p>The Public Services (Social Value) Act 2012 was placed into statute to make people who commission public services think about how they can also secure wider social, economic and environmental benefits. The Act gives public bodies a duty to consider these in respect of each services procurement.</p> <p>The Council's procurement team already fulfils this duty and many of the points included in this paper are already embedded in our practices. This paper seeks to formalise the current position by building on practice and introducing economic and social outcome measures.</p> <p>Incorporating social value requirements into our commissioning and procurement activities with greater consistency and clarity of purpose will enable the council to secure wider economic and social benefits. By routinely taking account of social value in our spending decisions, the council can make a tangible contribution to the long-term wellbeing and resilience of individuals and communities in the county.</p> <p><b>Recommendation: that Cabinet endorses the proposed approach to Social Value in Procurement set out in this paper</b></p>	

### 1 Background and Purpose

This report sets out Norfolk County Council's proposed approach to Social Value in Procurement. The council's adoption of an updated, consistent approach will enable the delivery of tangible and measurable economic and social benefits to be consistently and effectively considered within commissioning and procurement processes.

Our aim is that, in the procurement of services, we consider our activities holistically; routinely and purposefully seeking to maximise the wider economic and social effects of our spending decisions in ways that benefit all.

Agreement of this approach will build on our current practice, ensuring that the appropriate emphasis is placed on preparation, engagement and consultation prior to the bidding process with commissioners and the supply market to understand what social value could be delivered. It will also support closer assessment of social value outcomes during and after contract delivery.

## **1.1 The risks of a counterproductive effect**

1.1.1 Well-intentioned social value requirements can have a counter-productive effect, by making smaller firms less competitive in tendering processes. For example:

- larger firms have dedicated bidding teams who are experienced in answering questions about social value and can provide convincing, high-scoring answers;
- larger firms are more likely to have formal certifications in place – for example ISO14001 for environmental management – and if social value requirements are formulated in this way, smaller firms can be excluded.

1.1.2 Accordingly, social value requirements must be carefully developed to avoid a counter-productive effect.

## **1.2 Background**

### **1.2.1 Public Services (Social Value) Act 2012**

1.2.1.1 The Act requires a public authority to consider, at pre-procurement stage, “how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area and how... it might act with a view to securing that improvement.” The authority must also consider whether to undertake any consultation on how to deliver social value.

### **1.2.2 Related legal requirements**

1.2.2.1 A local authority also has other duties which it is convenient to consider alongside the requirements of the Social Value Act. These include:

- the public-sector equality duty, which requires that public bodies have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities
- the duty under section 17 of the Crime and Disorder Act to do all it reasonably can to prevent crime and disorder, including anti-social behaviour; the misuse of drugs and alcohol; and re-offending;
- the duty under the Public Contracts Regulations to pay suppliers within 30 days and to pass this obligation down the supply chain; and
- duties under health and safety legislation to ensure that functions that have been contracted out are carried out safely.

### **1.2.3 Other policy considerations**

#### **1.2.3.1 Modern Slavery**

The Independent Review of the Modern Slavery Act has published its second interim report and has recommended that Section 54 of the act should be extended to the public sector and that local authorities should publish a statement if their annual budget exceeds £36 million. Whilst this requirement is not yet law, it is important that the council manages modern slavery risks in its supply chain as well as in other aspects of its business.

### 1.2.3.2 The Employment Relations Act 1999 (Blacklists) Regulations 2010

There is a history, particularly in construction contracts, of contractors sharing lists of employees who have engaged in trade union activity or raised health and safety concerns and discriminating against them: these practices are outlawed under the Employment Relations Act 1999 (Blacklists) Regulations 2010. It is appropriate to require contractors to have effective processes in place to enforce these regulations, particularly in view of the health and safety implications if workers are afraid to report concerns.

### 1.2.3.3 Mental health

Mental health is an important public health issue that falls within the remit of the county council and, as well as its implications for wellbeing, has a direct effect on council and NHS budgets and on workforce participation, productivity and hence GVA.

### 1.2.3.4 Cyber Security

Aside from its importance for the resilience and confidentiality of services provided to the council, cyber security is now an important issue in terms of national resilience. Accordingly, central government now treats the opportunity to drive up standards of cyber security in general through setting good standards in public contracts as a form of social value.

## 1.2.4 Intrinsic and extrinsic social value

1.2.4.1 Contracts often intrinsically deliver social value: their whole purpose is to deliver social, environmental or economic benefit. We build a road or provide a bus so that people can access training, education, jobs, health services and leisure; we deliver social care; we collect waste and dispose of it responsibly; we promote public health.

1.2.4.2 Other contracts, though, are not directly concerned with delivering social value, but are required to support the delivery of public services. Offices have to be cleaned; electricity provided; accounts audited. In these contracts, we are generally concerned with mitigating environmental damage – using less-harmful cleaning techniques, clean energy, or recycled paper – and where possible, achieving social and economic benefits such as promoting apprenticeships and training and encouraging the use of local firms.

## 2 Proposals

It is proposed that the County Council adopts the following approach in respect of social value in procurement.

### 2.1 Formal consideration of social value

The law requires the council to consider social value in services contracts over the OJEU threshold, but officers shall consider social value in above-threshold contracts for works as well as services. Officers shall set out their assessment of social value issues in Cabinet papers or papers to other decision makers.

Social value can:

- be built into the contractual terms;

- form part of the specification; and
- form part of tender evaluation

### **2.1.1 Contract packaging and market engagement**

Both effective market engagement before a procurement exercise and the approach to contract packaging – the decision, for example, about whether to break the requirement down into lots – can determine what types of bidder – SMEs, third sector organisations, etc – participate.

#### **2.1.1.1 Prior information notices**

Unless impracticable because of urgency, prior information notices shall be placed in respect of all procurement exercises. The notices should:

- provide information about the proposed procurement so that:
  - bidders have time to prepare
  - smaller organisations can form consortia if they choose; and
  - potential sub-contractors can make themselves known to prime contractors;
- provide the opportunity for potential providers to engage in the development of the procurement process, the specification and the evaluation criteria, including the social value aspects;
- provide the opportunity for potential providers to comment on the proposed lotting strategy.

#### **2.1.1.2 Division into lots**

In accordance with the Public Contracts Regulations 2015, for each contractual opportunity, the potential to break the requirement down into lots shall be considered. The rationale for the lotting strategy shall be documented and included in the procurement documents.

#### **2.1.1.3 Co-production**

For services which have a significant effect on people – education, health, care, transport and housing services and services affecting the public realm – appropriate consultation shall be undertaken with those affected and, for people services, commissioners shall work closely with users or their representatives.

### **2.1.2 Requirements to be built into contracts**

Certain social value requirements shall be built into contract terms or specifications. Where appropriate, bidders' ability to meet these requirements shall be tested through the procurement process; compliance with these requirements shall be monitored, to a proportionate degree, through the contract management process.

#### **2.1.2.1 General**

Contracts shall include requirements for the following:

- payment within thirty days, with this requirement being passed down the supply chain<sup>1</sup>;
- compliance with the Equality Act 2010;

---

<sup>1</sup> This requirement applies to all contracts under the Public Contracts Regulations 2015

- compliance with the Bribery Act 2010;
- compliance with living wage legislation and with requirements to check entitlement to work;
- appropriate measures to deter crime and disorder:
  - measures to prevent fraud, where council or client money is being handled;
  - measures to prevent theft of cash or goods;
  - requirements for 'security by design' where buildings or infrastructure are being built or modified;
- appropriate health, safety and environmental requirements;
- appropriate requirements for workforce development.

#### 2.1.2.2 Blacklisting

Construction contracts shall include a requirement to abide by the Employment Relations Act 1999 (Blacklists) Regulations 2010.

#### 2.1.2.3 Cyber-Security

Contracts for software as a service and hosted IT systems and contracts that involve processing personal data or data that is essential for business continuity shall include:

- appropriate cyber security and resilience requirements, typically *cyber essentials* or *cyber essentials plus* as defined by the National Cyber Security Centre
- appropriate business continuity and disaster recovery requirements.

#### 2.1.2.4 Modern slavery

Contracts in sectors where there is an elevated risk of modern slavery, such as waste and construction, shall include requirements for contractors to mitigate the risks. All contracts over £10m per annum shall include requirements for contractors to segment their supply chains by modern slavery risk and to proactively manage modern slavery risk in segments where there is an elevated risk.

#### 2.1.2.5 Diverse supply chains

Contracts valued over £10m and contracts likely to involve material sub-contracting shall generally include provisions requiring the promotion of diverse and local supply chains, including:

- promotion of sub-contract and supply opportunities to the Norfolk business community; and
- promotion of sub-contract and supply opportunities to women-owned businesses, BAME-owned businesses and businesses owned by people with other protected characteristics under the Equality Act.

#### 2.1.2.6 Workforce health

For contracts valued over £10m, consideration shall be given to including requirements to promote good mental and physical health in the workforce.



### **2.1.3 Social value opportunities to be considered for evaluation**

- 2.1.3.1 Opportunities to promote social value through the evaluation process – in other words, to give extra marks for additional value - shall be considered for each significant procurement exercise.
- 2.1.3.2 In considering these opportunities, the cost shall be borne in mind. By granting marks for social value in a procurement process, the buyer is saying that it is willing to pay extra for those social value features. Officers shall consider whether this is the most cost-effective way of obtaining the desired social benefit.
- 2.1.3.3 The Social Value Act is deliberately flexible, providing scope to be imaginative in defining social value according to local needs. The legislation's broad-brush approach to 'economic, social and environmental well-being' enables a very wide range of factors to be considered when purchasing a service. Aligning an approach to Social Value in Procurement with Norfolk County Council's corporate priorities will enable the council to address local challenges, particularly around inclusive growth and social mobility. Supporting skills development and creating employment, training and volunteering opportunities for local people are key to this, and are among the following examples of typical social value benefits to be considered. This list is not exhaustive.

#### Skills development – apprenticeships, training and work experience

- 2.1.3.4 The opportunity to support skills development by creating quality apprenticeship, training and work experience opportunities through major contracts is significant and should always be considered, particularly in light of its potential impact on social mobility.

#### Support for disadvantaged groups

- 2.1.3.5 Opportunities to provide support sessions, trade taster sessions and similar opportunities for disadvantaged groups (including BAME people) and to promote employment of disadvantaged groups should always be considered.

#### Support for the local area

- 2.1.3.6 Opportunities exist for suppliers to build social value by seeking actively to recruit local people and local subcontractors.

#### Community and client capacity

- 2.1.3.7 The opportunity to make communities more cohesive, sustainable and resilient should always be considered. Approaches to service delivery that will have a long-lasting impact – for example by strengthening the local voluntary sector, or enabling clients to be less dependent on support – should be favoured over approaches that are less sustainable.

#### Volunteering and mentoring

- 2.1.3.8 The contribution of volunteering and mentoring time in the local community could form useful added value, but care should be taken that the approach does not simply allow large providers to rebadge volunteering that their staff already undertake and charge extra for it.

## Environmental

2.1.3.9 Where there may be opportunities for significantly better environmental performance, it may be appropriate to include environmental performance as an 'added value' criterion, rather than simply setting a minimum standard.

2.1.3.10 Environmental standards above the statutory minima may be particularly relevant where they:

- materially reduce greenhouse gas emissions;
- support the council's public health objectives, for example by improving local air quality;
- contribute towards the environmental and landscape objectives of the Norfolk Spatial Strategy.

## **3 Impact of the Proposal**

### **3.1 Outcomes**

- 3.1.1. Consistently incorporating social value outcomes into our procurement activities enables Norfolk County Council to deliver significant economic and social benefits, thus contributing directly to the inclusive growth agenda which promotes economic growth that benefits all.
- 3.1.2. The creation of employment, apprenticeship and volunteering opportunities enables the upskilling of the local workforce, raising the life chances and social mobility of Norfolk residents.
- 3.1.3. The delivery of local, community initiatives could reduce inequality and improve the long-term wellbeing and resilience of individuals and communities.
- 3.1.4. The continual delivery of social value outcomes will help to alleviate pressure on public services and reduce demand for a range of services in the long term.
- 3.1.5. The Growth and Development team, working with Procurement, will develop a robust mechanism for the measurement of social value outcomes in Norfolk. Metrics will be established to track social value achievements. Ideally, such metrics will measure population outcomes. Outcomes will be developed using local indicative data and considered against national practice, comparable projects and delivery areas.

### **3.2 Measurement**

- 3.2.1. The achievement of contracted social value shall be measured and any underperformance tackled by contract managers. This shall be tailored to the specific contract requirements. Metrics may measure inputs, outputs and/or outcomes.
- 3.2.2. Where a contract includes skills, employment or apprenticeship requirements, consistent KPIs agreed with the Assistant Director, Growth & Development and Director of Procurement shall be measured by contract managers and reported to the Growth and Development team for collation and aggregation.

## 4 Financial Implications

- 4.1 As much of the activity described within this proposed policy is already embedded in procurement practice, it is not likely that there will be a significant resource implication.
- 4.2 On a case-by-case basis, commissioners will need to consider the financial implications of the social value requirements that they build into tenders.

## 5 Other Implications

### 5.1 Equality Impact Assessment (EqIA)

Equality impact assessments will continue to be undertaken for individual procurement exercises. The formalisation of the approach to social value is expected to have a positive impact by ensuring structured decision-making, including on issues that affect people with protected characteristics.

### 5.2 Any Other implications

Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.

## 6 Recommendation

- 6.1 **Recommendation: that Cabinet endorses the proposed approach to Social Value in Procurement set out in this paper**

### Officer Contact

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

<b>Officer Name</b>	<b>Al Collier</b>
<b>Tel No</b>	<b>01603 223372</b>
<b>Email address</b>	<b><a href="mailto:al.collier@norfolk.gov.uk">al.collier@norfolk.gov.uk</a></b>



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

# Cabinet

Item 14

<b>Decision making report title:</b>	<b>Health, Safety and Well-being Annual Report 2019-20</b>
<b>Date of meeting:</b>	<b>Cabinet: 6<sup>th</sup> July 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Executive Leader Andrew Proctor, (Cabinet Member for Governance and Strategy)</b>
<b>Responsible Director:</b>	<b>Fiona McDiarmid, Executive Director of Strategy &amp; Governance</b>
<b>Is this a key decision?</b>	<b>No</b>

## Introduction from Cabinet Member

As an employer Norfolk County Council (NCC) is required to have in place a management system to ensure the health and safety of our employees and others affected by our business undertaking; including Members, volunteers and anyone we provide services to (either directly or through a 3<sup>rd</sup> party) such as school pupils, commissioned services clients, contractors and members.

As part of the NCC health and safety management system the Head of Health, Safety and Well-Being is required to report to the most senior leaders and directing minds of NCC twice a year on the health, safety and well-being performance. The main purpose of this report is to provide Cabinet with an update on performance measures so that members have the information necessary to satisfy themselves of the effectiveness of the NCC health and safety management system, or where necessary to identify actions for Executive Directors and others to improve the performance against the 3 key outcome goals:

- NCC has a positive health, safety and well-being (HSW) culture
- The standard of HSW management ensures employees are at work, well and productive
- HSW has a successful strategic approach to trading and cost recovery

The report would ordinarily also cover an overview of the activities undertaken by the Health, Safety and Well-being (HSW) team to support the performance and take a forward look at the year ahead; identifying activities and commitments of both the HSW team and Executive Directors. However, since February 2020 the HSW team have necessarily shifted focus to the Coronavirus COVID-19 pandemic. The first enquiries relating to COVID-19 came into the team in January and despite the significant impacts not being felt by many in the Council until 23<sup>rd</sup> March when the stay at home guidance came into effect, the HSW team were working on plans from early February. This continues to be the team's main focus and therefore the Head of HSW made the decision to delay discussions around wider HSW related activity until later in the year. This report therefore only reviews the performance data from 2019/20.

## Executive Summary

This report provides data and analysis on the Health, Safety and Well-being (HSW) performance of Norfolk County Council (NCC) as an employer and the activity undertaken by the HSW Service to support the management of risks for 2019/20.

All numerical data is compared to the same position last year (18/19 data is provided in brackets) unless otherwise stated. The Red, Amber, Green (RAG) rating provides an interpretation of this position as well as an indication of position against target. Red indicates a slippage from last year's performance and/or a position significantly below target, amber indicates a similar position to last year's performance and/or a position close to target and green indicates an improvement on last year's performance and/or the target being met or exceeded.

The performance data provides a mixed picture overall. There are areas of improvement on last year's position, some of which are significant; however, there are also some areas where performance has been slow to improve and remains below target or has slipped.

Positive indicators are:

- The number of non-reportable incidents have reduced overall from 85.18 in 18/19 to 83.15 in 19/20
- Incident management has improved, whilst we have not yet reached the target of 90% of incidents being reviewed and signed off in 90 days, all of NCC Services outstanding incidents from previous years have been signed off as have a significant number from schools.
- 111 managers undertook mental health first aid training this year. The feedback continues to support the value of the investment in this training.
- There has been an improvement in completion of mandatory training by employees following focused work on this area by departments
- Whilst the risk profile of the organisation is going up, the number of revisits needed to secure compliance has significantly reduced, suggesting managers and Headteachers are receptive to the visits they receive.
- Training compliance has significantly improved this year with this only being identified as an issue in 13% of visits this year compared to 49% in the previous year.
- Well-being services continue to provide excellent support to employees with usage data and feedback demonstrating the value these services bring such as improving employees' stress levels and productivity (Norfolk Support Line feedback) and helping employees to stay at work (Musculoskeletal scheme estimated to prevent 9393 days absence)
- £373,000 of HSW traded income was generated this year compared to £340,000 at the end of 18/19.

Some of the indicators highlighting where NCC still requires improvement include:

- There has been an increase in the more significant incidents occurring in NCC with the number of formally reportable incidents going from 1.48 per 1000 f.t.e. in 18/19

to 2.23 in 19/20 and the number of non-reportable over 7 day incidents going from 2.61 to 3.91.

- Violence remains the single biggest cause of incidents. Whilst there has been a rise in reports of violence in Children's Services this is likely to be due to an increased understanding on what needs reporting, following a significant personal safety training programme, rather than a real increase in incidents. It should be remembered that Children's Services colleagues support children with significant health and social care needs.
- Where employees have workstation assessments through MIRS, NCC need to ensure the manager takes prompt action to address any changes that are recommended.

Overall assessment for NCC remains amber with 2 out of the 3 overall outcome measures rating amber. However, this does not reflect the significant improvements in a number of performance indicators within each area.

## **Recommendations**

- **To consider the reported performance of NCC**
- **Agree that actions continue to focus on the response to the COVID-19 pandemic**
- **Agree that any further actions and improvements are reviewed at the mid-year report**

## **1. Financial Implications**

- 1.1. There are no specific financial implications to bring to the attention of Cabinet, although reference should be made to legal implications below.

## **2. Resource Implications**

### **2.1. Staff:**

There are no additional staffing implications in the proposed actions and recommendations

### **2.2. Property:**

There are no additional property implications in the proposed actions and recommendations

### **2.3. IT:**

There are no additional IT implications in the proposed actions and recommendations

## **3. Other Implications**

### 3.1. **Legal Implications**

Health and Safety Law is criminal law. If the Authority does not have a robust and proactive health and safety management system in place there is a risk that the Authority will be exposed to enforcement action and ultimately prosecution. Enforcement bodies are able to take action where systems are not in place even in the absence of an incident. Where they do take action sentencing guidelines dictate it is the likely severity of injury that influences the sentence as well as the size of the organisation and the simplicity of the control measures. Therefore, if a solution is relatively easy to implement and it is likely to prevent a serious injury there will be significant sentencing consequences of not doing so. Recent public sector fines have been in the region of £100,000 - £1,000,000.

There is also a risk of an increase in successful civil claims made against the authority

It should be noted that as the legal employer in NCC schools these risks also apply to schools, unless their status means we are not the employer e.g. academies.

### 3.2. **Human Rights implications**

There are no human rights implications from the recommendations and actions in this report

### 3.3. **Equality Impact Assessment (EqIA)**

An EqIA is undertaken for all new health, safety and well-being policies

## 4. **Risk Implications/Assessment**

- 4.1. Commitment to securing improvement in the key areas identified will help to ensure health, safety and well-being risks are being managed well; supporting our employees to be at their best at work so that they can contribute to improving the lives of our communities and the ambitions of NCC.

## 5. **Select Committee comments**

### 5.1.

## 6. Recommendations

- 6.1.
- To consider the reported performance of NCC
  - Agree that actions continue to focus on the response to the Covid19 pandemic
  - Agree that any further actions and improvements are reviewed at the mid-year report

### Officer Contact

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

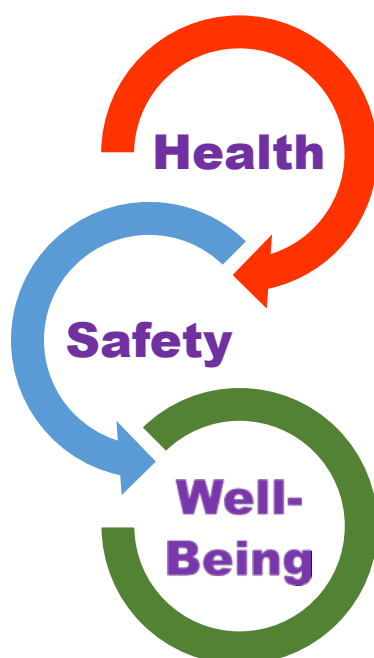
**Officer name:** Derryth Wright, Head of Health, Safety and Well-being      **Tel No.:** 01603 973739

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



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





# Annual report 2019/20

*Tel: 01603 223989*

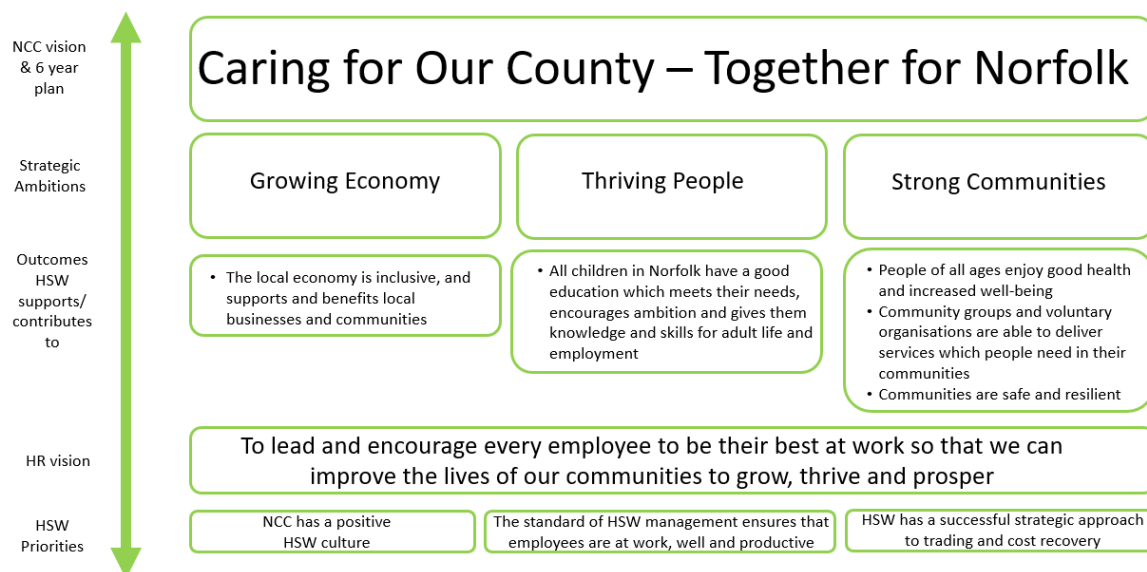
*[Healthandsafety@norfolk.gov.uk](mailto:Healthandsafety@norfolk.gov.uk)*

*[Well-being@norfolk.gov.uk](mailto:Well-being@norfolk.gov.uk)*

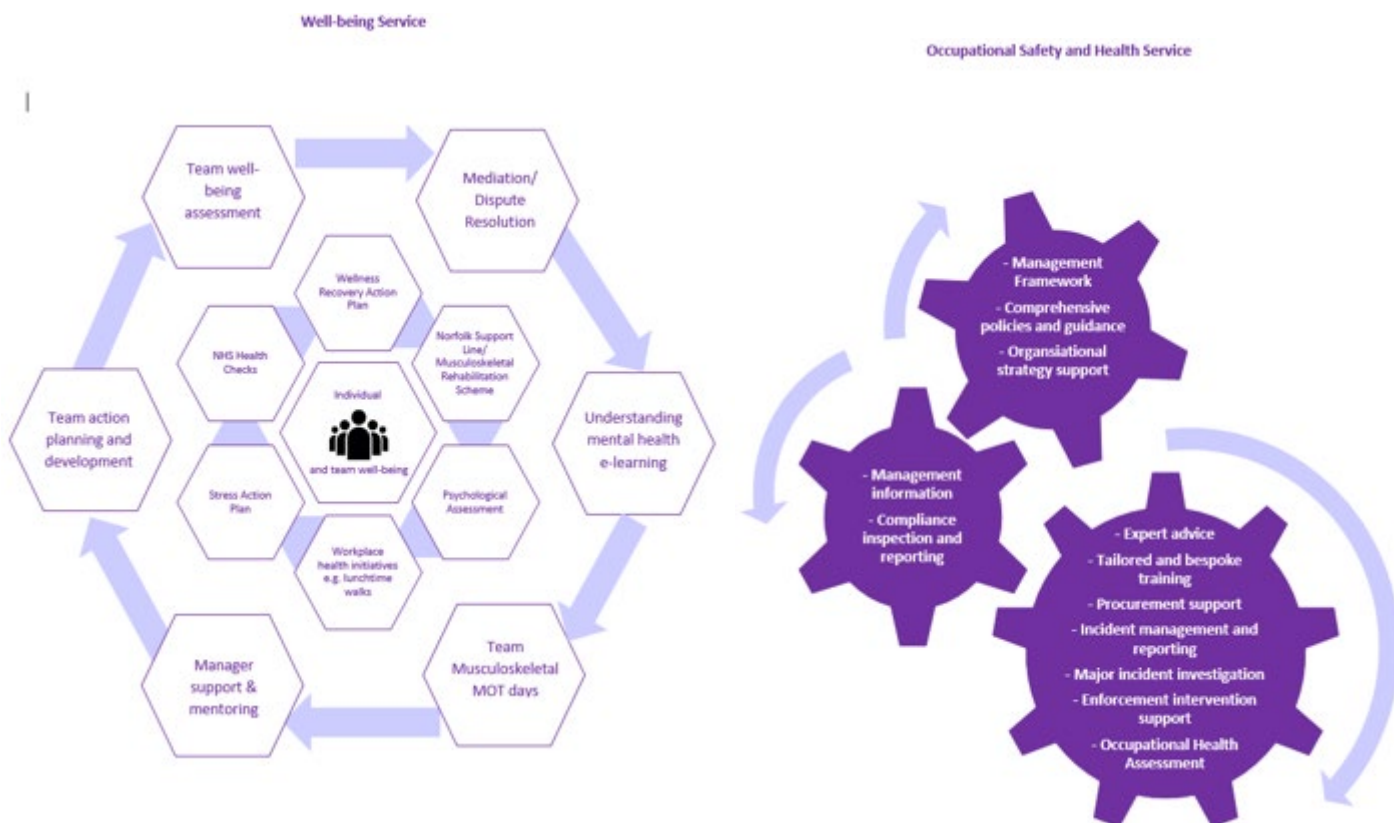
## 1.0 Overview of the Health, Safety and Well-being Service

The HSW service provides the strategic framework for NCC to deliver its statutory HSW responsibilities. We provide professional advice and support to services, teams and individuals across NCC to ensure effective and proportionate management of risks and organisational resilience.

The services provided support the Council's strategic ambitions as described in the diagram below:



The services provided to support delivery of these priorities are:

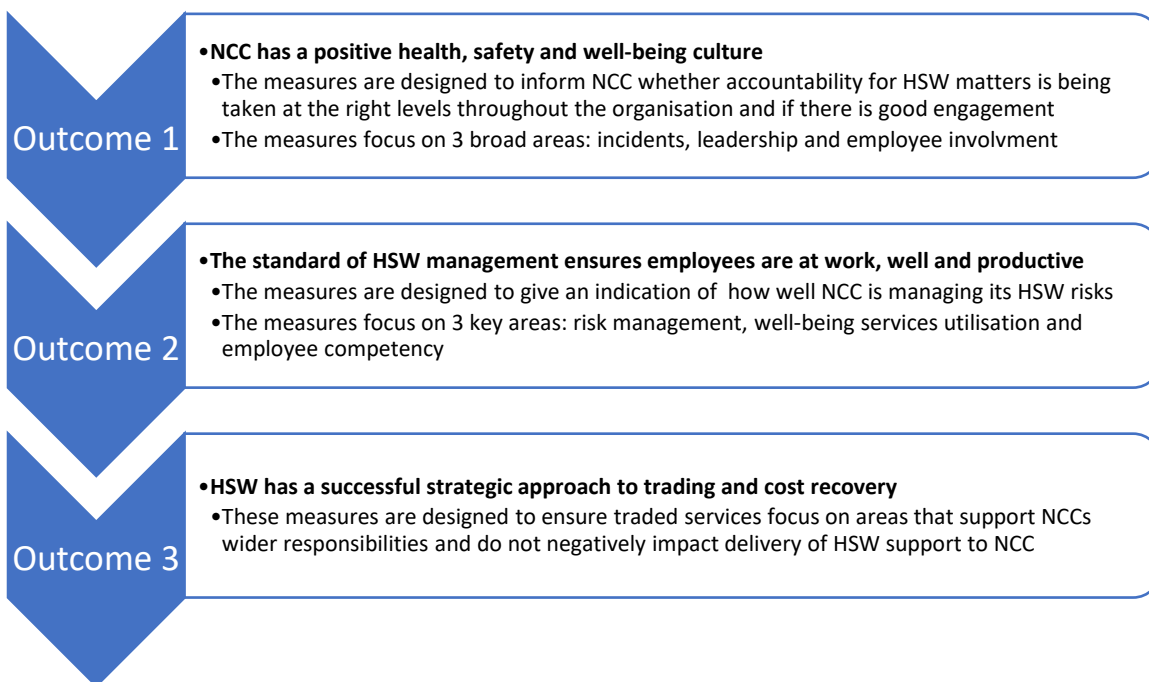


The core occupational safety and health services are provided to service departments and schools where NCC maintain employer liabilities. The team has also developed a traded service offer providing cost effective service options through delivery of similar products as outlined above for other local authorities, public sector organisations and non-local authority schools (the well-being service is also provided on a traded basis to local authority schools). This approach has successfully enabled the service to NCC to remain resilient whilst reducing the overall cost to the authority. In 2019/20, 53% of the service costs were covered by income generation, an increase from 49% in 2018/19.



## 2.0 Strategic plan progress

In 2017, 3 key outcomes were identified as priorities in order to ensure NCC is a high performing employer for health, safety and well-being management. These formed the basis of a three-year plan. The outcomes are:



For each outcome an overall analysis and assessment of position is provided.

These outcomes have been reviewed and remain relevant, they will therefore continue to be our strategic outcomes.

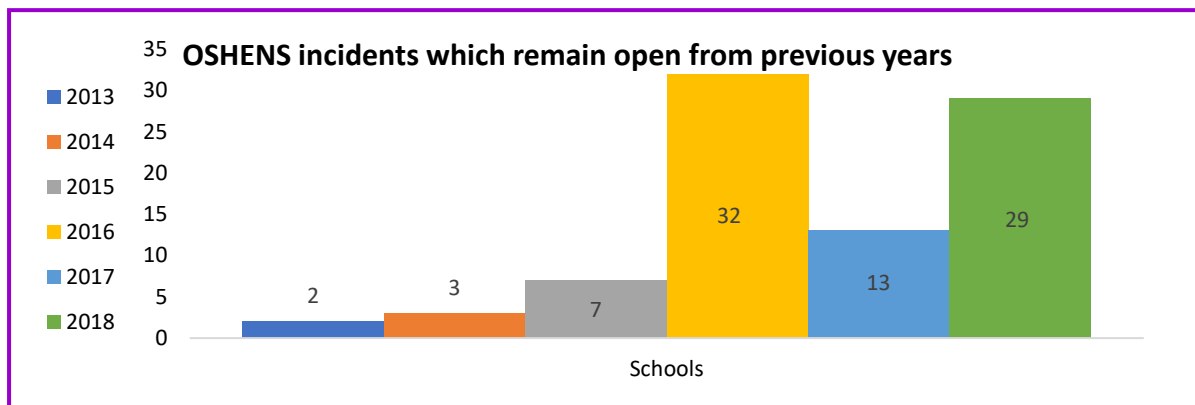
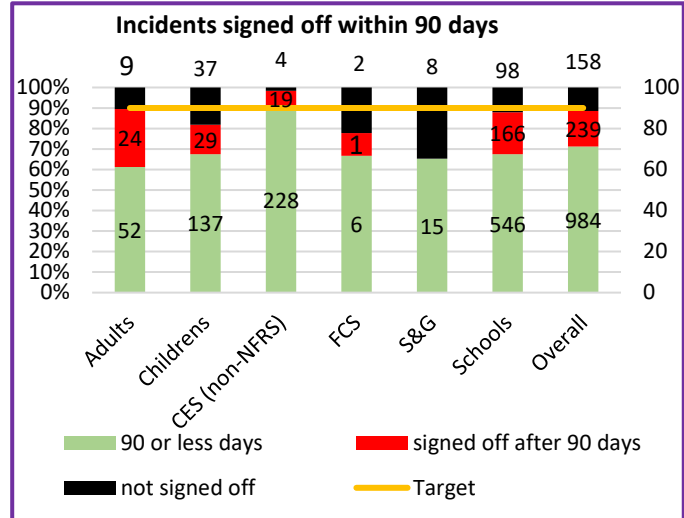
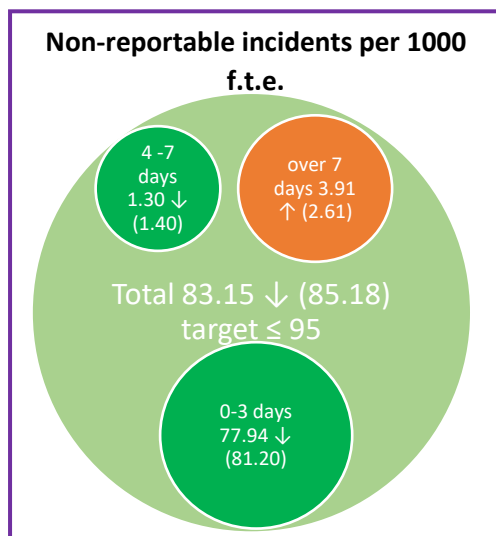
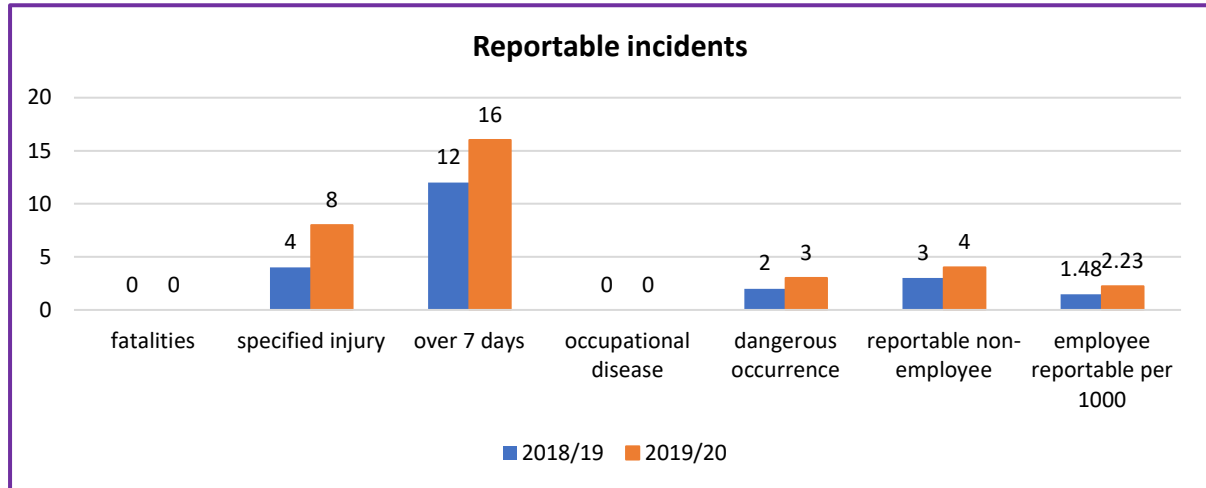


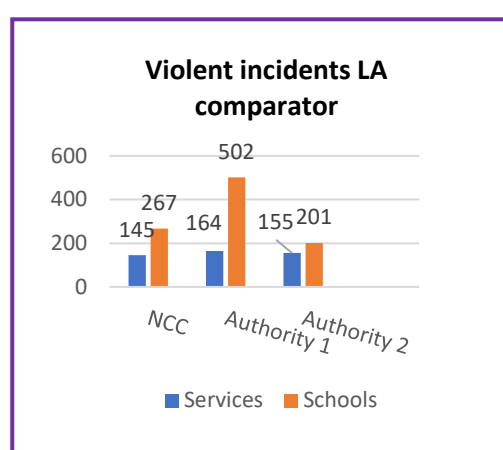
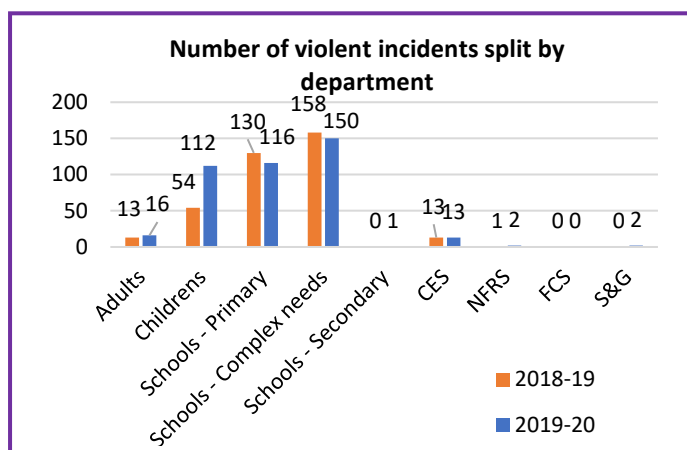
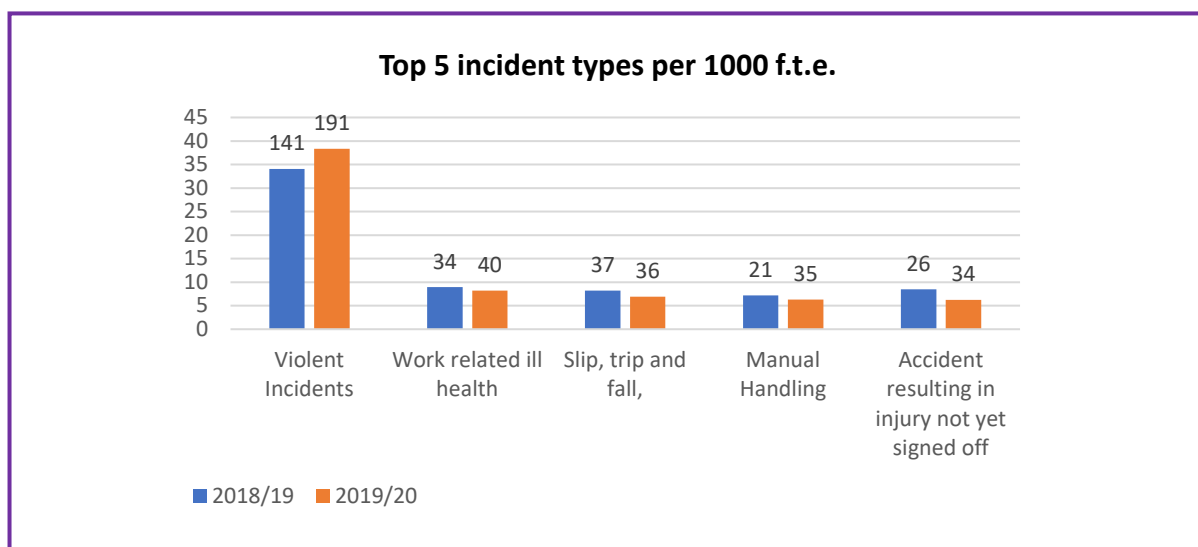
## 2.1 Outcome 1: NCC has a positive health, safety and well-being culture

The below measures are designed to inform NCC whether accountability for health, safety and well-being matters is being taken at the right levels throughout the organisation and if there is good engagement with the organisation's employees and their representatives

The measures focus on 3 broad areas: incidents, leadership and employee involvement

### 3.1.1 Incidents





**2 ↓** incidents not reported/retrospectively discovered by HSW (target ≤ 5)

**N.B. Where numbers are shown in brackets these are the figure for the previous year**

### Data analysis

There has been an increase in all reportable incidents except for fatalities compared to this time last year, both in number and per 1000 f.t.e. Non-reportable incidents have decreased overall and in all categories except for those with the most impact (over 7 days absence). The data therefore suggests that whilst the overall number of incidents has reduced the severity is increasing. However, NCC continues to be a good performer when compared to the national benchmark. The 18/19 benchmark figure for employee reportable incidents per 1000 f.t.e is **2.54** compared to the 19/20 NCC figure of 2.23. Please note, the national figure is updated in October each year therefore the 18/19 figure is the latest available.

Over the last year there has been significant focus by Executive Directors to improve the management of incidents to ensure reports are accurate and incidents are investigated in a

timely way so that lessons can be implemented and NCC can meet its statutory reporting duties. This has been supported by regular data provision via the HSW team. The data shows that all departments have ensured their backlog of incidents from previous years have now been dealt with no incidents remaining compared to 231 at the end of 2018/19. Schools have also improved significantly, although **86** remain outstanding, this has reduced from **441** at the end of 18/19. It is also important to note that these 86 incidents are distributed amongst 18 schools. Regular reminders sent to schools regarding these incidents has driven this improvement, unfortunately as a result of the Coronavirus COVID-19 pandemic HSW ceased these reminders in January and schools subsequently necessarily turned their attention to ensuring they could maintain provision for the specific children most in need, meaning the improvements made earlier in the year halted. When the time is right the HSW team will pick this work back up.

A new target was set at the beginning of the year of 90% of incidents being reviewed and signed off within 90 days of the incident occurring. Only CES are meeting this target currently. However, overall **71%** of incidents are being reviewed and signed off within target. The number of actual incidents below target is **397, with 158 of those still remaining open, 98 of which are in schools**. As outlined above, the HSW team were previously providing departments with regular data on their outstanding incidents, which undoubtedly helped to drive performance. With the team refocusing activity at the beginning of 2020 towards preparing for and dealing with the COVID-19 pandemic the last report to be published was for quarter 3 of 19/20. As departments also geared up for dealing with the crisis at this time these figures are understandable, it is however important that we do not return to the previous situation with a significant number of outstanding incidents.

The types of incidents that are most frequently reported remain the same as previously and the numbers of each of these also remain fairly static, except for violent incidents which have increased in number. In the mid-year report it was identified that there was a notable rise in reports in Children's Services, and this continues to be the case. The focus on incident management may have contributed to this rise, but more significantly there has also been a focus on personal safety in Children's Services. The increase in numbers is therefore most likely to reflect a previous under reporting of incidents and increased engagement in the importance of reporting by colleagues. The HSW team have delivered personal safety training to over **400** colleagues across NCC this year a significant number of whom are based in Children's Service's, with the programme starting within this service before rolling out more widely. Part of this training includes emphasising the requirement and importance of reporting incidents.

Comparison to other local authorities is also provided for violent incidents. Of the authorities that responded to the request NCC is mid-range performer. However, caution is needed when making comparisons, particularly in relation to schools as the number of schools that remain in local authority control varies considerably across the sector.

### 2.1.2 Leadership

The role of leaders and managers in health, safety and well-being matters is pivotal to ensuring systems and processes are in place, employees understand and feel that their

health, safety and well-being is important and in employee compliance with those systems and processes.

All services have a HSW risk profile in place and overall services have made good progress working towards completing the action plans contained within the risk profile. Three services were reviewed by HSW in February and all had action plans in place, had reviewed the risk profile and could demonstrate engagement of DMT with the profile.

The involvement of the HSW team by directorates is has improved since last year with no new service developments being brought to the attention of the team retrospectively.

As in 2019 the 2020 employee survey sought feedback on both manager and NCC concern for individual health and well-being. The overall NCC score has improved from **60** to **66** and the manager score has remained static at **72** compared to **73** last year. Whilst these continue to be moderate scores – capable of improvement (75+ would be considered as good) - it is encouraging to see the gap between the overall NCC score and the manager score reducing.

In 2019/20 **111** managers attended Mental Health First Aid (MHFA) Champion training against a target of 150 for the year. The total number trained through NCC is now **348**. This training supports managers in their role helping them to have a better understanding of common mental health issues, gain knowledge and confidence to advocate for mental health awareness, spot signs of mental ill health and improve their skills to support positive well-being of their teams. Following training, ongoing support is provided through a MHFA Champion group on Teams. This has enabled regular updates, information, tips and discussions regarding employee mental health, a vital measure in ensuring the MHFA Champion role is sustained.

The feedback on the training has remained overwhelmingly positive:

*“The training was brilliant, very inspiring and has helped to recognise signs within ourselves and others.”*

*“Training was excellent. If nothing else, it encouraged participants to talk about mental health which I noticed some people struggle to do, for example, not sure about appropriate terminology. It has also given staff at NCC permission to 'not be ok'. From personal experience, I was able to support a colleague who was going through a very tough time. We had difficult conversations, which I am not sure how I would have handled them without this training.”*

*“Really useful awareness of the issues and some tools and approaches to address issues. Has been useful in making others aware of potential problems to ensure the appropriate action can be taken.”*

*“One of the best services NCC has provided and one on which to build.”*

In the current difficult times mental health support to colleagues is even more important, as we all adjust to working remotely and being restricted in our movements and for some having to work in the frontline supporting the most vulnerable in our society in the face of the virus; it is important to keep connected with our colleagues and give everyone the



support they need. The MHFA Champions play an important role in that and we have continued to publicise their availability to colleagues throughout this pandemic.

Each year we undertake a survey of MHFA Champions to understand the difference the training makes. In 2019 they told us:

- Three-quarters had used their skills and knowledge to increase mental health awareness in their colleagues
- Two-thirds had used their skills and knowledge to signpost employees on at least one occasion.

We have recently sent out the 2020 survey and will report on the findings in the mid-year report.

### 2.1.3 Employee involvement

Involving employees in health, safety and well-being matters is important to ensure they take ownership of their own and others health, safety and well-being. Workplaces that have a healthy, proactive relationship with unions are shown to have a lower incident rate, employees are more confident to raise concerns and risks are better controlled.

Joint activity with the unions has improved. Schools Union representatives (all unions) have been consulted in our violence within schools project, the discussions around MHFA within schools and all unions were represented on the Occupational Health contract retender, including having a member sit on the evaluation team. The Schools unions group continue to meet with HSW regularly and have positive discussions around joint initiatives and other areas of collaboration. A number of reps have also observed HSW safety courses at County Hall, with positive feedback being received. HSW look forward to the appointment of a new Unison H&S lead to resume regular collaborative work and joint projects.

However, departmental led consultative meetings remain inconsistent in frequency resulting in HSW needing to collaborate outside of these meetings rather than as part of them. This is an area of improvement that would benefit all parties in 2020/21.

Services collaboration and partnership working with unions to resolve issues is good with **6** occasions where unions felt the need to involve the HSW team to resolve an issue against a target of  $\leq 10$ . This is an improvement on the previous year, where there were **11** occasions.

Well-being facilitators are employees who act as a focal point for well-being communications to teams. The more well-being facilitators there are in the organisation the more effective our communications about workplace health and well-being matters. **78%** of facilitators are regularly engaging with the well-being facilitator group on Teams, indicating the role is utilised in the way it was intended. There are currently **255** well-being facilitators across NCC against a target of  $\geq 250$ .

Following NFRS engagement with the wellbeing services, 15 teams have completed well-being surveys and engaged positively in developing action plans for improving and maintaining employee well-being. The support to NFRS will continue this year.

**Overall assessment of data and analysis: AMBER**

Overall the picture is a mixed one with some positive indicators such as indicators of engagement with both HSW and employees, but also with some areas of worsening performance such as the severity of incidents being reported and the increase in violence reports.

However, we need to take care when interpreting data of this nature as the factors that influence incident occurrence and severity are many and complex. An incident occurring is not necessarily an indication of a shortfall in standards, truly having zero incidents would be very unlikely, even for the highest performing employer. Indeed, the reporting of incidents can be an indication of engagement as we have seen in the rise of reports following personal safety training. Therefore, whilst the assessment remains at amber, there are some very positive indicators within.

**Issues and dependencies:**

- Incident figures and absence figures include NFRS which are managed separately to other NCC services
- Incident figures and absence figures include NCC schools which have more devolved management
- COVID-19 pandemic



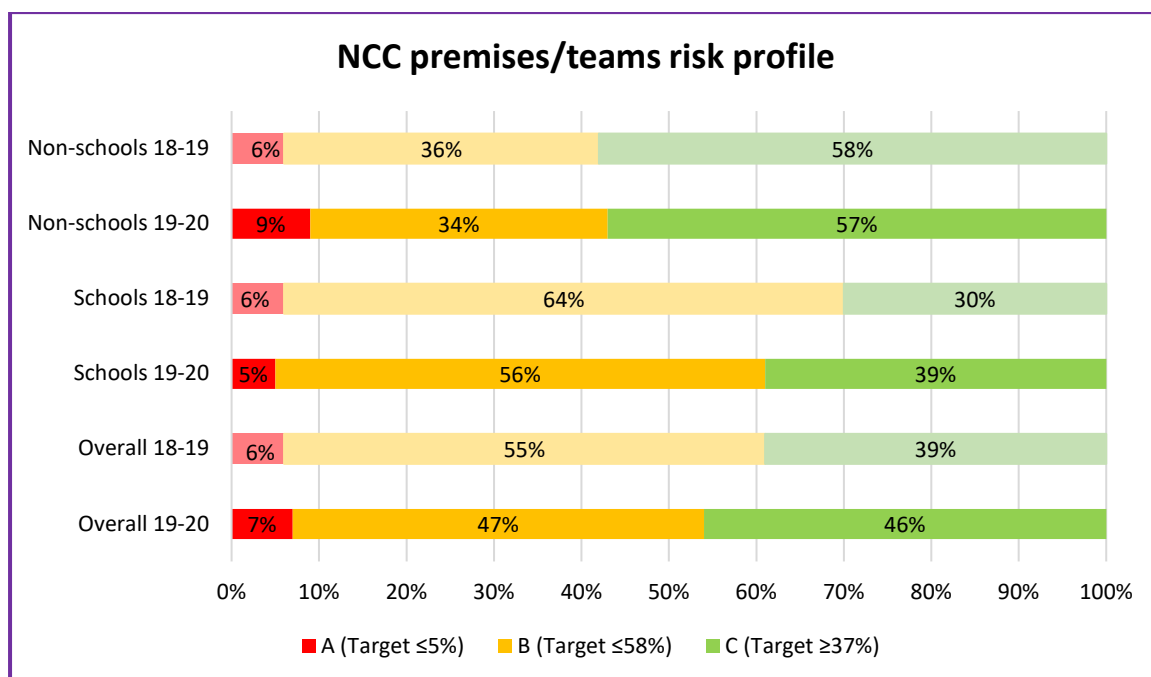
## 2.2 Outcome 2: The standard of HSW management ensures employees are at work, well and productive

The below measures are designed to give an indication of how well NCC is managing its health, safety and well-being risks. The measures focus on 3 key areas: risk management, well-being services utilisation and employee competency

### 3.2.1 Risk management

#### 3.2.1.1 Health and safety measures

Monitoring of teams and premises is undertaken by the HSW team to evaluate compliance and risks. At each visit the team/premise is given a risk score based on a number of factors. This enables NCC to understand how well risks are being managed across the organisation and enables the HSW team to target their resources appropriately. More information on the factors considered and the purpose of risk profiling is provided in the [glossary](#).



Risk ratings have gone up (got worse) in the highest risk category for NCC services suggesting risk management needs improving in some areas. In schools the risk management appears to be improving with the risk profile being within the targets set across the board.

Following a visit to a team or premise the HSW team will provide a prioritised list of improvements needed. Where the risks are significant, or the visit has highlighted the management is falling significantly short of expectations a revisit will be made to follow up. The number of revisits needed give an indication of the severity of the issues found as well as whether managers are rectifying issues in a timely way. 2% of teams/premises visited required a revisit to secure compliance (2% of schools and 3% of non-schools). This is much reduced from last year and therefore, despite some areas of risk increasing this would suggest that matters are being rectified promptly where they are found.

### 2.2.1.2 Well-being measures

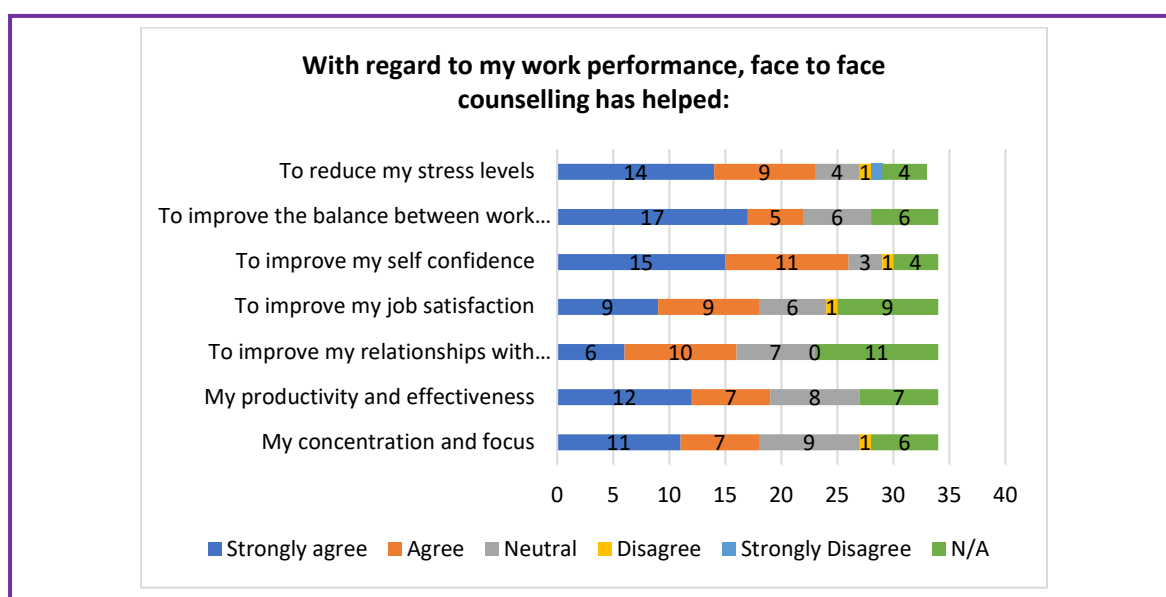
The factors that contribute to improvement of employees, sense of well-being while at work are many and varied, not all of which can be easily measured and some of which are outside the control of the employer. The HR vital signs that relate to employee well-being are % of lost time due to sickness, new employee retention rate and vacancy rate. These measures are all reported on through wider vital signs reporting but are repeated below for completeness. The well-being services offered at NCC are designed to support both individual and team well-being as well as reflecting best practice as outlined by government research e.g. The Farmer, Stevenson report, Thriving at Work. It is always difficult to measure the impact of preventative services (you can't measure what hasn't occurred) so a number of measures relating to the services offered that are provided below centre on the valuative impact as indicated by the users of the service.

- The **sickness absence** rate to the end of March 2020 was **3.7%** against the target of **3.5%** and compared to **3.8%** at the same point last year. The average lost time due to sickness absence for local government is **2.7%** (based on ONS Sickness Absence rates in public sector 2018 – the latest figures available) and for large employers (5,000+ employees) is **4.3%** (CIPD Health and Wellbeing at work survey 2018).
- The new employee retention rate is **68.5%** as at the end of March 20, compared to **68.1%** last year and against a stretching target of **80%**.
- The vacancy rate for March 20 was **8.2%**, compared to **17.6%** last year and against a target of **12%**.

Norfolk Support Line offers free, confidential counselling and support services to employees. More information on the services offered are available in the [glossary](#). The serviced aims to support employees to manage issues that are impacting on their mental health and therefore their work.

Whilst employees frequently have multiple issues affecting their mental health, there is often a primary issue. During 2019/20, **27%** of employees contacted NSL where the primary issue was work-related. This is a decrease on last year's figure of **38%** but slightly above the target of  $\leq 25\%$ . Annual usage of NSL increased from **6.2%** to **7%**, potentially a reflection of the impact of the increasing numbers of MHFA Champions and their role is signposting employees to support, regardless of the issue affecting the employee's psychological health as well as other promotional activity.

Employees that access the face to face counselling services are asked to feedback on the impact the service has had:



The feedback identifies the significant perceived value of the service for those that use it.

The following verbatim feedback from employees highlights the impact of accessing the service: -

*"At a time when my mental health was so low and I felt confused and hopeless, I have improved my wellbeing hugely - Thank you!"*

*"Absolutely brilliant service - most certainly enabled me to continue working through an exceptionally difficult period."*

The COVID-19 pandemic has changed, but not reduce, the usage of NSL with all counselling being carried out by telephone or secure video call. The critical incident support aspect of NSL has been promoted to managers, with a direct line to access the service. Managers have been encouraged to use this service proactively (e.g. when they know their staff will be undertaking work that has the potential for significant psychological impact) as well as where a team experience a traumatic event.

The Musculoskeletal Rehabilitation Scheme is a fast track physiotherapy scheme that aims to support employees to manage musculoskeletal issues whilst remaining in work or to help them get back to work more quickly. More information on the services offered are available in the [glossary](#). Employees using the service are asked to feedback on the impact the treatment has had:

**94%** of employees who gave feedback on the MIRS scheme said that the treatment helped with their injury or condition. The scheme is estimated to have saved **9,393** days sickness absence equivalent to **£798,405**. **89%** of employees were still at work when referred for treatment, the same as last year's figure and slightly under our target of 90%. The network

of referral managers remains an effective method of ensuring employees access treatment early in their injury, Early referral reduce the impact of the injury on work, with **89%** of employees stating it helped them remain at work or enabled them to return more quickly. Early referral also reduces the number of treatments required, with NCC employees requiring fewer treatment (on average) compared to other organisations who use MIRS, this is estimated to equate to £6,000 saving in treatment costs to NCC.

The following verbatim feedback from employees highlights the impact of accessing the service:

*"The treatment, advice and encouragement that I received was second to none. The physiotherapist that I was treated by was both professional and friendly and I had complete trust in his treatment and the exercise plan that he devised for me to carry out at home. I feel more confident in managing my symptoms and have a more positive outlook. I would recommend the service to others without reservation."*

*"This has definitely enabled me to function more effectively at work and made me consider my overall physical fitness as a greater priority. It has also boosted my emotional well-being. I'm so glad that I asked for some help! Thank you."*

*"I value the service provided by IPRS to us at NCC and am grateful for its availability, thank you"*

*"I've received treatment from IPRS previously which is why I felt confident about being referred back. I've recommended the service to other colleagues. The service fully met my expectations as I'd been through the system before"*

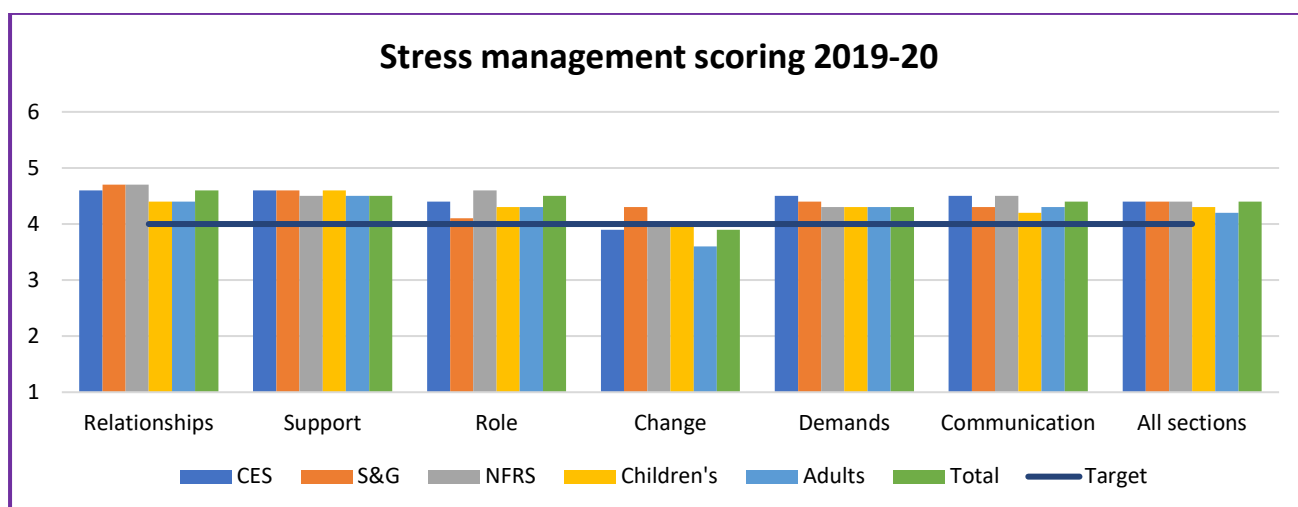
**95%** of employees referred to the service said they would also recommend it to their colleagues.

The service also carries out assessments for employees who have a musculoskeletal injury thought to be related to working with a computer, with recommendations on changes that should resolve the issue. During 2019/20 230 assessments took place. Feedback obtained from employees 4 weeks after the assessment indicates that, despite providing managers with recommendations, only 35% have made the changes, although a further 37% had instigated some of the changes. Greater scrutiny will be applied during 2020/21 to ensure changes are applied promptly to maximise the benefit to the employee and NCC.

The COVID-19 pandemic has reduced the number of referrals since mid-March 2020 by 75%. Whilst this may be in part to reduced movement and activity resulting in employees sustaining fewer musculoskeletal injuries, inactivity carries its own risks. Promotion of remote treatment (video assessment, prescription of exercises and stretches, and regular follow-up with a physiotherapist) is taking place with an increase in positive feedback from employees who have followed this course of treatment.

Health and safety law places a statutory obligation on the Council to risk assess work related stress. At NCC we offer teams a well-being risk assessment that meets this obligation. There are 6 stress management standards that we measure our position against. From the teams

that undertook the well-being risk assessment this year we can provide a position statement on these standards:



The assessments undertaken show positive results in many areas with scores above the target of 4. The one area that is below target for some services is the management of change.

Well-being Officers also provide direct support to employees who are struggling with the relationship between their health and work. **166** employees accessed this support this year. **49%** of which accessed support in relation to work issues. This is a decrease on last year's figure of **55%** but remains above the target of  $\leq 25\%$ . This indicates there is still some work to do to help manager/employee relationships to improve to reduce the need for Well-being Officer support in this area. The number of referrals for support are being made before an employee goes absent has increased from **61%** to **71%**, implying a more proactive approach by employees and managers. The continued investment in manager development will be key to improvement in this area.

Below is a selection of feedback provided from the employees supported:

*"Brilliant support, very effective and practical advice was very helpful. I felt supported throughout the process and was able to access advice and techniques which would not have been available to me otherwise."*

*"The Well-being Officer was fantastic. She listened to me and really empathised. I felt comfortable talking to her and wouldn't hesitate to recommend her for anyone feeling stressed or overwhelmed."*

*"My only regret is that I wasn't referred to her sooner as I feel that I could have returned to work sooner with her support. I cannot speak highly enough of the support I received both over the phone and face to face from the Well-being Officer."*

*"The support I received was fantastic and really useful. The Well-being Officer pointed me the right direction of outside support I needed to receive also. I felt thoroughly supported and I have been able to seek further support from the Well-being Officer if I have needed it outside of our sessions. She is very approachable and made me feel completely comfortable as this is an area I struggle with, speaking to people I am not familiar with."*

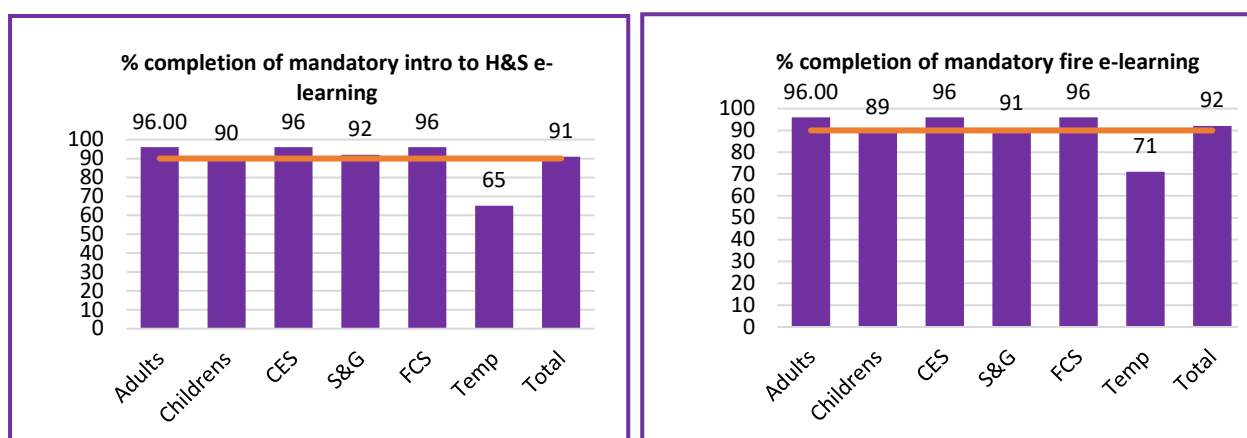
*“I can honestly say that the support I have had from the Well-being Officer has been the main factor that has kept me at work. She has worked so hard with me to actually get to the root of the problem. The Well-being Officer is non-judgmental, hugely supportive and clearly knows her area of work extremely well. She has listened and when she gauged (correctly so) that it was time to start to push me slightly, she has done so. I cannot thank her enough.”*

Well-being Officers also deliver [NHS Health Checks in](#) the workplace to support employees to understand the life changes they need to make to improve their overall health and well-being and therefore their productivity at work. **126** employees attended health checks so far this year and as a result **13.5%** were referred on to Slimming World, alcohol services, and/or physical activity programmes. **12%** were referred to their GP due to the result of the tests that were undertaken. All the attendees received advice around lifestyle and dementia. This is encouraging because it suggests the health checks are reaching people that the service can help. We also know from feedback that many people would not have attended a health check if they hadn't been available in the workplace as the below quote demonstrates:

*“A very useful service that I found very beneficial as I wouldn't have thought about attending at my local GP unless they contacted me.”*

The COVID-19 pandemic had resulted in a change in the work being undertaken by the Well-being Officers. Requests of assessments and 121 support stopped completely when the lockdown period started, despite ongoing promotion of these services to managers. NHS Health Checks and MHFA Champion training has been suspended until advice has been provided on how they can be carried out in a safe and effective matter. However, the Well-being Officers have been key contributors to a newly created Manager Outreach service. In response to the COVID-19 crisis managers have been contacted to understand how they are coping in their team management following the significant changes to the ways of working. This has resulted in a variety of ongoing support, from coaching conversations, to providing 121 support for employees. Initial anecdotal feedback from NCC is that the service has been well-received, and consideration is being made to how this service might operate in the longer-term.

### 2.2.3 Employee competency





The target for completion of mandatory e-learning was raised from 85% to 90% this year following the work undertaken by services to secure improvements. It is pleasing to see that even with the increased target almost all departments are meeting or exceeding the target. Temporary staff remain the area of improvement needed. Currently temporary staff are not aligned to live positions on the HR system and therefore they do not appear in the reports provided to the departments that host them. Prior to the coronavirus outbreak the HR Resourcing team had been working to improve compliance amongst temporary staff, however this work has ceased since the redirection of resources to support workforce challenges resulting from the pandemic.

The above e-learning modules are the only mandatory health, safety and well-being training modules that are trackable for compliance. Other mandatory training will be based on roles. Therefore, compliance is assessed at the time of monitoring visits. **414** employees (135 schools, 74 adults, 88 CES, 71 Childrens, 26 FCS and 20 S&G) have attended scheduled tutor led training this year, some of them to more than one course with a total of **566** attendance slots filled. In addition, bespoke training on a variety of subjects was delivered to **276** employees. Training compliance issues were identified at **13%** of visits (18% schools and 6% non-schools) against a target of  $\leq 10\%$ . This is a significant improvement on 2018/19 where **49%** visits identified issues with compliance (56% schools and 33% non-schools).

Where colleagues do attend training, we know that it has an impact on their practice. As identified above the personal safety training has effectively raised the need to report incidents and we are seeing an increased level of compliance following visits. Some of the feedback received on our training is provided below:

*"I just wanted to say how informative and enjoyable the training was today. I was quite expecting it to be dry and full of endless facts I'd forget, but it was quite the opposite."*

*"Thank you for supporting us all and helping us to offer safe environments for both our pupils and staff to experience."*

*"We got some real value from your session and enjoyed it too!"*

*"Excellent trainer, Angela made things very clear, I know what I need to do at my school"*

*"A bit more lively than other H & S courses I've attended! Which means I learned stuff too."*

#### **Overall assessment of data and analysis: AMBER**

**The overall picture is improving with a number of performance measures achieving or moving much closer to targets. The amber rating reflects the areas where minor improvement is required such as implementation of workstation adjustments and the proactive management of risk.**

#### **Issues and dependencies:**

- Absence figures include NFRS which are managed separately to other NCC services
- Absence figures include NCC schools which have more devolved management
- The risk score may be impacted by turnover of managers and headteachers
- COVID-19 pandemic.



## 2.3 Outcome 3: HSW have a successful strategic approach to trading and cost recovery

The aim of the HSW traded service is to offer complimentary services to those provided to internal customers on a traded basis. The service is targeted at areas that support NCCs wider responsibilities such as non-local authority maintained schools. The HSW service has contributed to the necessary budget savings through growing its traded services. The measures developed to gauge our success relate to these aims.

**139** Academies and **162** schools purchased at least 1 service from HSW for contract period 01/09/19 – 31/08/2020. £373,000 was generated from HSW traded services this year. This is a slight increase from £340,000 last year and income now covers 53% of the costs of the HSW service.

Following the outbreak of Coronavirus COVID-19 the Head of HSW made the decision to offer advice and support to all schools and early years settings free of charge to support the wider Public Health effort. Whilst this was the right decision to make, this may have an impact on traded services next year and a process of withdrawing these services must be initiated with sensitivity and in a timely way at some point.

**Overall assessment of data and analysis: GREEN**

**Income continues to increase, whilst also increasingly contributing to service costs.**

**However, risks to the service remain as outlined in the issues and dependencies below.**

**Issues and dependencies:**

- Academy chains become too large to buy our services (they employ in-house resource)
- Academy chains that already have in-house resource increase their market share
- NSL comparable services are included in some HR packages from alternate suppliers purchased by some academy chains



## 3.0 Glossary and definitions (grouped by related areas)

### **Reportable incidents (RIDDORS)**

Employers are required to report certain serious workplace accidents, occupational diseases and dangerous occurrences to the Health and Safety Executive. These are defined in law and it is an offence not to report them within the specified time period. These include:

#### **Fatalities**

Accidents that result in the death of an employee or non-employee that arise from a work-related accident

#### **Specified injuries to employees**

Examples of specified injuries that are reportable include: injuries requiring hospital admission for more than 24 hours, fractures, amputations, serious burns, loss of sight, significant head injuries

#### **Over 7-day injuries to employees**

Work related accidents that result in an employee being unable to undertake their normal duties for more than 7 consecutive days (including weekends)

#### **Occupational Diseases to employees**

Examples of occupational diseases that are reportable where diagnosed by a medical practitioner are: carpal tunnel syndrome, occupational dermatitis, severe cramp of the hand or forearm, occupational cancer, tendonitis of the hand or forearm

#### **Dangerous Occurrences**

These are serious incidents that may not have caused any injury but had the potential to do so. Examples include: the accidental release of a substance that could cause harm to health such as asbestos, fire caused by electrical short circuit that results in the stoppage of the plant involved for more than 24 hours, equipment coming into contact with overhead power lines

#### **Injuries to non-workers**

Where a non-employee e.g. a member of the public, a pupil or a service user has an accident on our premises and are taken to hospital from the scene for treatment

### **Non- Reportable (RIDDOR) Incidents**

Incidents that result in injury that are not classed as reportable. These do not include any incident that did not result in an injury e.g. near miss incidents, damage to property or dangerous occurrences.

#### **Rate per 1000 f.t.e**

= total number of the item being measured/number of full time equivalent employees x 1000

This is a useful figure for comparison against national figures or previous years as it takes into account size of organisation

#### **National Comparator**

Rate of reportable accidents to employees per 1000 employees. This figure is released every October, so the data is always a year behind

### **Risk Profile**

In order to help prioritise the work of the HSW team and to provide an objective measurement of compliance all teams/premises are risk rated following a monitoring inspection. The risk rating score considers the types of activities, equipment and people on site; the systems that are in place to manage these and how well any risks are being controlled. Consideration is also given to the experience and competence of people with a key role in managing health and safety. The total score is converted into a risk category which determines the frequency of visit required and can be used to provide a risk profile for NCC.

### **Musculoskeletal Injury Rehabilitation Scheme (MIRS)**

MIRS is a fast track physiotherapy treatment service that helps staff with a musculoskeletal injury (back pain, muscle strain, overuse injuries, frozen shoulder, whiplash, ligament damage, tendonitis, sciatica, etc.) in managing or reducing the impact of their injury on work. People who are referred to the service consistently report the treatment either helped them return to work earlier or prevented them taking sickness absence.

The service includes:

- An initial telephone assessment with a physiotherapist within 24 hours of being referred to establish the best course of treatment, and where required an initial treatment session is usually offered within 3 working days.
- An assessment report for the line manager outlining the problem and recommended treatment.
- A discharge report for the manager reiterating the information in the assessment report and providing an assessment of the outcome of any treatment given.
- Functional Capacity Evaluations for staff who are reporting that their health conditions are limiting their capacity to undertake their duties.
- Workstation, workplace and vehicle assessments for staff who are reporting these are having an impact on their health condition.

### **Norfolk Support Line (NSL)**

A well-established independent, confidential and professional advice and counselling service for employees; available 24 hours per day, 7 days a week, 365 days a year, on matters such as:

- money management
- substance misuse
- legal queries
- phobias
- consumer advice information
- caring responsibilities
- trauma
- stress
- bereavement
- domestic matters
- emotional problems
- anxiety/depression

### **NHS Health Checks**

The health checks provide employees with a picture of their general health through an assessment of:

- blood pressure
- weight
- BMI
- pulse rhythm
- physical activity levels
- alcohol usage
- blood cholesterol levels
- blood sugar levels (if appropriate)
- risk related to family history

The results and implications will be conveyed to the employee in a practical way to help them make changes to reduce their risk of cardiovascular disease (CVD) and diabetes.

<b>Report title:</b>	<b>Corporately Significant Vital Signs report</b>
<b>Date of meeting:</b>	<b>06 July 2020</b>
<b>Responsible Cabinet Member</b>	<b>Cllr FitzPatrick, Cabinet Member for Innovation Transformation and Performance</b>
<b>Responsible Director:</b>	<b>Fiona McDiarmid, Executive Director strategy &amp; Governance</b>
<b>Is this a key decision?</b>	<b>No</b>

## **Executive Summary/Introduction from Cabinet Member**

This paper presents the current performance information for Corporately Significant Vital Signs. The purpose of this report is to provide the Cabinet with an update on the current performance and to highlight the key challenges and to provide supporting information to the summary slides.

This is an opportunity to review performance, validate the actions being taken to address off-track performance and identify further opportunities for improvement using the resource and knowledge of the council as a whole.

The report provides key points on each vital sign, a summary dashboard of the monthly and quarterly vital signs is at Appendix 1 followed by individual report cards for each of the vital signs which are at Appendix 2.

The number of green and amber indicators vs. red is similar to the previous quarter report, with 48% of the indicators currently red. The overall direction of travel of the corporately significant vital signs is positive, as can be seen from the trend columns in the dashboard.

The Corporately Significant Vital Signs were agreed prior to COVID-19 and, in some cases, may not provide an overview of performance in the COVID-19 context. Work is currently underway to review these to ensure they continue to align to our strategic goals and also ensure that we monitor those vital signs that give the best overview of performance in the context of the challenges COVID-19 poses in the short, medium and long term.

COVID-19 has impacted greatly on the context and environment of service delivery at Norfolk County Council. Although work is ongoing to align the Corporately Significant Vital Signs in respect of this impact, substantial work has already been done to plan an effective response. This response was detailed in the Longer Term Recovery Process for Norfolk County Council report agreed at Cabinet on the 11<sup>th</sup> May 2020.

### **Cabinet are asked to:**

- 1. Review and comment on the current performance data and planned actions as set out in Appendices 1 and 2.**
- 2. Identify any additional areas of performance/information that Cabinet would like to receive a regular update on, in advance of a full re-refresh of vital signs, to enable an effective view of performance in the COVID-19 context.**

## 1. Background and Purpose

Vital signs provide measurements of operational processes (internal) and strategic outcomes (external). Poor performance represents a risk to the organisation in terms of our ability to meet legal responsibilities, maintain financial health and meet the needs of our citizens.

1.1 The Corporately Significant Vital Signs are closely aligned to the four principles underpinning the Strategy:

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

1.2 Each vital sign has a target which has been set based on the performance required for us to work within a balanced budget and meet statutory requirements. Where the measure relates to the delivery of services benchmarking data has also been used to assess our performance against that of our statistical neighbours.

1.3 The Dashboard at Appendix 1 contains the current performance, historical performance and trends of the monthly, quarterly and annual corporately significant vital signs. The data reported represents the latest validated data available for each of the vital signs.

1.4 Report cards, detailing the performance of each vital sign and actions being taken to address performance issues are contained at Appendix 2.

### 1.5 New set of corporately significant vital signs

1.6 The move to a new Cabinet system of Governance and the launch of Together, For Norfolk provides an opportunity to review the current vital signs to align them to our revised priorities and ensure that they also provide early indicators of future operational and strategic risks.

1.7 COVID-19 has changed the context and environment of service delivery significantly. Work is currently underway to review the vital signs to ensure they continue to align to our strategic goals and ensure that we monitor those vital signs that give the best overview of performance in the context of the challenges COVID-19 poses in the short, medium and long term. For example, Cabinet may wish to regularly consider a broader range of economic related indicators.

1.8 Work is currently ongoing to outline the mechanisms of this performance reporting framework with an anticipated launch date of April 2021. In the meantime, Cabinet are asked to consider whether there is any additional performance information that they would like to have regular updates and oversight of, to help ensure that Cabinet can consider a relevant view of performance.

## **2. Current performance**

- 2.1 This report provides an update on the monthly and quarterly Corporately Significant Vital Signs. We currently have vital signs which measure key elements of the performance of our services and organisation wide monitoring of financial and workforce measures to maintain a view of how effectively the council is maximising the resources available for service delivery. This report is broken down into these two distinct areas.
- 2.2 Please note with the emergence of the COVID-19 Virus some performance deviates from expected plans and trajectories over the coming months.

## **2.3 Services performance**

- 2.4 The following section outlines the vital signs that are being monitored to maintain a view of the current and forecast pressures for Adults Social Services and Children's Services and to monitor progress of the activities that are being delivered to establish a more sustainable model.

## **2.5 Adult Social Services**

Promoting Independence is the Adult Social Services strategy for accelerating the delivery of improved outcomes for people who require adult social care within the ongoing challenging financial context.

People who live in their own homes tend to have better outcomes than those cared for in residential care and the Care Act 2014 requires that the council does all that it can to prevent or delay the need for formal or long-term care. Therefore, two vital signs track the number of people in residential care. This is split into two cohorts, people between 18 and 64 and those who are 65 and over; performance of both of these indicators has been positive over the last year with downward trends.

### **203: Permanent admissions to residential and nursing care per 100k population (18-64)**

Historic admissions to residential care for people aged 18-64 were very high in Norfolk at nearly three times the family group average. Our priority focus has been to transform services for people with learning disabilities. This should see fewer people with learning disabilities in permanent residential and nursing care, because of wider choices of accommodation.

There has historically been a 'data lag' for this indicator, meaning that some admissions do not make it onto our system immediately, artificially reducing the rate for most recent months. However, work with practitioners has improved data compliance.

The reporting period here is pre-COVID-19 following which, fewer people we support have been able to change accommodation. We continue to take action to reduce this rate such as, the launch of a new 'Preparing for Adult Life Service' which works across adults, children's, education and health to support and improve transitions between childrens and adults' services and the introduction of two accommodation based enablement schemes.

#### **204: Permanent admissions to residential and nursing care per 100k population (65+)**

There appears to be a real reduction in the rate of permanent admissions, as overall numbers of people in long term residential care has reduced slightly in the last year. As overall numbers of people aged 65+ within all residential care settings has not reduced by the same amount, it is likely that reductions in permanent admissions are offset by increases in short-term placements.

The last 12 weeks have seen an urgent requirement to ensure people do not stay in hospital any longer than is absolutely necessary. Additional short-term beds have been commissioned to support this, so we may well see an increase of short-term placements.

We also do not yet know whether people at home may have avoided contact due to COVID-19 and as a result, their condition may have deteriorated which could lead to an increase in the need for admission to residential care.

- 2.6 A key element of the Adults' Strategy is to intervene and keep people independent. The council has provided a reablement service for a number of years to help people get back on their feet after a crisis.

#### **202: The effectiveness of Reablement Services - % of people who do not require long term care after completing reablement.**

With the COVID-19 outbreak many people initially were reluctant to have face to face visits from Norfolk First Response plus there were fewer hospital discharges. However, the number of visits each day have increased in March but not yet matching those levels seen pre-Covid and leaves this figure performing below target.

In the period under review, Cawston Lodge has been commissioned and opened, drawing heavily on the Norfolk First Response Management Team as the Lead Provider. The staff working there are provided by an agency.

Actions to bring this performance indicator back within its target include, continuing work on targeted recruitment to vacancies within the council's Home-Based Reablement services (Norfolk First Support) in order to meet rising demand and ensure that the service can be provided to all those who would benefit from reablement.

#### **210: Delayed transfers of care attributable to Adult Social Care.**

High levels of delayed transfers of care remain a performance issue for both health and social care partners in Norfolk. Norfolk's rate at December 2019 meant that it was ranked 117 (out of 150 authorities) for total delays and ranked 131 out of 150 for social care delays.

Figures here represent the performance up to the COVID-19 emergency (January & February). Since March, new ways of working have been introduced through emergency legislation designed to ensure people recover outside of hospitals, freeing up capacity to manage the anticipated pressures from COVID-19.

This has greatly improved the speed of discharge but has been underpinned by national NHS funding avoiding the need to distinguish between self-funders and those eligible for adult funded social care.

Additional capacity in the community has been commissioned and the specially adapted care home; Cawston Lodge has been opened.



Delayed Discharges of Care reporting has been suspended and therefore, there is no data reported for March and April. It is not yet clear when Delayed Discharges of Care reporting will be re-introduced.

## 2.7 Children's Services

The Children's Services strategy focuses on meeting the needs of children by ensuring that they are:

- Resilient and able to learn
- Build positive, long-lasting relationships
- Receive family-based care

The number of looked after children and those returning to being looked after are key indicators of how successful we are in our early interventions actions and in identifying the right children to return to their families.

### **410: Rate of Looked After Children per 10,000 of the overall 0-17 population.**

The LAC population at end of April 2020 is 1,115 giving us a rate per 10k of 65.6 bringing us ever closer to the national average of 65.3. The number of LAC ceases was higher than the number of LAC starts in every Quarter in 2019, compared to 2018 where the opposite was true. This has continued in the first quarter of 2020.

The above evidences sustained improvements and is likely to indicate that the changes in practice and approaches, started in 2018, have been embedded consistently across the county. This is testimony to the improved availability of edge of care services and support provided to families earlier in the process. In addition, better demand management following changes at the front door and inception of FAST teams, means social workers now have more capacity and continuity in their work with families around affecting positive change as a diversion away from the need for care.

### **403: Percentage of children starting to be looked after who have previously been looked after**

Although between March and December 2019 there was a marked increase in the number of children needing to come back into the care of the local authority, compared to data from previous months, in 2020 we have seen that number decrease again, now to a lower point than ever before.

The percentage of LAC who started to be Looked After and who had been Looked After in the preceding 12 months of the start date is evidenced in the graph shown on the report card. A lower number of LAC starts would impact on the percentages seen. For the quarter Jan to March 2020, there were just 77 children who started to be looked after, which is the lowest for some time.

### **402: Children Starting a Child Protection Plan for a 2nd/subsequent time within 2 years of a previous plan ceasing.**

The rate in April 2020 is 10% which, despite an increase on recent months, is well within the target of 15%. Since October 2019, there has been a steady increase in the numbers of children who have become subject to a Child Protection Plan having previously been subject to one in the previous 2- year period.

Norfolk is one of the best performing local authorities in the eastern region for this measure. This is testament to the quality of decision making and intervention that

has enabled families to protect their children for an enduring period of time once the Child Protection Plan has ceased. It is indicative of more children receiving appropriate support in a timely way, when they need it, affecting required change, and not requiring the need for ongoing statutory intervention at this level.

Participating in full time education or employment with accredited training is a key indicator and demonstrates that young people are achieving their potential through continuing in learning and gaining the skills which will enable them to lead an independent economic life and contribute fully within their communities.

In addition to this, a number of measures monitor the quality of the educational establishments in Norfolk, the participation in education and the identification of educational, health and social needs and additional support needed to meet these needs.

#### **414: Percentage year 12 and 13 cohort participating in full time education or employment with accredited training (EET).**

Norfolk participation (90.4%) is in line with our statistical neighbours (90.6%) but slightly lower than that of our target (92%). Norfolk NEET including not-knowns is 5.2%, this is lower than England (5.3%). However, almost twice the percentage of young people in Norfolk (4.0%) enter employment without training than they do nationally (2.1%).

Actions to improve this include identifying and supporting young people in year 11 and 12 who are at risk of not continuing in learning with a specific focus on home educated, vulnerable groups and progression from year 12 to 13. We are also working to decrease the number of young people who enter employment without accredited training through the promotion of apprenticeships and work with providers to reduce the number of young people who 'drop out'.

#### **417: Relevant and Former Relevant Care Leavers (19-21) in Employment, Education and Training**

We have changed the age parameters for these measures to 19-21-year olds in line with the benchmarking. However, we continue to monitor the data across all age groups.

In October 50.6% of Norfolk's 19-21-year-old care leavers were engaged in employment, education or training. This has increased in a relatively short period to 53.0%. This performance level is on track with the national average of 53.2% and above our statistical neighbour average of 47.8%. The regional average 55.4% so we are continuing to close the gap.

Actions taken to continue to improve performance include, the recently introduced opportunities for Care Leavers to access SW Apprenticeships, a large local health provider, has agreed to guarantee interviews.

#### **416: Percentage of Education, Health & Care Plans (EHCP) completed within timescale**

Performance for the last quarter (Jan-Mar 2020) has increased to 15%, compared with 12.7% for the previous quarter. Performance in relation to EHCPs has been an area of leadership focus since 2018 when additional capacity was deployed to address timescale issues. However, the ongoing rising referral rates has outstripped that additional capacity and so we have not yet seen a significant performance improvement. Although, there has been a steady quarter on quarter rise in this indicator over the past three quarters.

Further investment is being made in the EHCP workforce as part of the 20/21 budget to continue to respond to the rising referral rate. EHCP systems and processes have not been robust enough to track and manage progress through the timescale at a granular level.

The Executive Director of Children's Service has established a Rapid Action Team and has authorised a further significant injection of EHCP coordinator and Educational Psychology Capacity. New operational leadership is in place to bring improved monitoring and challenge and improvement to process and practice.

#### **415: Number of children subject to a Permanent Exclusion**

Exclusions result in breaks in, and disruptions of, learning for children and young people which research shows has a negative impact on education outcomes and life-chances.

The number of exclusions in Spring 2020 was significantly lower than in the previous two years - it should be noted that this figure will have been affected by school closures due to COVID-19. However, there were only 19 permanent exclusions (unconfirmed from Norfolk mainstream schools) for January 2020 compared to 29 (confirmed) permanent exclusions in 2019 this indicating a continuing downward trend prior to the COVID-19 crisis.

#### **349: Number of Apprenticeship starts**

Better qualified staff are a key first rung on the ladder to our twin goals of higher value jobs and a reduction in the gap between Norfolk's and England's average earnings (weekly gross pay). This performance indicator is currently red.

Data for the period August 2019- January 2020 (latest published data) shows overall volumes continued to reduce both locally at 3,080 ( -4%) but by less than the national decline (-7%), which is encouraging. Norfolk has shown a smaller decrease than England in respect of level 2 at 1010 (Norfolk -17.9% National -19.6%) and Advanced Apprenticeships Level 3, at 1380 (Norfolk -2%, National -6%). 16-18 year old starts are down by 10% in Norfolk at 940 compared to a national decrease of 12%., Higher Apprenticeships increased by 23% at 690 and are outperforming the growth across England at 17%.

There has been a significant impact on apprenticeships as a result of COVID-19. Department for Education provision data for March 2020 shows apprenticeship starts have fallen by 72% compared to 2019, with the under 19s hit the hardest. The Growth and Development Service in CES is working with partners on number of potential interventions to support the re-employment of redundant apprentices and to incentivise new starts.

## **2.8 Community and Environmental Services**

In addition to the social care measures we monitor a number of indicators relating to access to wider services across Norfolk:

#### **317: on call (retained) fire station availability**

Responding quickly to an emergency can reduce the impact of an incident and to do this the service needs response resources to be available. On call (retained) Fire Station availability measures the availability of on-call fire fighters to provide response, if required.

Please note that this indicator is reporting the data up to January 2020. Detailed data since January 2020 is not currently accessible due to some reporting issues since the introduction of the new command control software (Vision 4).

The NFRS Intelligence Unit is working through this and detailed data should be accessible for future performance reporting. However, the service is monitoring availability as part of day to day service management and no significant performance issues have been identified since January 2020; availability levels during COVID-19 have remained good and in some areas have increased as on-call firefighters have been spending more time at home, and away from their primary work places, as a result of lockdown restrictions.

NFRS On-call fire station availability against a target of 90% was 87.3% in January, continuing its five-month trend of improvement, with performance varying across stations around the county.

### **325: Customer Satisfaction (with council services)**

This indicator measures customer satisfaction across a wide range of council services.

During the difficult COVID-19 period, overall satisfaction in April 2020 increased to 92% and continues to exceed the 90% target.

Email satisfaction increased to 76% for April 2020, based on the 449 completed surveys. Phone satisfaction was 96% for April 2020, based on the 1,627 completed surveys. Due to COVID-19 restrictions, face to face figures have not been included this month.

Feedback from customers will continue to be especially important during this time, to ensure the services we are delivering meet customer's requirements.

### **311: % of Norfolk Homes with superfast broadband coverage**

Access to superfast broadband will provide businesses and individuals access to the resources needed to maintain independence and a strong economy. Currently 95% of properties in Norfolk can access fast broadband which meets the target of 95%.

Work continues to extend this coverage through the Better Broadband for Norfolk partnership.

## **2.9 Financial and Workforce Measures**

A number of financial and workforce measures are monitored to review how effectively the council is maximising the resources available for service delivery. All of these indicators are NCC-wide measures.

### **Financial indicators**

#### **500: Budget monitoring – Forecast vs. Budget**

Members set an affordable cash limited revenue budget each year: any net overspends will reduce already limited reserves, this measure monitors the forecast spend vs. the budget.

The overall position for 2019 -20 shows an outturn underspend of £0.083m.

Within the overall underspend are significant financial pressures identified in Children's Services and Adult Social Services, balanced by underspends in other areas, primarily Finance General.

The Children's Services net overspend has been due mainly to high and increasing levels and complexity of need across placement and support budgets, including children looked after, young people leaving care and children at risk of harm, and transport costs for home to school transport, particularly Special Educational Needs, Disabilities and Alternative Provision (SEND & AP) transport, were under significant pressure, primarily due to the unit cost of provision. Within Adults, there have been pressures on Purchase of Care budgets, mainly related to Older People and Mental Health services. Community and Environmental Services has generated an underspend in 2019-20.

### **503: Ratio of Corporate net expenditure compared to Frontline**

The ratio of Corporate to Frontline net budget demonstrates the value for money of the internal organisation and indicates how effectively the costs of running the council are being managed to maximise the resources available for service delivery.

Following the removal of depreciation revaluation charges to service budgets in the budget ratio has increased when compared to original budgets, by about 1%. The actual ratio is closely in line with the average for previous years, and is affected primarily by over and underspends in front-line services, rather than changes in corporate spend.

### **501 Savings targets delivered – by Department**

Making savings is key to supporting the delivery of a balanced budget and ensuring that the Council maintains a robust financial position. Savings are identified across the council each financial year and the savings identified for 2019/20 the savings target is £31.605m.

In the current year, 2019-20, as at Period 13 (Outturn), a shortfall of £4.752m has occurred against budgeted savings of £31.605m. Savings of £26.853m were delivered (85% of planned savings). The main area of non-delivery continues to relate to delays in the achievement of Adult Social Services savings linked to Promoting Independence, but also savings relating to Transport and Digital / New Technology.

### **504 Savings – Support Services compared to Frontline**

This figure demonstrates to what extent savings that achieve efficiencies in systems and processes, and better use of resources and technology have been prioritised over savings which impact on front line delivery. Savings of £31.605m were budgeted for 2019-20 of which £27.980m are planned to be efficiencies (89%).

The outturn position for 2019-20 (as at Period 13), was a shortfall in savings of £4.752m, mainly relating to efficiencies. Forecasts for the subsequent years reflect 2019-20 MTFS and are assumed to be in line with budget.

### **502: Capital Programme Tracker**

Members set a capital budget each year in the expectation that capital projects will be delivered, and budgets controlled. Actual spend for the year was £186m, 81% of indicative spend based on the current year's opening capital programme as adjusted for previous year's patterns of expenditure and re-profiling.

Amounts not spent mainly relate to on-going projects with remaining capital budgets have been re-profiled into 2020-21.

Over the year, average spend per month of £15.5m per month was 17% higher than in 2018-19 with good progress on the high spending areas of highways and schools.

## **Workforce**

A number of measures are monitored to understand the total available capacity and engagement of the organisation to deliver our services.

### **615: HR: % lost time due to sickness**

Supporting employees to be healthy, positive and productive at work is a priority and staff absence is also an indicator of the overall relationship between the employee and employer.

The sickness absence rate to the end of March 2020 was 3.81% against the target of 3.5% and compared to 3.7% at the same point last year. The average lost time due to sickness absence for local government is 2.7% (based on ONS Sickness Absence rates in public sector 2018 – the latest figures available) and for large employers (5,000+ employees) is 4.3% (CIPD Health and Wellbeing at work survey 2018).

This equates to 211 fte in lost productivity. This slight increase is still lower than expected when taking into account that this period includes the peak of the COVID-19 infection rate in the UK.

For the period Apr 19 to Mar 20, 39.41% of sickness absence episodes are due to short term viral infections, however the biggest number of *days* lost (NCC 33.97%) continues to be due to mental health issues.

A number of actions are underway to manage sickness absence such as, more proactive support for managers, ensuring that all absence cases have a clear case management plan. Focussed support is being provided to ASD and Children's, both in terms of absence management and well-being e.g. seeking advice from occupational health and supporting managers with absence review meetings, undertaking well-being assessments and signposting to additional services such as, Norfolk Support Line (NSL) and the musculoskeletal scheme where appropriate.

### **637: New employee retention**

Improving our retention rate will reduce costs associated with recruitment and training and improve service performance, this indicator measures how many new entrants to NCC stay in post for longer than two years. Currently the retention rate is below our stretching target of 80%, at 68.5% as at the end of March 20. However, there is considerable fluctuation month to month, with an overall improving trend.

Our average retention rate during 2019-20 was 64.14% which is broadly comparable with the 2018 national CIPFA survey where the average retention rate was 70%.

As a percentage of all leavers, both Adults and Children have around 65% of leavers having less than two years' service whereas C&Es have just under 25% of leavers failing to reach two years' service.

Work is ongoing to improve and better understand the new employee retention rate such as, identifying the total costs of a leaver and the likely cost of not meeting this target and the use of deep dive analysis of departments with the poorest retention rates to understand root cause and identify possible improvement actions.

### **638: HR Performance Development (Previously appraisals) Percentage of written goals agreed**

This measure identifies the percentage of performance development written goals agreed. This is a new approach to Performance Development which is intended to contribute to the people development of an effective performance culture.

Data for the latest quarter (March 2019) shows that 52% of staff have agreed performance development goals. This is an increase on the previous quarter of 48%. Please note there is no data available for April due to the ongoing pressures of COVID-19.

Agreed actions to take to improve this measure include, recognising the delay with the COVID pandemic, Strategic HRBPs and Directorate Management Teams to review completions and non-completions on a fortnightly basis and take priority action for June and July 2020.

### **639: Vacancy Rate (Accuracy of establishment data)**

This measure identifies the number of unfilled posts in the budgeted staffing establishment. The consequence of failure to fill roles to the agreed target, is a potential impact on our ability to deliver services and achieve outcomes for residents, and additional costs of temporary cover and increased impact on existing employee well-being. Accurate data allows for recruitment planning to fill vacancies in a timely way and identify challenges in recruitment for professional groups.

The vacancy rate for March 20 was 13.1%, so it is broadly in line with the target rate. The overall trend continues to move downwards with a rolling average of 12.39% in March 2020.

It is difficult to fully reconcile the various data sets to accurately update, maintain and report on establishment, however are implementing some changes to RMS to make it easier for managers to keep establishment accurate. In the longer term, the HR& Finance System Transformation project will deliver an end to end solution with integrated HR and Finance data. In the interim several tactical solutions are being implemented.

The following appendices contain the current vital signs dashboard, the individual report cards for each vital sign and an additional appendix from Community and Environmental Services.

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

### **3.1 Information Report**

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

### **4.1 N/A**

## **5. Alternative Options**

5.1 Information Report

## **6. Financial Implications**

6.1 N/A

## **7. Resource Implications**

7.1 Staff N/A

7.2 Property N/A

7.3 IT N/A

## **8. Other Implications**

8.1 Legal Implications N/A

8.2 Human Rights implications N/A

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

8.4 Health and Safety implications (where appropriate) N/A

8.5 Sustainability implications (where appropriate) N/A

8.6 Any other implications N/A

## **9 Risk Implications/Assessment**

9.1 N/A

## **10 Select Committee comments**

10.1 N/A

## **11 Recommendations**

11.1 This report is for information and therefore, there are no recommendations.

## **12. Background Papers**

12.1 Information within Appendices 1 and 2

## **Officer Contact**

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

**Officer Name** Corinne Lawrie, Operational Performance Lead

**Tel No** 01603 973591

**Email address** [corinne.lawrie@norfolk.gov.uk](mailto:corinne.lawrie@norfolk.gov.uk)










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

## Appendix 1: Corporately Significant Vital Signs Dashboard – monthly indicators

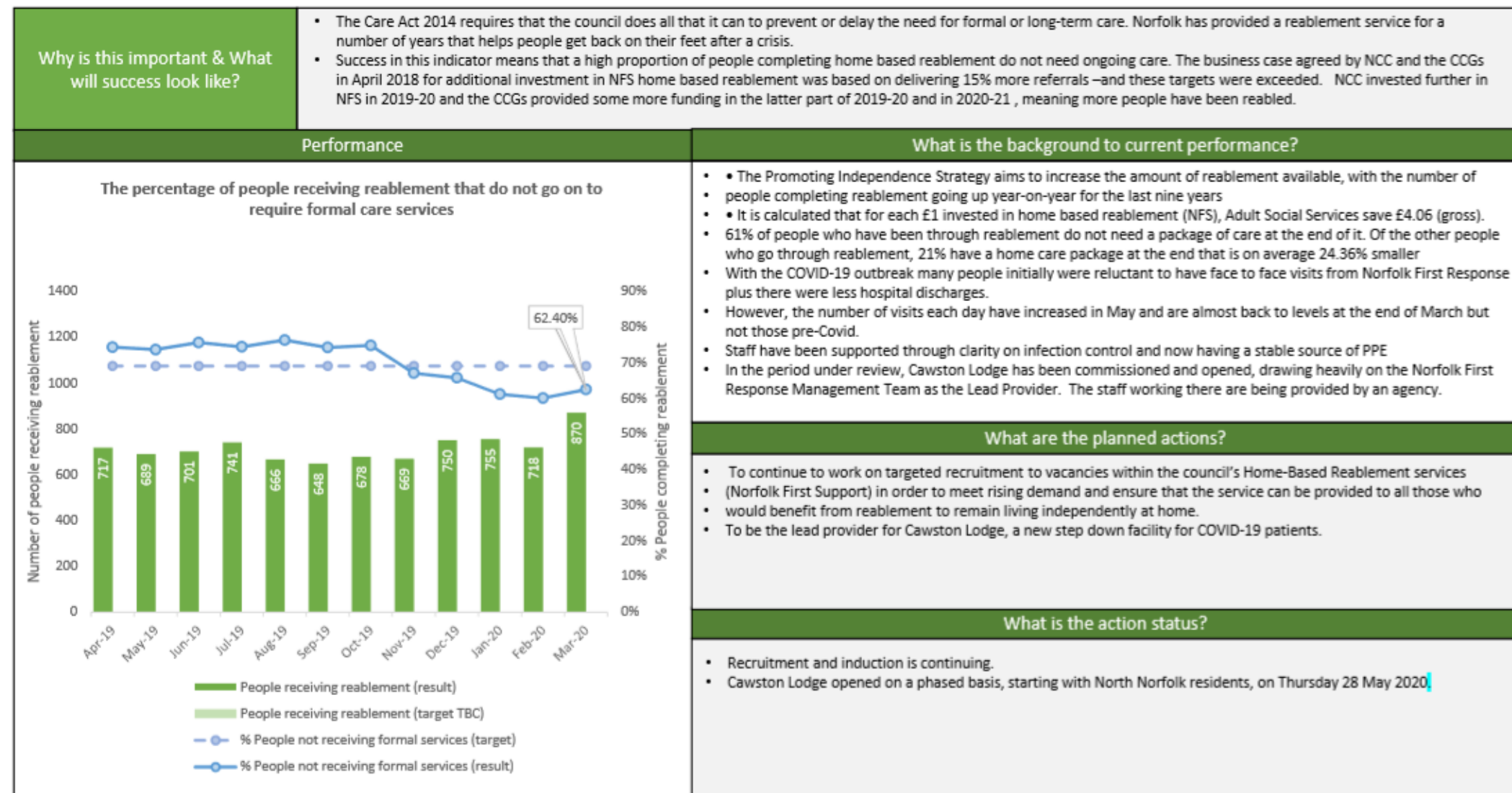
Ref	Monthly	Bigger is Smaller is better	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	Target	Trend	Past Performance
202	{ASC} % of people who require no ongoing formal service after completing reablement	Bigger	71.06%	72.98%	73.60%	74.30%	73.50%	75.60%	74.40%	76.00%	74.30%	74.70%	66.80%	65.90%	61.10%	60.00%	62.40%		69%	↓	
203	{ASC} Decreasing the rate of admissions of people to residential and nursing care per 100,000 population (18-64 years)	Smaller	24.68	23.90	23.90	21.55	24.09	21.94	20.76	21.55	21.55	20.76	19.78	19.78	19.00	19.78	21.15		22.70	↓	
204	{ASC} Decreasing the rate of admissions of people to residential and nursing care per 100,000 population (65+ years)	Smaller	628.59	624.36	607.93	599.01	583.05	571.79	563.34	555.82	542.68	529.54	527.66	533.29	560.1	548.3	538.9		571.1	↓	
210	{ASC} Number of days delay in transfers of care per 100,000 population (attributable to social care)	Smaller	5.67	5.66	5.68	5.09	6.43	6.59	6.68	6.86	6.91	6.99	7.03	7.13	6.21	6.35	N/A		3.4	↑	
317	{NFRS} On call (retained) fire station availability	Bigger	87.3%	86.1%	87.3%	87.3%	86.3%	83.6%	83.7%	80.0%	82.7%	83.3%	84.2%	85.3%	87.3%	N/A	N/A		90%	↓	
325	Customer satisfaction (with council services)	Bigger	90.2%	93.9%	95.4%	93.3%	92.7%	86.9%	86.6%	88.3%	90.4%	88.8%	88.4%	88.9%	92.5%	92.9%	90.8%	91.6%	90%	↑	
402	{ChS} Percentage of Children Starting a Child Protection Plan who have previously been subject to a Child Protection Plan (last 2 yrs)	Smaller	8.7%	9.4%	9.4%	9.9%	10.6%	10.3%	10.2%	9.6%	9.2%	8.9%	9.9%	11.1%	10.9%	9.9%	9.3%	10.0%	<15%	↑	
414	{ChS} Percentage of all young people in EET	Bigger	91.1%	91.0%	90.3%	89.9%	89.3%	89.3%	89.1%	85.4%	86.9%	90.1%	91.7%	91.9%	91.3%	91.5%	91.0%	90.4%	92%	↓	
417	{ChS} Percentage of Relevant and Former Relevant Care Leavers in EET	Bigger	55.9%	49.7%	50.3%	50.1%	52.9%	52.6%	50.7%	49.7%	50.8%	50.6%	51.1%	52.7%	53.9%	52.6%	53.0%	52.9%	70.0%	↑	
500	{Finance} Budget monitoring – forecast vs budget at a County level	On plan	-£0.02m	-£0.02m	-£0.02m	-£0m	£5.7m	£6.11m	£5.01m	£4.62m	£4.37m	£3.82m	£3.7m	£1.92m	£1.38m	£1.38m	-£0.08m		£0.0m	↓	
501	{Finance} Savings targets delivered - by Service	Bigger	£25.56m	£25.56m	£25.5m	£31.61m	£26.9m	£26.9m	£26.9m	£26.9m	£26.69m	£26.69m	£26.69m	£26.69m	£26.21m	£26.21m	£26.85m		£31.6m	-	
502	{Finance} Capital programme tracker	Bigger	59.2%	59.2%	57.2%	55.0%	55.0%	82.9%	86.7%	77.6%	81.7%	78.7%	76.7%	75.7%	74.7%	72.6%	80.8%		100.0%	↑	
503	{Finance} Ratio of corporate net expenditure compared to frontline net expenditure	Smaller	5.5%	5.5%	5.9%	5.8%	5.8%	5.8%	5.8%	5.8%	5.8%	6.4%	6.6%	6.6%	6.5%	6.5%	6.5%		6.8%	↑	
504	{Finance} Savings - support services compared to front line	Bigger	68.8%	68.8%	68.7%	88.5%	89.3%	89.3%	89.3%	89.3%	89.2%	89.2%	89.2%	89.2%	89.0%	89.0%	89.3%		89.0%	↑	
615	{HR} Sickness absence - percentage lost time	Smaller	3.77%	3.79%	3.81%	3.90%	3.95%	4.10%	4.20%	3.95%	3.80%	3.80%	3.77%	3.72%	3.71%	3.64%	3.70%		3.50%	↓	
637	{HR} New Employee Retention	Bigger	60.00%	63.79%	68.09%	59.26%	56.20%	62.07%	68.97%	61.70%	68.63%	57.14%	75.68%	62.71%	57.14%	71.70%	68.50%		80.0%	↑	
639	{HR} Vacancy rate	Smaller	14.92%	14.78%	17.60%	16.50%	13.50%	13.50%	16.40%	12.2%	10.2%	12.6%	13.2%	9.9%	10.4%	10.2%	13.1%		12.00%	↓	

## Appendix 1: Corporately Significant Vital Signs Dashboard – Quarterly and Termly indicators

Ref	Quarterly	Bigger or Smaller is better	Mar 19	Jun 19	Sep 19	Dec 19	Mar 20	Target	Trend	Past Performance
311	{BBIN} % of Norfolk homes with superfast Broadband coverage	Bigger	93.0%	93.0%	94.0%	94.0%	95%	95%	↗	
349	{PE} Number of apprenticeship starts	Bigger	3210	4740	5740	1820	3,080	3,285	-	Data is cumulative
403	{ChS} Percentage of Children Starting to be looked-after who have previously been looked-after	Smaller	5.10%	9.30%	13.70%	13.10%	2.6%	<15%	↘	
410	{ChS} Rate of Looked-After Children per 10,000 of the overall 0-17 population	Smaller	70.2	69.4	67.3	65.5	65.1	69.4	↘	
416	{ChS} Percentage of Education, Health & Care Plans completed within timescale	Bigger	3.4%	5.5%	12.2%	12.7%	15.0%	55%	↗	
638	{HR} Performance Development % of written goals agreed	Bigger		27%	47%	48%	52%	95%	↗	
	Termly		Autumn 18	Spring 19	Summer 19	Autumn 19	Spring 20			
415	{ChS} Number of Children subject to a Permanent Exclusion	Smaller	91	84	55	83	10			

## Appendix 2: Individual Report Cards

### 202: The effectiveness of Reablement Services -% of people who do not require long term care after completing reablement

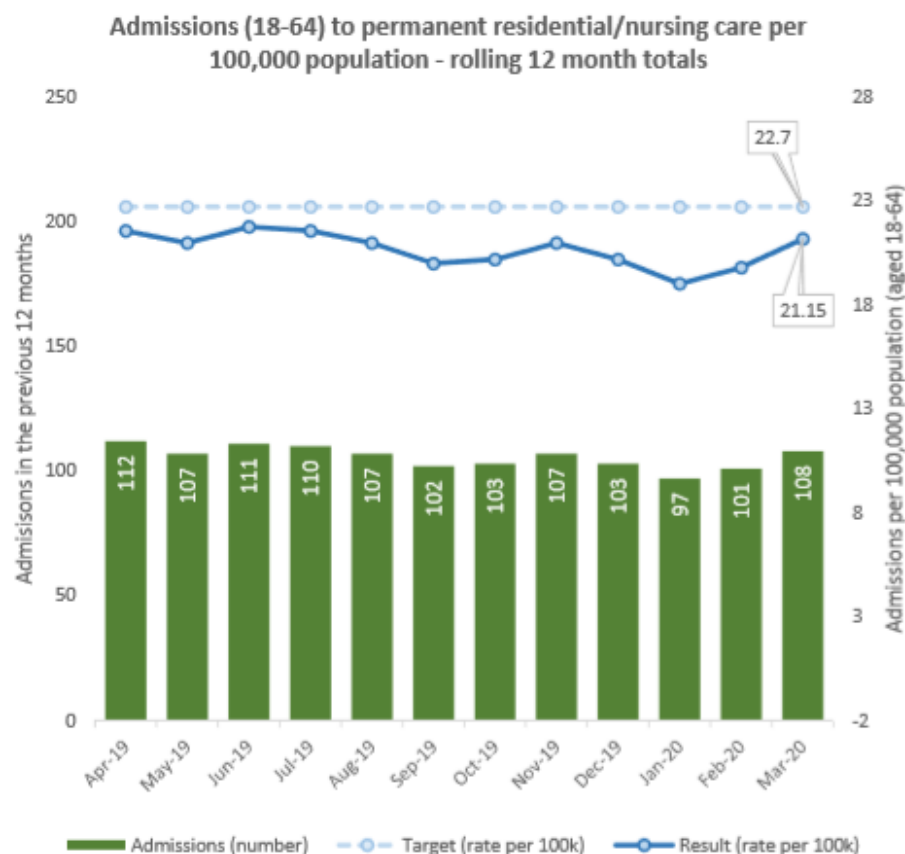


## 203: Permanent admissions to residential and nursing care per 100k population (aged 18-64)

Why is this important & What will success look like?

- People that live in their own homes, including those with some kind of community-based social care, tend to have better outcomes than people cared-for in residential and nursing settings. It is usually cheaper to support people at home -meaning that the council can afford to support more people in this way.
- Norfolk's rates have historically been higher than the 'family group' average. Success would mean rates sustained below this rate, and subsequent reductions in the overall number of people in residential and nursing care. It would also mean the delivery of genuine alternatives to residential care for those that need intensive long-term support

### Performance



### What is the background to current performance?

- Historic admissions to residential care for people aged 18-64 were very high in Norfolk at nearly three times the family group average.
- Our priority focus has been to transform services for people with learning disabilities. This should see fewer people with learning disabilities in permanent residential and nursing care, because of wider choices of accommodation
- Analysis shows that there has historically been a 'data lag' for this indicator, meaning that some admissions do not make it onto our system immediately, artificially reducing the rate for most recent months. However, work with practitioners has improved data compliance.
- Analysis of choices for younger people with disabilities highlighted shortcomings in options for people, with a lack of 'step-down' or step-up facilities for people as an alternative to permanent accommodation. In response, we have developed two accommodation-based enablement schemes.
- Approximately 120-150 very accessible housing units are needed over the next 5 to ten years across the county, with particular pressure in the East and West of the county
- The reporting period here is pre-COVID-19, following which fewer people we support have been able to change their accommodation, but work continues to develop alternatives to residential accommodation.
- We have launched a new Preparing for Adult Life Service which works across adults, children's, education and health to support and improve transitions between children's and adults services.

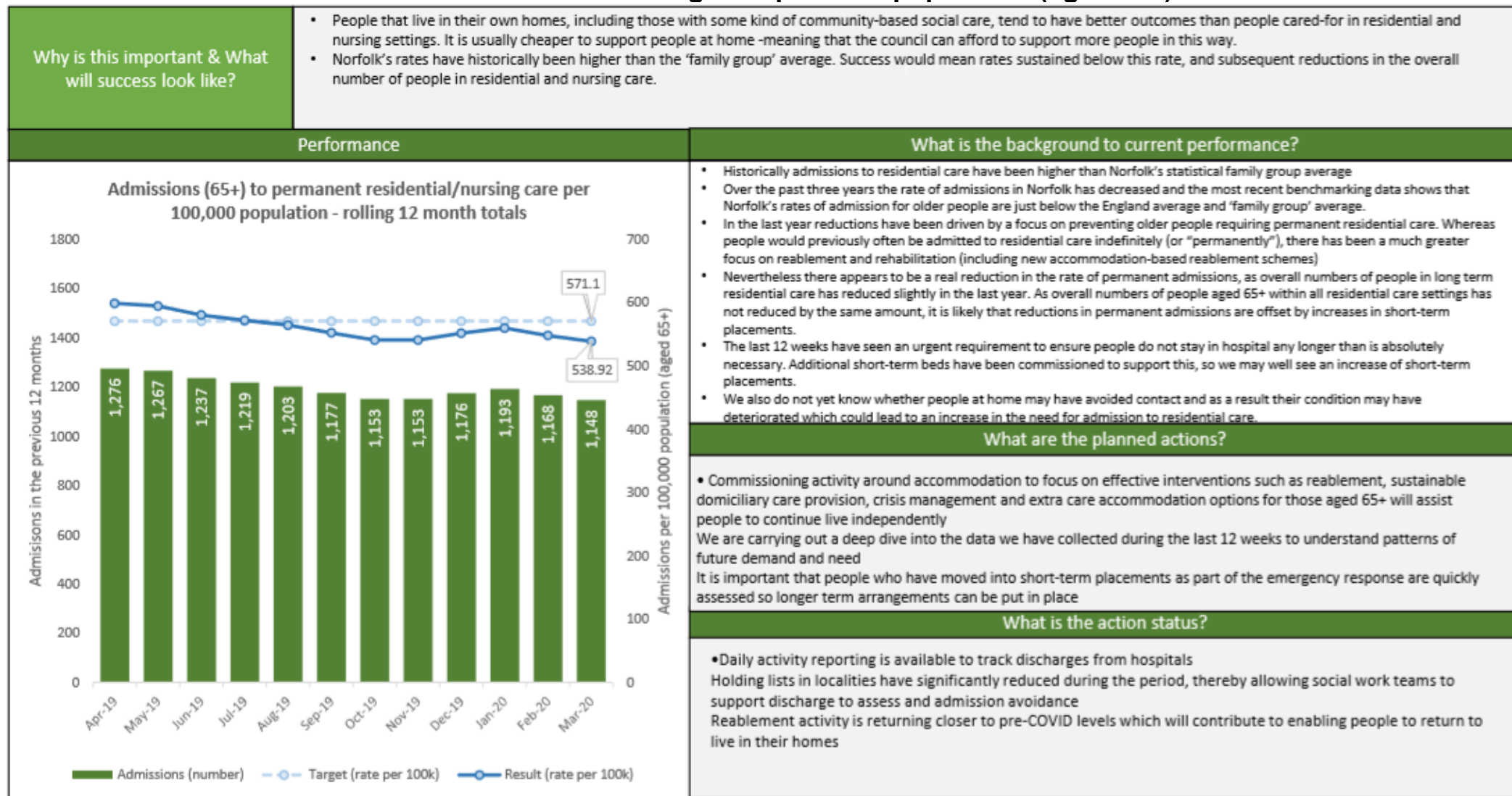
### What are the planned actions?

- Development of 2 further accommodation-based enablement schemes is in progress.
- Carrying out an options appraisal to inform the recommissioning of our shared lives provision.
- Actions to increase the take up of direct payments so more people can manage and arrange their own bespoke care
- Development of a comprehensive housing needs register, and engagement with people who use our services to help shape an accommodation strategy
- Building a business case for bespoke specialist accommodation for those with the most complex needs.
- Creating alternatives to residential care for individuals with severe, enduring mental health issues.

### What is the action status?

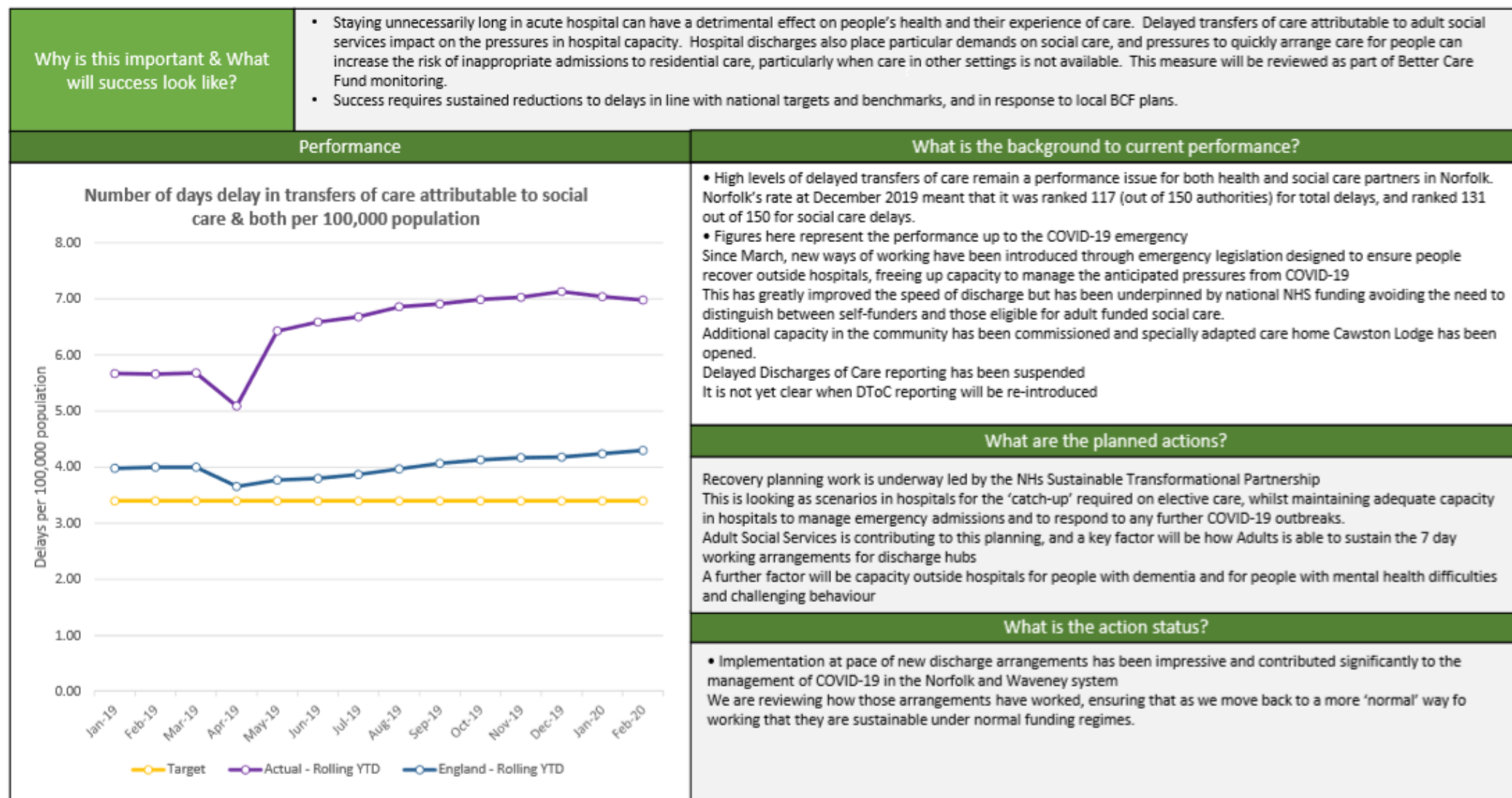
- Implementation of Living Well model of social work is ongoing.
- Physical disability leads in each locality working to a common set of actions
- Monthly Steering groups across specialisms, and performance and finance meetings at locality level to develop actions, scrutinise performance, identify issues, and problem solve.

## 204: Permanent admissions to residential and nursing care per 100k population (aged 65+)





## 210: Delayed transfers of care attributable to Adult Social Services

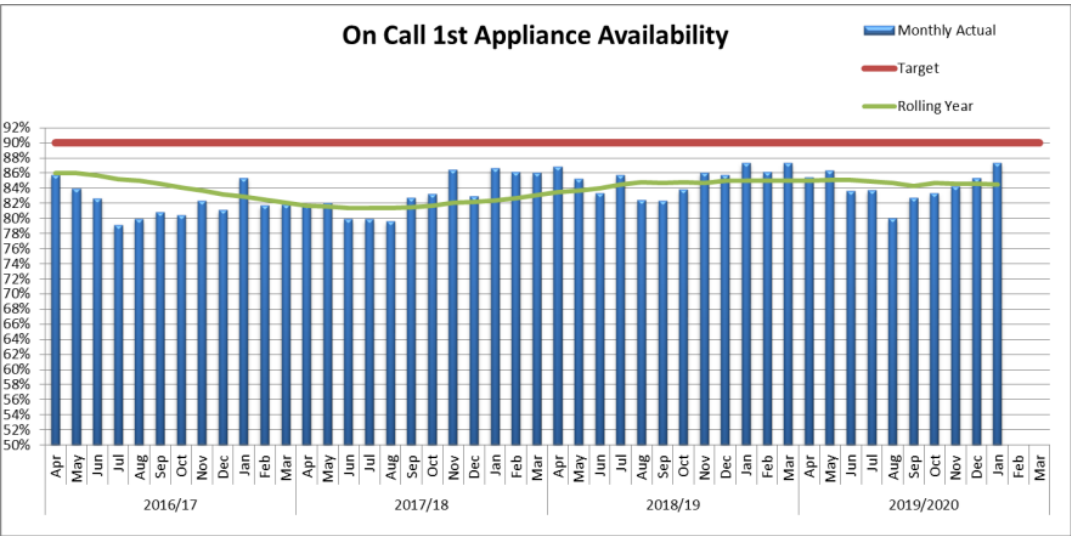


# 317: On Call Fire Station Availability

## Why is this important?

Responding quickly to an emergency can reduce the impact of the incident. To do this the service needs its response resources to be available. This measure records the combined availability of the first on call fire engine from each station. The aim is to have these available 90% of the time.

## Performance



## What is the background to current performance?

- On-call firefighters are employed on a contract to provide a set number of hours of availability. They must be located within five minutes of their station and are paid to respond to emergencies. They often have other primary employment.
- Monthly On-Call Availability** continued its five month trend of improvement with a 2.0% increase between December and November. Acle was lowest, though improving at 47.3%. Reepham improved to 60.8%. Outwell improved once more to 62.0%.
- We have been managing personnel issues at one of our stations for a number of months. This situation, while having a negative impact on availability, is showing signs of improvement.
- It is challenging to recruit firefighters who are prepared to remain within five minutes of a station. Many of our on-call firefighters are also Wholetime fire fighters; this restricts their availability for on-call duty. Firefighters must pass an annual fitness test to be available. We currently have a few firefighters who have failed the test, this makes them temporarily unavailable. Some stations are experiencing a lack of personnel qualified to be officers in charge, without whom a crew cannot mobilise. To address the shortfall of officers in charge, we are coaching personnel through the qualification process and we are reviewing the competencies required to be an officer in charge.
- Following the recent successful recruitment exercise 12 new firefighters will begin work in February. We now embarked on the next recruitment campaign.
- Annual On-Call Availability** has been steadily improving over recent years as the service has been taking effective action to improve.

2016/17 82.1%

2017/18 83.1%

2018/19 85.1%

2019/20 84.1% to end of January, +0.9% on December.

## What will success look like?

- Consistent performance improvement to achieve the 90% target
- The first fire engine responds to an emergency when they are needed (avoiding the need to send the next closest available fire engine).
- Wholetime (full-time) firefighting resources are almost always available so they have not been included in this data. They provide a level of resilience and support for surrounding On-Call stations. .

## Action required

- Currently recruiting on-call firefighters at a number of stations, a media campaign has recently been run with significant interest.
- Resources have been identified to enable focused improvement for on On-Call recruitment.
- Managers regularly review the availability provided by on-call firefighters to ensure they comply with their contracted arrangements and performance manage this where required.

## Responsible Officers

Lead: Stuart Ruff, *Chief Fire Officer*     Data: Stephen Maxwell, *Intelligence and Performance Analyst*

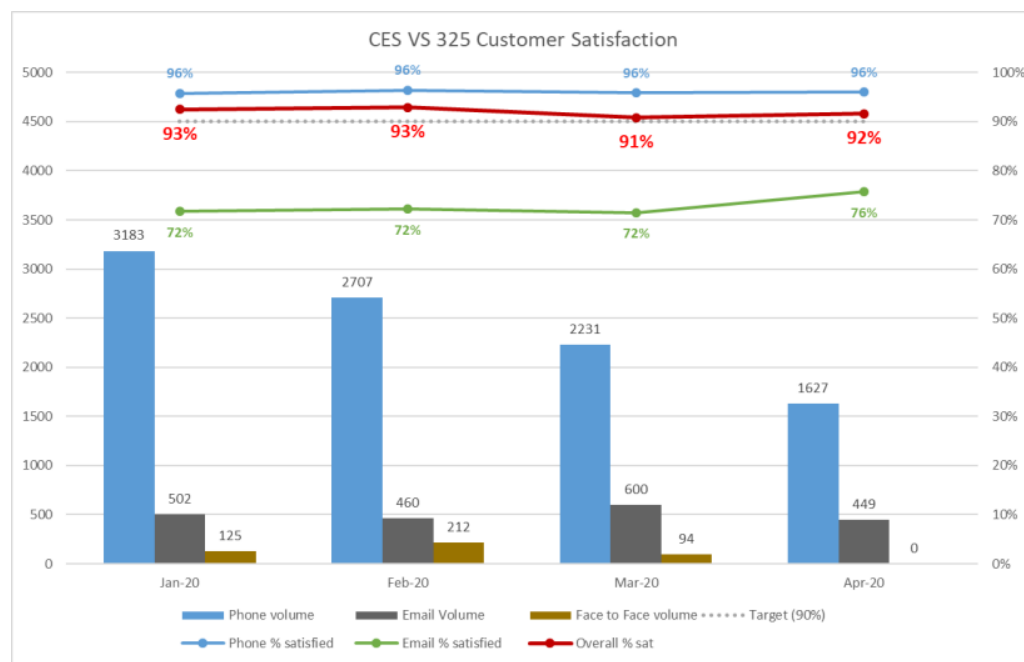


## 325: Customer Satisfaction

### Why is this important?

This measures the organisations ability to attract the right calls and deal with them effectively. Where people are phoning to chase an earlier contact / request it is a signal of inefficiency in the organisation – it also adds unnecessary cost in dealing with a second customer contact.

### Performance



### What is the background to current performance?

#### Email

Email satisfaction increased to 76% for April 2020, based on the 449 completed surveys.

Nearly all dissatisfied comments were around blue badges where applicants had been found not eligible.

#### Phone

Phone satisfaction was 96% for April 2020, based on the 1,627 completed surveys.

#### Face to Face

Due to COVID-19 restrictions, not included this month

During the difficult COVID-19 period, overall satisfaction in April 2020 increased to 92% and remains over target. Feedback from customers will be especially important during this time, to ensure the services we are delivering meet customer's requirements.

### What will success look like?

- Over 90% of customers are satisfied with the service they receive
- As the customer service programme progresses the number of avoidable customer contacts by service should reduce, as customers are more able to self-serve online.

### Action required

### Responsible Officers

Lead: Ross Cushing, Contact Centre Delivery Manager; Data: Paul Green, Customer Services Reporting Officer

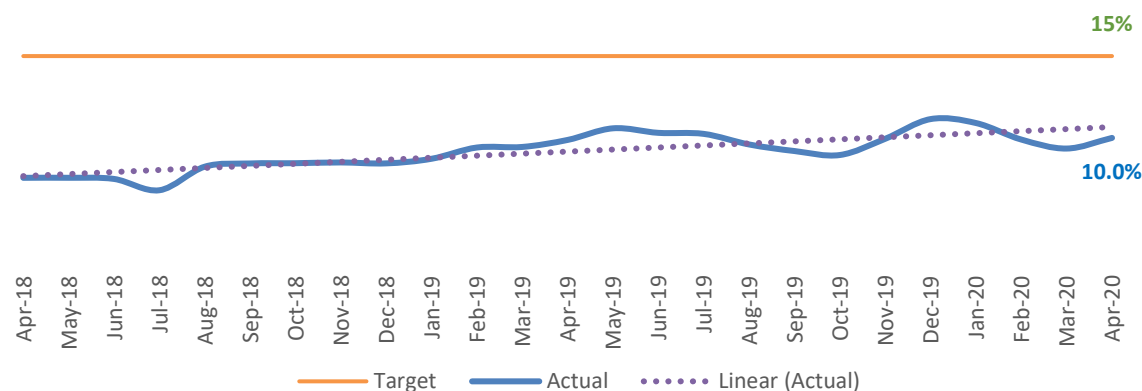
## 402: Percentage of Children Starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)

### Why is this important?

A successful CP Plan outcome is not just about reducing risk at a particular point in time but is about ensuring that children who have been subject to CP intervention stay safe after the plan has ended.

### Performance

Children Starting a Child Protection Plan for a 2nd/Subsequent Time (Rolling 12 months)



### What is the background to current performance?

The rate in April 2020 is 10% which, despite an increase on recent months, is well within the target of 15%. Since October 2019 there has been a steady increase in numbers of children who have become subject to a Child Protection Plan having previously been subject to one in the previous 2- year period.

Norfolk is one of the best performing local authorities in the eastern region for this measure. This is testament to the quality of decision making and intervention that has enabled families to protect their children for an enduring period of time once the Child Protection Plan has ceased. It is indicative of more children receiving appropriate support in a timely way when they need it, affecting required change, and not requiring the need for ongoing statutory intervention at this level.

### What will success look like?

For the numbers of children subject to a Child Protection Plan who have previously been subject to one in the last 2 years to continue to decline.

For no more than 10% of those starting a Child Protection Plan to be for a second or subsequent time.

### Action required

1. Consideration of reducing the target as this has consistently been better than the agreed target for 2 years.
2. For this measure to continue to be monitored and reported locally to ensure any increase in this cohort is properly analysed and addressed.

Responsible Officers

Lead: Phil Watson

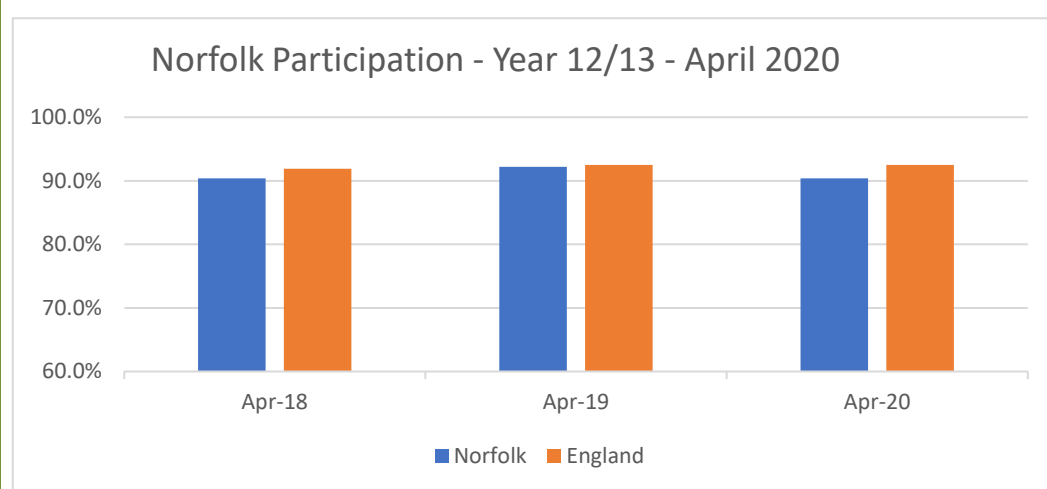
Data: CS Reporting Team

## 414: Percentage of year 12 and 13 cohort participating in fulltime education, or employment with accredited training (EET)

### Why is this important?

This key indicator demonstrates that young people are achieving their potential through continuing in learning and gaining the skills which will enable them to lead an independent economic life. The Department for Education requires us to report this data to them each month.

### Performance



### What is the background to current performance?

- Those participating post-16 include those in fulltime education or employment with accredited training e.g. apprenticeships. Those who are employed but not undertaking accredited training are not counted as participating in EET
- Norfolk NEET + Not knowns (5.2%) are lower than England (5.3%)
- Norfolk not-knowns are at 1.5% providing as accurate a picture as possible
- Almost twice the percentage of young people in Norfolk (4.0%) enter employment without training than do nationally (2.1%)
- Updates from schools and colleges in February, March and April inform the LA when young people have left a course early. This affects the participation figures

### What will success look like?

- Closing the gap for young people who are disadvantaged and achieving sustained participation in EET that is better than England

### Action required

- Identifying and supporting young people in year 11 and 12 who are at risk of not continuing in learning with a specific focus on home educated, vulnerable groups and progression from year 12 to 13
- Decreasing the number of young people who enter employment without accredited training through promotion of apprenticeships
- Work with providers to reduce the number of young people who 'drop out' and providing support for those who do to re-engage

### Responsible Officers

Lead: Karin Porter, Participation & Transition Strategy Manager  
Data: Peter Kean-Cockburn, Information Systems and Analysis Officer

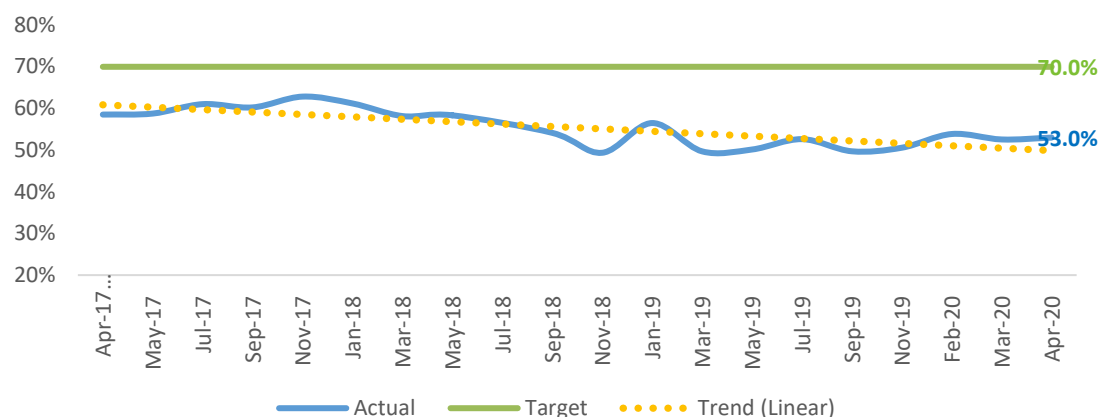
## 417 Relevant & Former Relevant Care Leavers (aged 19-21) in Employment, Education or Training

### Why is this important?

As corporate parents, Norfolk county Council has high aspirations for young people formerly in our care. High levels of engagement in education, employment or training among our care leavers improves their outcomes both in terms of their self-esteem and life goals.

### Performance

Percentage of Relevant & Former Relevant Leavers aged 19-21 EET:



### What is the background to current performance?

We have changed the age parameters for these measures to 19-21-year olds in line with the benchmarking. However, we continue to monitor the data across all age groups.

In October 50.6% of Norfolk's 19-21-year-old care leavers were engaged in employment, education or training. This has increased in a relatively short period to 53.0%

This performance is on track with the national average of 53.2% and above our statistical neighbour average of 47.8%. The regional average 55.4% so we are continuing to close the gap.

Recently introduced opportunities for Care Leavers to access SW Apprenticeships and a large local health provider has agreed guaranteed interviews.

### What will success look like?

The percentage of 19-21-year-old care leavers engaged in some form of employment, education or training will be above the regional and national averages.

This cohort will have access to a variety of suitable, aspirational and ambitious opportunities that will enhance their longer-term future life chances.

The Council will act as the 'family firm' and maximize opportunities within its services and those it commissions to provide employment opportunities for Care Leavers.

### Action required

- Via focus of the Corporate Parenting Board EET subgroup;
- Continue to work relentlessly with education providers, young people and partners to identify and resolve barriers to participation.
- To build the promotion of employment and education more fully into the specifications of accommodation providers working with care leavers
- To support the development of apprenticeships and similar schemes which are suitable for care leavers – including directly within the County Council

### Responsible Officers

Lead: Phil Watson

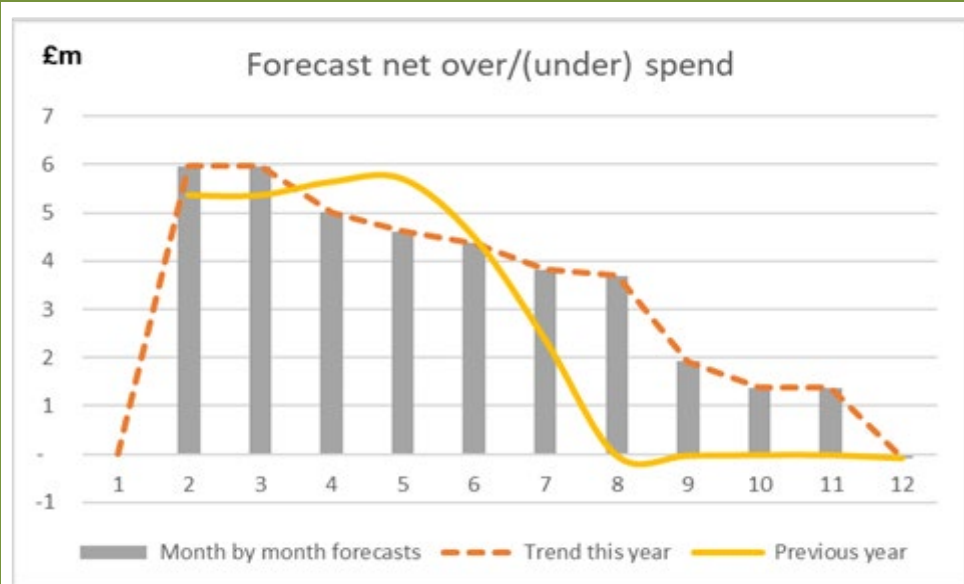
Data: CS Reporting Team

## 500: Budget monitoring – Forecast v Budget

### Why is this important?

Members set an affordable cash limited revenue budget each year: any net overspends will reduce already limited reserves.

### Performance



The graph above shows an outturn underspend of **£0.083m** for 2019-20.

### What is the background to current performance?

Within the overall underspend are significant financial pressures identified in Children's Services and Adult Social Services, balanced by underspends in other areas, primarily Finance General.

The Children's Services net overspend has been due mainly to high and increasing levels and complexity of need across placement and support budgets, including children looked after, young people leaving care and children at risk of harm, and transport costs for home to school transport, particularly Special Educational Needs, Disabilities and Alternative Provision (SEND & AP) transport, were under significant pressure, primarily due to the unit cost of provision. Within Adults, there have been pressures on Purchase of Care budgets, mainly related to Older People and Mental Health services. Community and Environmental Services has generated an underspend 2019-20.

### What will success look like?

- A balanced budget, with no net overspend at the end of the financial year.
- Where forecast overspends are identified, actions are put in place to mitigate and minimise these overspends.

### Action required

- Chief Officers have responsibility for managing their budgets within the amounts approved by County Council.
- Chief Officers take measures throughout the year to reduce or eliminate potential over-spends.

### Responsible Officers

Lead: Harvey Bullen, Director of Financial Management  
Data: Howard Jones, Corporate Accounting Manager

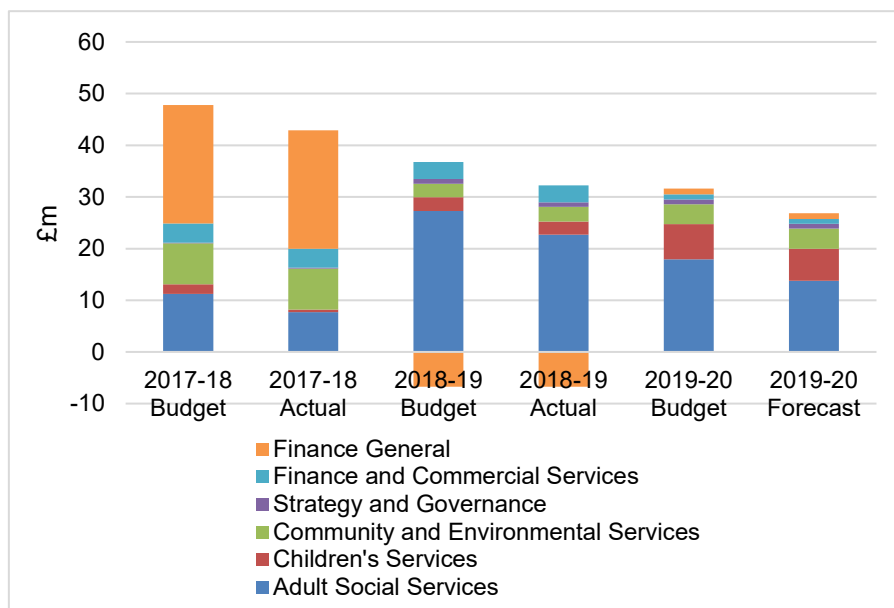
## 501: Savings targets delivered – by Service

### Why is this important?

Making savings is key to supporting delivery of a balanced outturn position and ensuring the Council maintains a robust financial position.

### Performance

Budgeted Savings compared to Actual / Forecast by Service



As at outturn, the savings achieved for 2019-20 were £26.853m, this was 15% below budget.

### What is the background to current performance?

- Historically the Council has a good record of achieving budgeted savings, delivering £300.204m of savings in the period 2011-12 to 2017-18, against budgeted savings of £333.769mm (90%).
- In 2018-19 savings of £25.502m were delivered, a shortfall in savings of £4.497m, compared to budgeted savings of £29.999m (85%). The shortfall principally related to delays in the achievement of Promoting Independence savings, which are ultimately expected to be delivered, although not in line with the original timescales.
- In the current year, 2019-20, as at Period 13 (Outturn), a shortfall of £4.752m has occurred against budgeted savings of £31.605m. Savings of £26.853m were delivered (85% of planned savings). The main area of non-delivery continues to relate to delays in the achievement of Adult Social Services savings linked to Promoting Independence, but also savings relating to Transport and Digital / New Technology.

### What will success look like?

- Planned levels of savings are achieved, supporting the Council to deliver a balanced outturn position for 2019-20.
- A robust financial position ensuring stability for the budget-setting process for future years.

### Action required

- Actions to deliver individual saving plans taken in 2019-20, or alternative options identified.
- Details of the shortfall in savings is reported to Cabinet and details of mitigating actions are set out in the separate report.

### Responsible Officers

Lead: Harvey Bullen, Assistant Director – Finance

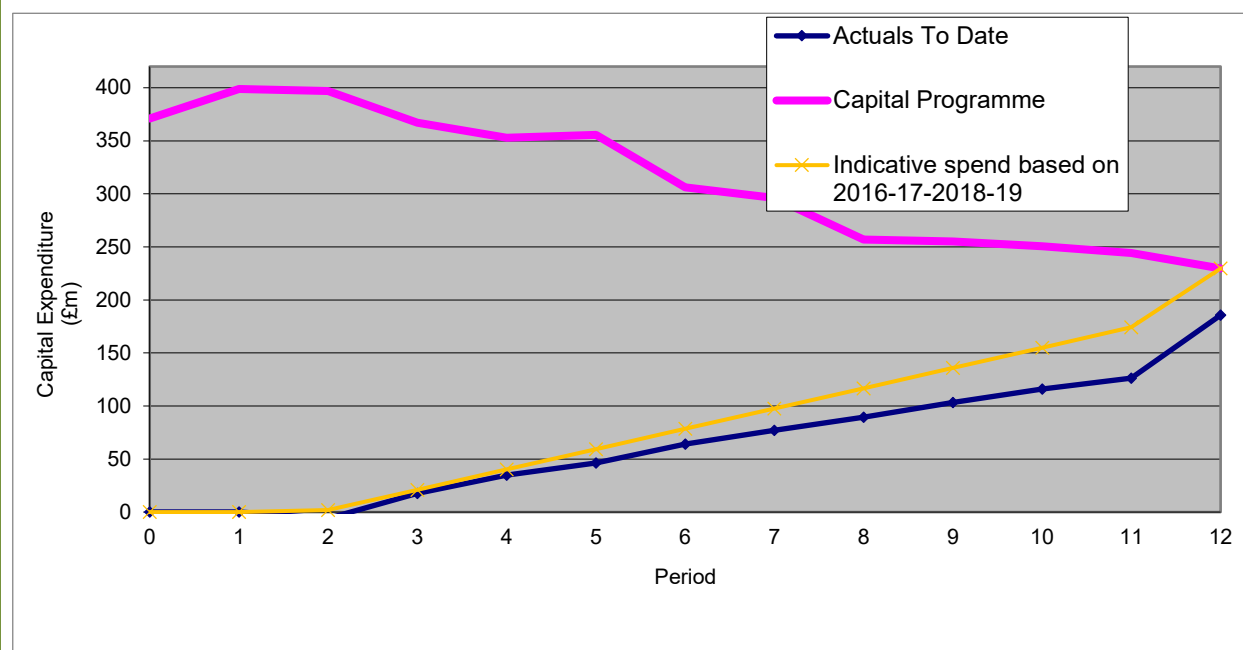
Data: Titus Adam, Financial Projects and Planning Manager, Howard Jones, Corporate Accounting Manager

## 502: Capital Programme Tracker

### Why is this important?

Members set a capital budget each year in the expectation that capital projects will be delivered and budgets controlled.

### Performance



Actual spend for the year was £186m, 81% of indicative spend based on the current year's opening capital programme and previous year's patterns of expenditure and re-profiling

### What is the background to current performance?

Actual spend for the year was £186m, 81% of indicative spend based on the current year's opening capital programme as adjusted for previous year's patterns of expenditure and re-profiling.

Amounts not spent mainly relate to on-going projects with remaining capital budgets have been re-profiled into 2020-21.

Over the year, average spend per month of £15.5m per month was 17% higher than in 2018-19 with good progress on the high spending areas of highways and schools.

### What will success look like?

- Expenditure in line with indicative calculations based on budgets and historic patterns of expenditure.
- Capital projects and programmes remain within budget, and are delivered on time.

### Action required

- Capital budgets continue to be re-profiled into future years to reflect likely project spend.

### Responsible Officers

Lead: Harvey Bullen, Director of Financial Management  
Data: Howard Jones, Corporate Accounting Manager

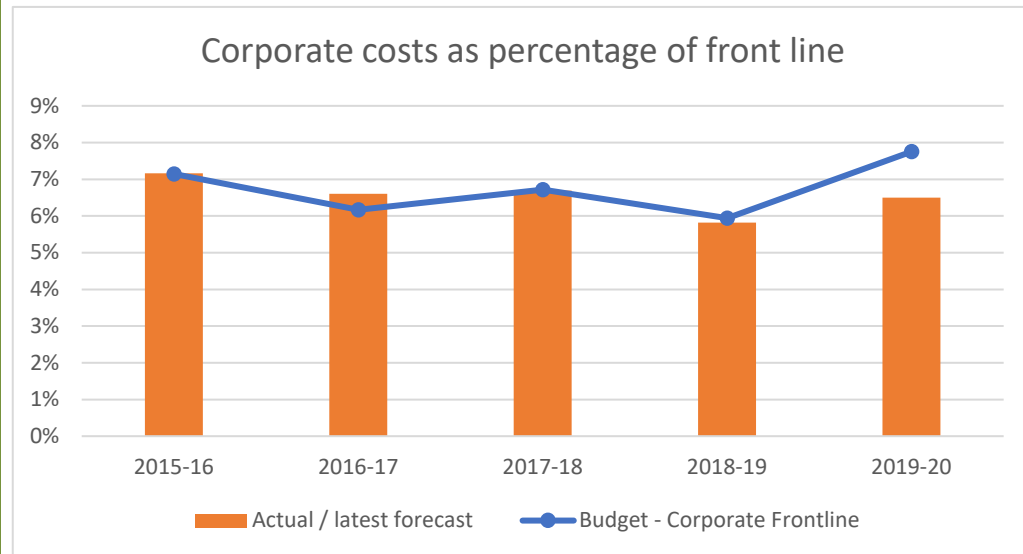
## 503: Ratio of Corporate net expenditure compared to Frontline

### Why is this important?

The ratio of Corporate to Frontline net budget demonstrates the value for money of the internal organisation, and indicates how effectively the costs of running the council are being managed to maximise the resources available for service delivery.

### Performance

#### Budgeted ratio of Corporate to Frontline compared to Actual / Forecast



At end March 2020 (P12), the 2019-20 ratio is 6.5% against a budget ratio of 7.8%.

### What is the background to current performance?

- Following the removal of depreciation revaluation charges to service budgets in the budget ratio has increased when compared to original budgets, by about 1%.
- The actual ratio is closely in line with the average for previous years, and is affected primarily by over and underspends in front-line services, rather than changes in corporate spend.

### What will success look like?

- Corporate costs of Resources and Finance and Property departments minimised and delivered in line with budget plans.
- Corporate: Frontline ratio is maintained or improved in future years as efficiencies in support services are delivered.

### Action required

- Where overspends are identified, action is taken to deliver savings plans and achieve an overall outturn position in line with the approved budget.

### Responsible Officers

Lead: Harvey Bullen, Director of Financial Management  
Data: Howard Jones, Corporate Accounting Manager



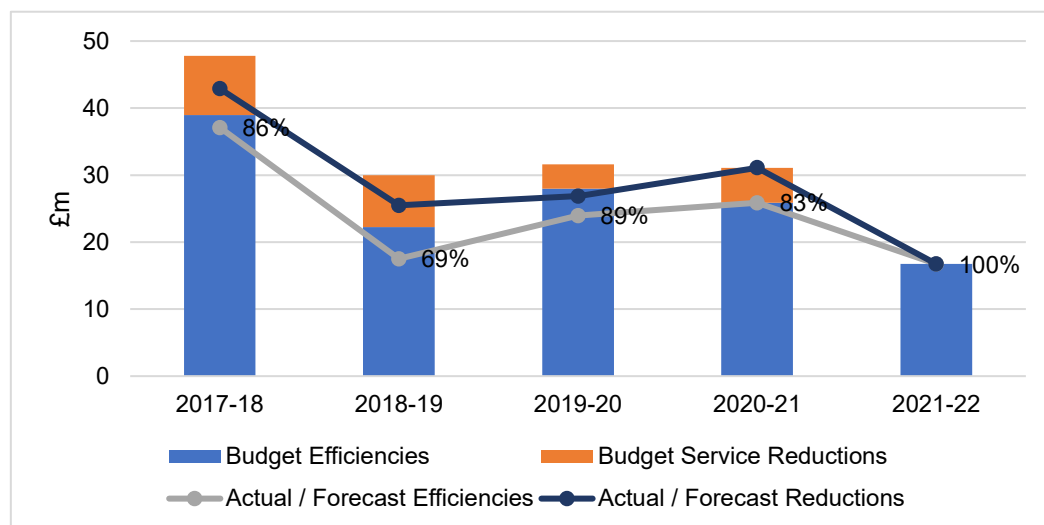
## 504: Savings – Support Services compared to Frontline

### Why is this important?

Demonstrates to what extent savings that achieve efficiencies in systems and processes, and better use of resources and technology have been prioritised over those which impact on front line delivery (ceasing or reducing a service) to users, partners, and members of the public.

### Performance

Budgeted Efficiencies and Service Reductions compared to Actual / Forecast, with percentage of Efficiencies



As at year end, the percentage of savings achieved from efficiencies in 2019-20 was 89%, this is in line with the budgeted percentage (89%).

### What is the background to current performance?

- The Council has a good track record of savings, with a focus on delivering efficiencies while minimising service reductions.
- In the period 2011-12 to 2017-18, against budgeted savings of £333.769m, £223.897m (67%) were planned to come from efficiencies. Actual savings achieved for the period saw £212.134m from efficiencies against total savings of £300.204m (71%).
- In 2018-19 £17.516m came from efficiencies out of total savings delivered of £25.502m (69%). There was a shortfall in the overall delivery of savings in the year of £4.497m, mainly relating to delays in achieving efficiency savings.
- Savings of £31.605m were budgeted for 2019-20 of which £27.980m are planned to be efficiencies (89%).
- The outturn position for 2019-20 (as at Period 13), was a shortfall in savings of £4.752m, mainly relating to efficiencies. Forecasts for the subsequent years reflect 2019-20 MTFS and are assumed to be in line with budget.

### What will success look like?

- Savings delivered in line with budget plans, with a focus on efficiency savings – 89% of total savings delivered from efficiencies.
- Council budget balanced with the impact on front line service delivery to the public minimised as far as possible.
- Improvements in support service effectiveness and efficiency achieved.

### Action required

- Actions to deliver individual saving plans taken in 2019-20.
- Details of the shortfall in savings is reported to Cabinet and any mitigating actions are set out in the separate report.

### Responsible Officers

Lead: Harvey Bullen, Assistant Director – Finance

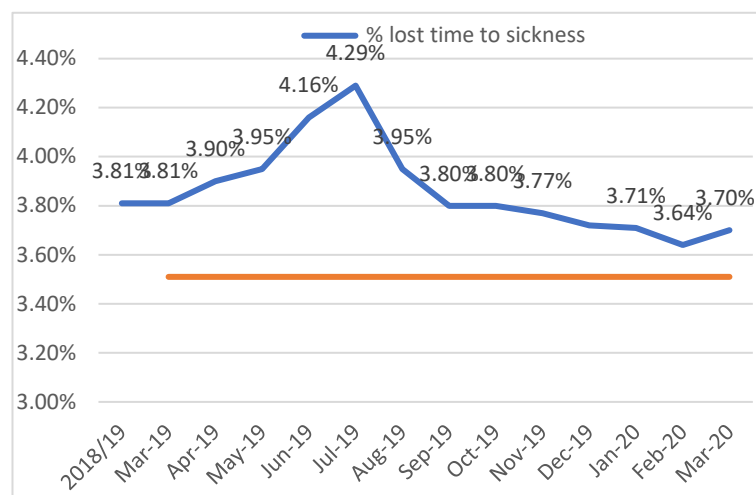
Data: Titus Adam, Financial Projects and Planning Manager, Howard Jones, Corporate Accounting Manager

## 615: HR % lost time due to sickness

### Why is this important?

Supporting employees to be healthy, positive and productive at work is a priority. Staff absence is an important indicator to measure the overall relationship between the employee and employer.

### Performance



### What is the background to current performance?

- The **sickness absence** rate to the end of March 2020 was **3.81%** against the target of **3.5%** and compared to **3.7%** at the same point last year. The average lost time due to sickness absence for local government is **2.7%** (based on ONS Sickness Absence rates in public sector 2018 – the latest figures available) and for large employers (5,000+ employees) is **4.3%** (CIPD Health and Wellbeing at work survey 2018).
- This equates to 211 fte in lost productivity.
- This slight increase is lower than expects when taking into account that this period includes the peak of the COVID 19 infection rate in the UK
- Adults (**4.69%**) and Children's Services (**3.89%**) continue to have the highest levels of absence and we continue to work proactively with these services
- All other departments have absence rates at under **3.2%**, with Strategy & Governance the lowest at **2.39%**
- For the period Apr 19 to Mar 20 **39.41%** of sickness absence episodes are due to short term viral infections, however the biggest number of **days** lost (NCC **33.97%**) continues to be due to mental health issues.

### What will success look like?

- Continuing to achieve our sickness absence target. The target is **3.5%**
- The average lost time due to sickness absence for local government is **2.7%** (based on ONS Sickness Absence rates in public sector 2018 – the latest figures available)
- The average absence rate for large organisations (5,000+ employees) is **4.3%** (CIPD Health and Wellbeing at work survey 2018).

### Action required

- HR & Finance Replacement system will help automate management information, currently reliant on self-reporting
- More proactive support for managers, ensuring that all absence cases have a clear case management plan
- Focussed support is being provided to ASSD and Children's, both in terms of absence management and well-being e.g. seeking advice from occupational health and supporting managers with absence review meetings, undertaking well-being assessments and signposting to additional services such as [Norfolk Support Line \(NSL\)](#) and the [musculoskeletal scheme](#) where appropriate.
- Proactive support from HR to managers across NCC to target action on key cases will commence following launch of the dashboards.
- Identify underlying reasons and promote mental health training for managers

### Responsible Officers

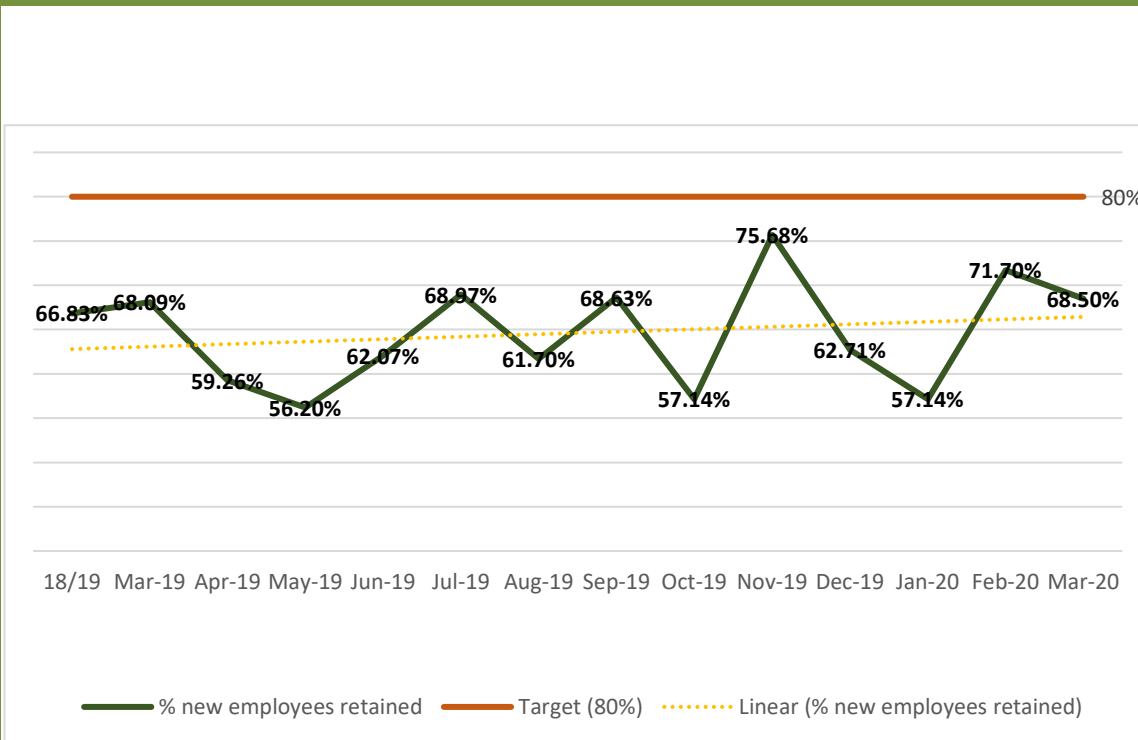
Lead: Sarah Shirtcliff, Head of HR Data: Teresa Baker, HR Customer Services Manager Manager and Dave Nugent, Workforce Insight Lead

## 637: New employee retention

### Why is this important?

Evidence shows that where there is a mismatch in terms of employee skills, experience and engagement with the organisation (ie the employee deal) to those required in the post they have been recruited to, will make an early exit from NCC more likely. Improving our retention rate will reduce costs associated with recruitment and training and improve service performance.

### Performance



The new employee retention rate is **68.5%** as at the end of March 20, which is under the stretching target of **80%**.

The average retention rate for the financial year 2019-20 is **64.14%**.

### What is the background to current performance?

This measures how many of the new entrants to NCC stay in post for longer than 2 years. The measure excludes fixed term and temporary contracts to avoid planned short term appointments skewing the data.

Turnover for the last 12 months is **11.9%** (**9.75%** voluntarily) with **882** (**723** voluntarily) employees leaving NCC employment. Of those, **260** had less than one years' service on leaving. There were a total of **1,255** new starters to NCC during the same period. The relationship between recruitment and retention is an important one. If we are successful at retaining colleagues the recruitment demand will reduce.

Currently the retention rate is below our stretching target of **80%**, however there is considerable fluctuation month to month, with an overall improving trend. Our average retention rate during 2019-20 was **64.14** which is broadly comparable with the 2018 national CIPFA survey where the average retention rate was **70%**.

As a percentage of all leavers, both Adults and Children have around **65%** of leavers having less than two years' service whereas C&Es have just under **25%** of leavers failing to reach two years' service.

Recent work to identify mechanisms to retain social workers will be measured carefully to identify its impact, however it is too soon to show this the impact.

Departments are asked to urgently correlate their turnover data and employee survey feedback for insight to act upon.

### What will success look like?

### Action required

<ul style="list-style-type: none"> <li>• <b>80%</b> of our new entrants to NCC will be retained longer than 2 years. This is a stretching benchmarked target when comparing data from the annual CIPFA HR benchmarking survey, however given recruitment challenges for certain key groups, this must be a key priority.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the total costs of a leaver and the likely cost of not meeting this target – HR Q2 (ONGOING)</li> <li>• Provide dashboard data monthly to departments (COMPLETED)</li> <li>• Carry out deep dive of areas with poor retention rates to understand root cause and identify possible improvement actions– HR Q2/3 2019/20 with HR Business Partners with leadership teams (ONGOING)</li> </ul>
<b>Responsible Officers</b>	Lead: Sarah Shirtcliff, Head of HR    Data: David Nugent, Workforce Insight Lead

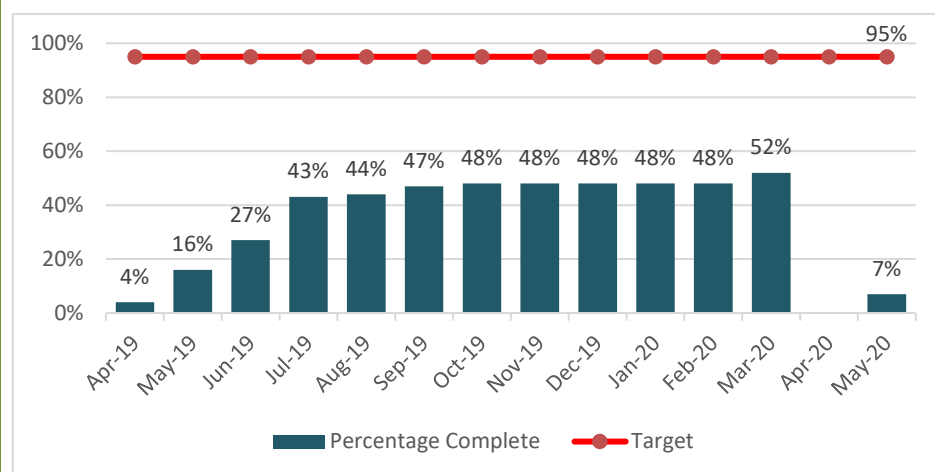
## 638 HR: Performance Development (previously appraisals) - % Written Goals agreed

### Why is this important?

The new approach to Performance Development is intended to contribute to the people development of an effective performance culture.

### Performance

% Performance Development written goals agreed



Note No reporting in April 2020 due to COVID Pandemic

### What is the background to current performance?

- External research identifies that goals linked to future plans and conversations between managers and building on employee strengths are critical for effective people performance.
- This is the third year of goals being linked to growing coverage of Plans on a Page and performance development. In 2019/20, 48% of staff had written goals agreed recorded.
- The goal is for all employees between April and June annually to have a PDP and followed up mid-year Oct-Nov. \* For Education financial the annual discussion is Aug-Sept.
- 2,237 staff in the 2020 staff survey told us that the most important factor in their contribution is whether 'there is a clear link between my Performance Development Discussion and my team's goals'. Speaking openly about work related issues as an opportunity to improve things is the second most important factor for staff engagement and motivation.
- Actions taken to improve recording of conversations are a new dashboard provides information at Directorate and Service level on completions and non-completions for 20/21. New functionality within My HR and Payroll is designed to improve ease of recording from March 2020

### What will success look like?

- 95% of employees having agreed written goals

### Action required

- Recognising delay with the COVID pandemic, Strategic HRBPs and Directorate Management Teams to review completions and non-completions on a fortnightly basis and take priority action for June and July 2020

### Responsible Officers

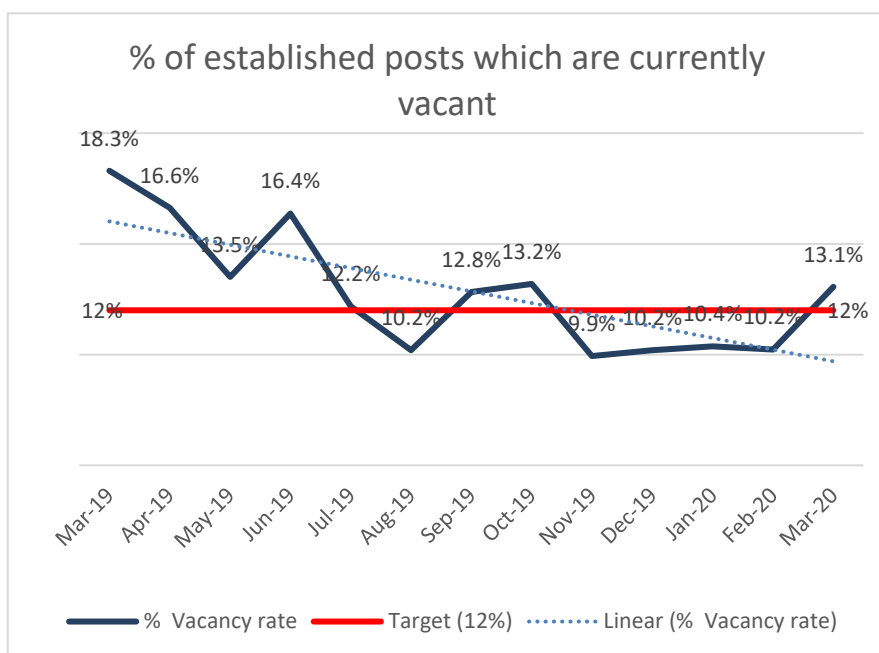
Lead: Sarah Shirtcliff, Director for People Insight and Data Data: Ruth Grant (Strategic OD Lead) Dave Nugent (Workforce)

## 639: Vacancy Rate (requires accuracy of establishment data)

### Why is this important?

This measure identifies the number of unfilled posts in the budgeted staffing establishment. The consequence of failure to fill roles to the agreed target, is a potential impact on our ability to deliver services and achieve outcomes for residents, and additional costs of temporary cover and increased impact on existing employee well-being. Accurate data allows for recruitment planning to fill vacancies in a timely way and identify challenges in recruitment for professional groups.

### Performance



The vacancy rate for March 20 was 13.1%, so is broadly in line with the target rate. The overall trend continues to move downwards with a rolling average of 12.39% in March 2020.

### What is the background to current performance?

12% is the target set which broadly mirrors the turnover rate to ensure an optimal workforce and delivery of people costs within budget, while maintaining services. Any deviation above or below could carry risk. If the vacancy rate is above 12% there is a risk to service delivery. It is normal to have some level of vacancy rate as managers manage budget opportunities and to reflect the time to hire.

This measures the number of FTE posts which are shown as vacant as a percentage of the total established FTE posts in the HR system (Oracle).

Oracle data may not be up to date, nor reflective of current organisational structures as it is reliant on the departments to update their data. Managers may believe that as they have updated other sources such as Budget Manager, all data is accurate. Unfortunately, Oracle and Budget Manager are not integrated systems.

Therefore, it is difficult to fully reconcile the various data sets to accurately update, maintain and report on establishment, however are implementing some changes to RMS to make it easier for managers to keep establishment accurate

In the longer term, the HR& Finance System Transformation project will deliver an end to end solution with integrated HR and Finance data. In the interim several tactical solutions are being implemented as described below:

### What will success look like?

- NCC will have a vacancy rate of 12% of established posts
- We will hold and maintain accurate establishment data

### Action required

- Task and Finish Group sponsored through Business Transformation to enable joint working between HR and Finance on improving establishment control
- Establishment dashboards developed by the HR Workforce Insight Team Q3 19/20.

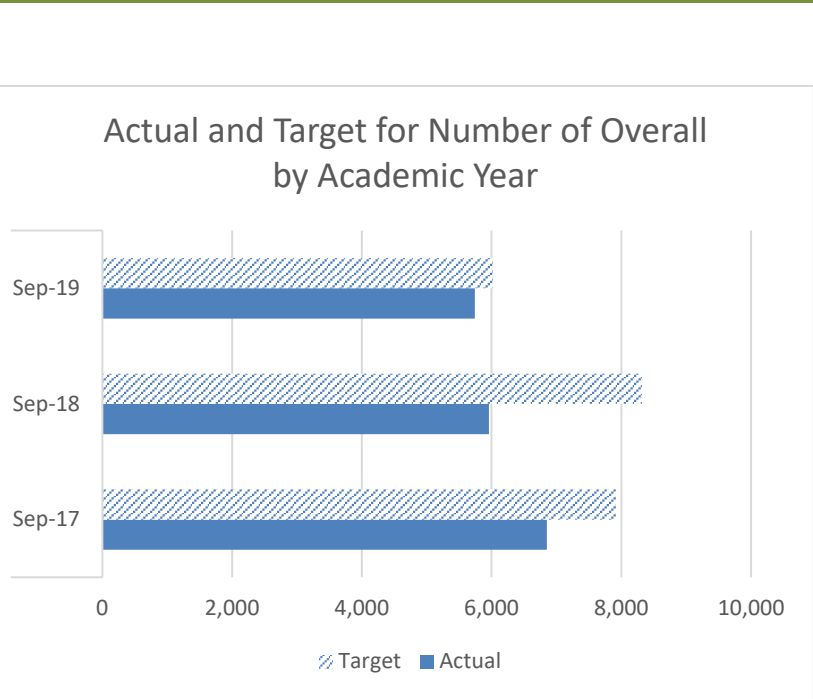
	<ul style="list-style-type: none"> <li>Encourage managers to act on the information in the dashboard to update Oracle, as the primary data source for all subsequent systems While the expectation is that the dashboard will encourage managers to maintain their own establishments, the effect of this won't become apparent until the dashboards are shared lower down each organisation. At present it is limited to the first two tiers. This is envisaged to happen during Q1 2020/21.</li> </ul>
Responsible Officers	Lead: Sarah Shirtcliff, Head of HR    Data: Teresa Baker, HR Customer Delivery Manager and Dave Nugent, Workforce Insight Lead

# 349: Number of Apprenticeship starts

## Why is this important?

Better qualified staff are a key first rung on the ladder to our twin goals of higher value jobs and a reduction in the gap between Norfolk’s and England’s average earnings (weekly gross pay). Apprenticeships can offer a route into employment, provide upskilling or re-skilling opportunities and higher level qualifications, enabling individuals to progress through the various levels.

## Performance



## What is the story behind current performance?

Apprenticeship Starts	2014/15	2015/16	2016/17	2017/18 (Aug-July)	2018/19 (Aug-July)	2019/20
	Actual	Actual	Actual	Actual	Actual	Target
All starts – all levels/ages	7,290	7,670	6,850	5,960	5,740	6,199

Data for the period August 2019- January 2020 (latest published data) shows overall volumes continued slide both locally at 3080 ( -4%) but by less than the national decline (-7%) which is encouraging. Norfolk has shown a smaller decrease than England in respect of level 2 at 1010 (Norfolk -17.9% National 19.6%) and Advanced Apprenticeships, Level 3, at 1380 (Norfolk -2%, National -6%). 16-18 year old starts are down by 10% in Norfolk at 940 compared to a national decrease of 12%., Higher Apprenticeship increased by 23% at 690 are outperforming the growth across England at 17%.

- We are aware that it appears as if the figures don’t add up to the total, however, this is the way that the Government releases the data. When adding up each area, they round up to the next 10 (e.g. 61 starts would be rounded up to 70).

## What will success look like?

Success will be measured by the overall achievement of annual target whilst maintaining quality, level and range.

## Action required

To gain a sense of how COVID-19 is impacting on existing apprenticeships locally NCC, working with Suffolk County Council and the LEP, has produced and issued a second provider survey, following up on the first at the end of March. This survey aims to drill down into some of the key facts and figures as when the first survey was issued, we were in the early stages of lockdown and, whilst it provided some very helpful intel,



the picture is starting to become slightly clearer now. Responses will be used to help shape our support offer, for example a weekly newsletter providing updates and links to all factual information has been devised and is a direct response to the first survey. Feedback will also help to shape our recovery plan and asks for funding going forward

<b>Number of responses</b>
----------------------------

The survey is still live, so far 15 responses from 40 organisations contacted. Two of the three major Norfolk based FE colleges have responded
--

<b>Apprentices made redundant</b>
-----------------------------------

Number of apprentice redundancies declared = 47 (Construction most impacted), of which 7 flagged as now NEET.
---

<b>Apprentices furloughed</b>
-------------------------------

Furloughed=1,513 (Early years, construction, engineering, hair most cited)
--

<b>Break In Learning</b>
--------------------------

496
-----

Re-engagement of these groups will obviously be a focus of providers/our activity going forward - most providers are stating current remote interaction levels of 70%+.

A number of potential interventions to support the re-employment of redundant apprentices and to incentivise new starts are being considered as part of a recovery plan.

**Responsible Officers**

Lead: Jan Feeney

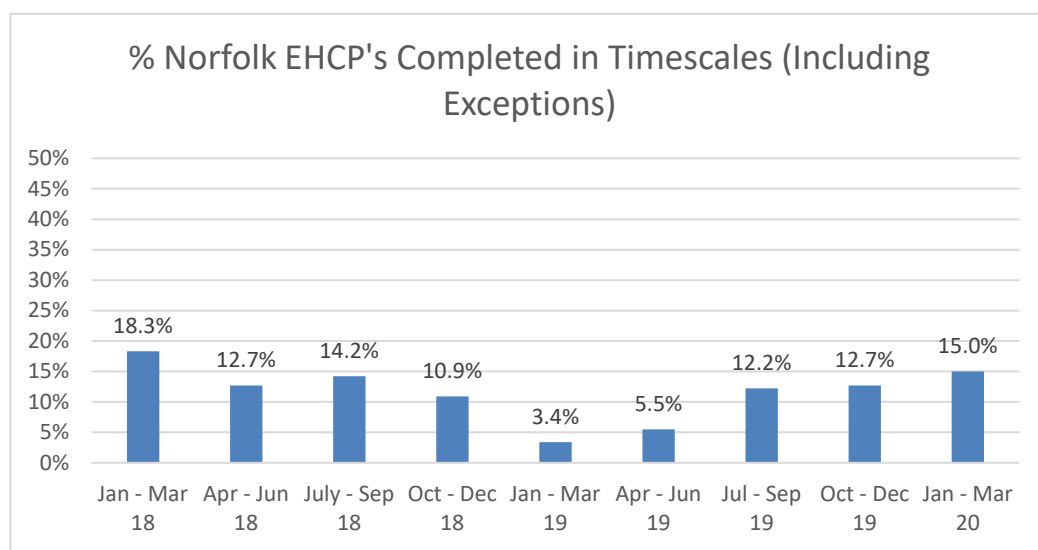
Data: Jan Feeney 20/5/20

## 416: Percentage of Education, Health & Care Plans (EHCP) completed within timescale

### Why is this important?

Completion/conversion of the EHCP within required timescales in order to establish and secure best possible outcomes across education, health and social care.

### Performance



### What is the background to current performance?

- EHCP timescale performance has been an area of leadership focus since 2018 and has been overseen within the SEND and AP Transformation Programme.
- Performance directly relates to the significant increase in the rates of assessments for EHCPs carried out by the Local Authority with thresholds for such set out in statutory legislation.
- Rates of assessments carried out have risen by 70% since 2016.
- Referrals for assessment and assessments carried out continue to rise and has outstripped additional capacity and so we have not yet seen a significant performance improvement.
- Further investment is being made in the EHCP workforce as part of the 20/21 budget to continue to respond to the rising referral rate.
- EHCP systems and processes have not been robust enough to track and manage progress through the timescale at a granular level.

### What will success look like?

- Success will be where Norfolk's timescale completion rates reflect at least the national average which currently stands at 60%.
- Norfolk's overall ambition is to have timescale completion rates of 90%+.
- The overall number of days taken to issue an EHCP has been gradually improving and there is a steady reduction in the numbers of cases out of timescales.

### Action required

- The Executive Director Childrens service has established a Rapid Action Team to lead and oversee improvement and to identify and address performance blockers.
- New operational leadership is being established to bring improved monitoring and challenge and improvement to process and practice.

### Responsible Officers

Lead: Nicki Rider, Interim Head of Education High Needs SEND Service  
Data: Dom Mingaye, Data Manager Education Achievement and Early Years Service

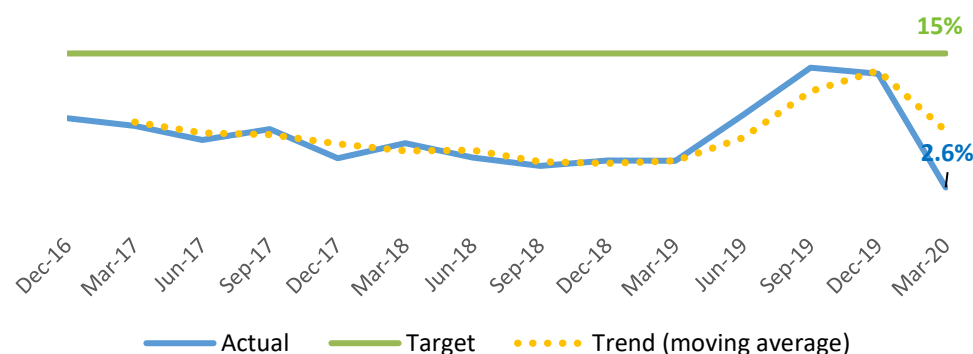
### 403: Percentage of children starting to be looked after who have previously been looked after within the last 12 months

#### Why is this important?

Where it is safe to do so, sustained reunification with family or permanency by other means is our primary aim for Looked After Children. The rate of re-entry to care is a one indicator of the extent to which the service is successful in ensuring children do not need to re-enter our care.

#### Performance

Percentage children starting to be looked-after who have previously been looked-after:



#### What is the background to current performance?

Although between March and December 2019 there was a marked increase in the number of children needing to come back into the care of the local authority, compared to data from previous months, in 2020 we have seen that number decrease again, now to a lower point than ever before.

The percentage of LAC who started to be Looked After and who had been Looked After in the preceding 12 months of start date is evidenced in the adjacent graph. A lower number of LAC starts would impact on the percentages seen. For the quarter Jan to March 2020 there were just 77 children who started to be looked after, which is the lowest for some time.

#### Action required

In order to understand the figures better, and improve performance even further we will undertake;

1. Dip sample into reasons behind any breakdown of Special Guardianship arrangements in the period Mar 2019 - Oct 2019.
2. Audit of children who have returned home since Mar 2019 and the circumstances that led to this and whether support to families is sufficient and effective.
3. An analysis of how many children have returned to care more than once during this period as a small number of children in this cohort will increase the overall %.

#### What will success look like?

Children to achieve permanence by the most appropriate means.

For children to return to care only when all other options have been explored and exhausted.

Whilst it is recognised that there is likely to be an element of risk when children and their families are reunified, this doesn't mean that with robust assessment, planning and ongoing support that reunification cannot be successfully achieved.

#### Responsible Officers

Lead: Phil Watson

Data: CS Reporting Team

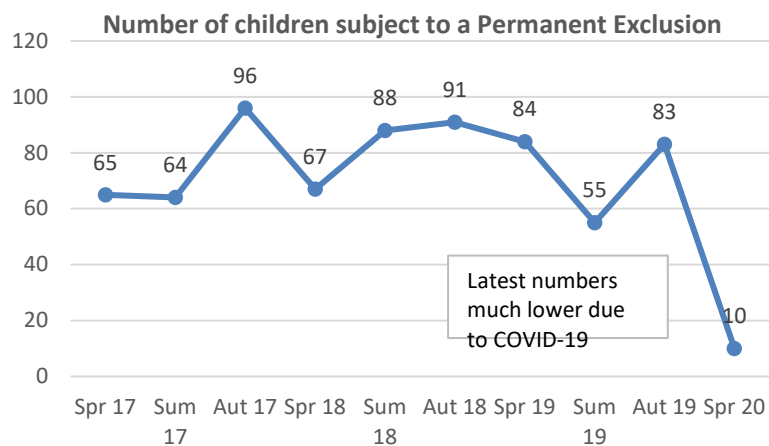
## 415: Number of children subject to a Permanent Exclusion

This report is based on mainstream schools and only Confirmed Exclusions (as per DfE methodology)

### Why is this important?

Exclusions result in breaks in, and disruptions of, learning for children and young people which research shows has a negative impact on education outcomes and life-chances.

### Performance



Reported termly

### What is the background to current performance?

- The number of exclusions in Spring 2020 was significantly lower than in the previous two years - it should be noted that this figure will have been affected by school closures due to COVID-19. However:
  - There were only 19 permanent exclusions (unconfirmed from Norfolk mainstream schools) for January 2020 compared to 29 (confirmed) permanent exclusions in 2019 indicating a continuing downward trend prior to the COVID-19 crisis.
- The Inclusion Team continue to have a positive impact in reducing exclusions, the majority of Norfolk schools are now using this service to access advice and support for pupils they are concerned about to reduce the likelihood of exclusion.
- The Inclusion Team was contacted 166 times in Spring 2020 (prior to the COVID-19 school closures), and they completed 128 school visits to give advice and support for pupils at risk of exclusion and completed 7 whole school Inclusion Audits.
- The Inclusion Team and Norfolk Steps Teams are working closely together to create capacity within the inclusion offer for schools.
- The Inclusion Team are working more closely with other teams e.g. Fair Access and Section 19 Teams to ensure that transition for pupils with prior exclusions or those previously at risk of exclusion are supported more effectively when joining their new school.

### What will success look like?

*Fewer children subject to Permanent Exclusions from schools & colleges*

### Action required

*For pupils who need short term intensive interventions to stabilise challenging behaviours to receive this whilst remaining in mainstream settings through a combination of bespoke support and accessing alternative provision as appropriate.*

*For pupils to make timely reintegrations from the Short Stay School for Norfolk when appropriate.*

### Responsible Officers

Lead: Stuart Mason, Head of Service, Education Vulnerable Groups Achievement & Access  
Data: Dom Mingaye, Data Manager, Education Achievement and EY Service

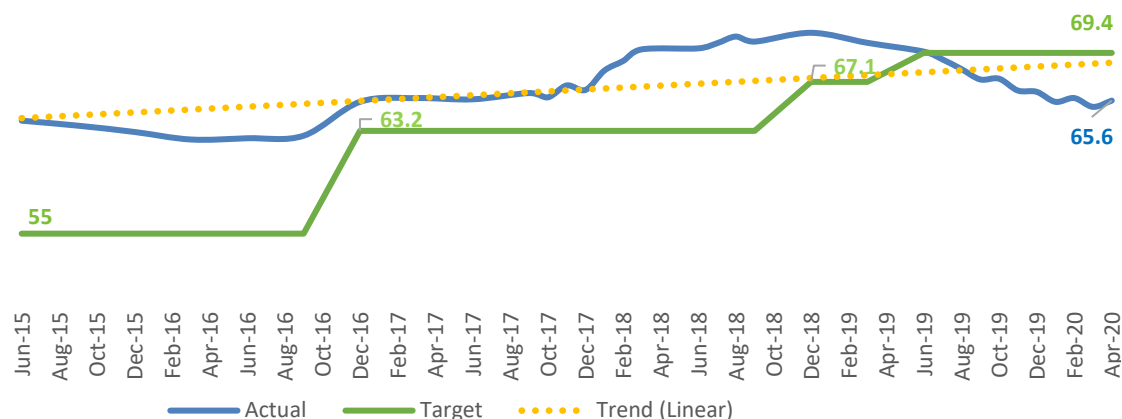
#### 410: Rate of Looked-After Children per 10,000 of the overall 0-17 population

##### Why is this important?

Norfolk has more children in care than its statistical neighbours and we have invested and implemented a strategy to keep families together and reduce the need for children to be looked after. Number of children in care per 10k of population is a key indicator in assessing the success of that investment. The LAC rate also provides an indication of the strengths of the wider children's system.

##### Performance

##### Rate of Looked-After Children per 10,000 of the overall 0-17 population



##### What is the background to current performance?

The LAC population at end of April 2020 is 1115 giving us a rate per 10k of 65.6 bringing us ever closer to the national average of 65.3.

The number of LAC ceases was higher than the number of LAC starts in every Quarter in 2019, compared to 2018 where the opposite was true. This has continued in the first quarter of 2020. This evidences sustained improvements and is likely to indicate that the changes in practice and approaches, started in 2018, have been embedded consistently across the county. This is testimony to the improved availability of edge of care services and support to families earlier in the process. In addition, better demand management following changes at the front door and inception of FAST teams means SWs now have more capacity and continuity in their work with families around affecting positive change as a diversion away from the need for care.

##### What will success look like?

That children come into the care of the Local Authority only when all other available options have been explored.

That all permanency arrangements are considered at the earliest opportunity.

That families continue to be supported to enable them to parent and care for their children more safely and sustainably without the need for them to come into care.

##### Action required

- 1) Ongoing monitoring and analysis of LAC population via various forum to understand trends, spikes, correlations and what is working to successfully to help keep families together.
- 2) Continue to focus on, further embed and implement new transformation initiatives and investment that improve our interventions and ways of working with families and children that support a continued and safe reduction in the LAC population.

##### Responsible Officers

Lead: Phil Watson

Data: CS Reporting Team

# Cabinet

Item 16

<b>Decision making report title:</b>	<b>Risk Management</b>
<b>Date of meeting:</b>	<b>6<sup>th</sup> July 2020</b>
<b>Responsible Cabinet Member:</b>	<b>Cllr. Andrew Proctor, Cabinet Member for Governance and Strategy</b>
<b>Responsible Director:</b>	<b>Simon George, Executive Director of Finance and Commercial Services</b>
<b>Is this a key decision?</b>	<b>No</b>

## **Introduction from Cabinet Member**

Risk management is required by regulations and as part of the Council's Constitution. It contributes to achieving corporate objectives, the Council's key priorities and Business Plan and is a key part of the performance management framework. The responsibility for an adequate and effective risk management function rests with the Cabinet, supported by portfolio holders and delivered by the risk owners as part of the risk management framework. This report sets out the key messages and the latest corporate risks, both general and specific to COVID-19.

## **Executive Summary**

The COVID-19 outbreak, which started in late 2019 and developed rapidly during early 2020, meant that the Council deployed the Civil Contingencies Act 2004 [1] provisions and in order to follow government guidance on remote working and social distancing suspended Council meetings. In May the Council successfully deployed remote Council meetings. Decisions have been taken by Cabinet Portfolio Holders or the Head of Paid Service, as allowed for in the Council's Constitution. Business and officer meetings, briefings, communication and training continued successfully in a virtual format exploiting and leveraging the Council's Microsoft TEAMS facilities. The system has shown capacity for over 4,500 simultaneous users. The Government passed a Coronavirus Act 2020 in March 2020 and has subsequently issued supporting regulations. The Council has participated in the Norfolk Resilience Forum and has held effective Gold and Silver meetings regularly throughout the outbreak.

Risk Management has played an active role in Norfolk County Council's response to the recent coronavirus pandemic. Risks specific to COVID-19 have been identified and those of a strategic nature at a corporate level are presented within this report at Appendix D.

## Recommendations

1. To consider and agree the key messages (2.1) and key changes (Appendices A and B) to corporate risks since the last risk management report in April 2020.
2. To consider and agree the corporate risks as at July 2020, including a newly presented strategic corporate COVID-19 risk register at Appendix D.

## 1. Background and Purpose

- 1.1. This report sets out the latest corporate risks for the Cabinet, split into those corporate risks managed prior to COVID-19 at **Appendix C**, which continue to be reviewed, alongside new strategic corporate risks specific to COVID-19 at **Appendix D**. Both risk registers are accompanied by their respective risk heat maps in **Appendix B** showing visually where risks sit on the 5x5 risk matrix. Key changes to those corporate risks managed prior to COVID-19 are shown in **Appendix A**.

The Audit Committee are responsible for monitoring the adequacy and effectiveness of the systems of risk management and internal control, as set out in its Terms of Reference, which is part of the Council's [Constitution](#). There are Risk Management controls in place within the Council as per the Financial Regulations of the Council's Constitution. The Audit Committee will receive the Risk Management Annual Report 2019/20 at its meeting on 30<sup>th</sup> July 2020.

## 2. Proposals

- 2.1. The key corporate risk messages are as follows:
  - That corporate risk management continues to be sound and effective, working to best practice with corporate level risks being managed for both generic and COVID-19 specific corporate strategic risks. These are supported by departmental level risks.
  - The review of corporate risks has taken place with risk owners, and reviewers, Silver Group and Corporate Board as a group.
  - The corporate risk RM032 on the effects of COVID-19 on NCC business continuity and the Council's supply chain continues to be monitored closely with fortnightly updates provided to Group Leaders. This can be viewed in **Appendix C**.
  - The proposed closure of RM016 - Failure to adequately prepare for and respond to a major disruption to Norfolk County Council services. With the current response to COVID-19 well underway, it is proposed to replace this risk with risk SR016 on the strategic corporate COVID-19

risk register, recognising the risk of concurrent major disruptions and our capacity to manage any second major disruption.

- This corporate risk management report should be read in conjunction with the performance and finance reports.
- The Audit Committee continues to be responsible for monitoring the adequacy and effectiveness of the systems of risk management.
- Developments of the risk management function during 2019/20 will shortly be reported to Audit Committee as an end of year annual report.

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

- 3.1 This report recognises the need to be managing a strategic corporate risk register specifically on COVID-19 given the scale of impact of this pandemic on health, safety and wellbeing, and service delivery. This risk register covers those risks which are deemed to be of corporate significance to the Council, and are supported by departmental level risks.
- 3.2 Risk management plays a key role in managing performance and is a requirement in the Accounts and Audit Regulations 2015. Sound risk management helps ensure that objectives are fulfilled, that resources and assets are protected and used effectively and efficiently. The responsibilities for risk management are set out in the Financial Regulations, which are part of the Council's Constitution.

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

- 4.1. Not applicable as no decision is being made.

### **5. Alternative Options**

- 5.1. There are no alternatives identified.

### **6. Financial Implications**

- 6.1. There are financial implications to consider, which are set out within the risks at **Appendix C and Appendix D.**

### **7. Resource Implications**



- 7.1. **Staff:** The imminent risk of COVID-19 impacting on staff can be seen within risk **RM032a - Effect of COVID-19 on NCC business continuity (staff, service users, and service delivery), and RM032b - Effect of COVID-19 on supply chain**. There are also staffing resource implications to consider as part of risk **RM029 - NCC may not have the employees (or a sufficient number of employees) with critical skills that will be required for the organisation to operate effectively in the next 2-5 years and longer term**.
- 7.2. **Property:** Risk assessments are being carried out by the Health, Safety, and Wellbeing team at sites where services are preparing to be restarted, to ensure that it is appropriate to reopen with adapted measures, ensuring that the Council follows advice with regards to social distancing.
- 7.3. **IT:** The Council's Information Management Technology team are continuing to closely monitor cyber security threat levels, and continue to roll out the technology advances that are helping Members and officers to carry out their duties effectively.

## **8. Other Implications**

### **8.1. Legal Implications**

There are no current specific legal implications to consider within this report.

### **8.2. Human Rights implications**

There are no specific human rights implications to consider within this report.

### **8.3. Equality Impact Assessment (EqIA) (this must be included)**

None applicable.

### **8.4. Health and Safety implications (where appropriate)**

There are health and safety risk implications as set out in the new corporate risk **RM032a - Effect of COVID-19 on NCC business continuity (staff, service users, and service delivery), and RM032b - Effect of COVID-19 on supply chain**. Mitigations are in place to ensure that the health, safety and wellbeing of all Council staff continues as a top priority to ensure that services continue to be adapted for continued delivery.

**8.5. Sustainability implications (where appropriate)**

There are no specific sustainability implications to consider within this report. Any sustainability risks identified as part of the Council's [Environmental Policy](#) (page 58) will be recorded and reported appropriately.

**8.6. Any other implications**

There are no other risk implications to consider within this report.

**9. Risk Implications/Assessment**

- 9.1. The risk implications are set out in the report above, and within the risks themselves at **Appendix C and D**.

**10. Select Committee comments**

- 10.1. There are no recent Select Committee comments to note within this report.

**11. Recommendations**

- 11.1.
- To consider and agree the key messages (2.1) and key changes (Appendices A and B) to corporate risks since the last risk management report in April 2020.
  - To consider and agree the corporate risks as at July 2020, including a newly presented strategic corporate COVID-19 risk register at Appendix D.

**12. Background Papers**

There are no further background papers to note.

**Officer Contact**

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

**Officer name:**  
**Adrian Thompson**

**Tel No.:**  
**01603 222784**

Thomas Osborne

01603 222780

Email address:

[adrian.thompson@norfolk.gov.uk](mailto:adrian.thompson@norfolk.gov.uk)

[thomas.osborne@norfolk.gov.uk](mailto:thomas.osborne@norfolk.gov.uk)



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

### Key Changes to Corporate Risks

The quarterly review of the corporate risk register has generated changes. These are captured below as follows;

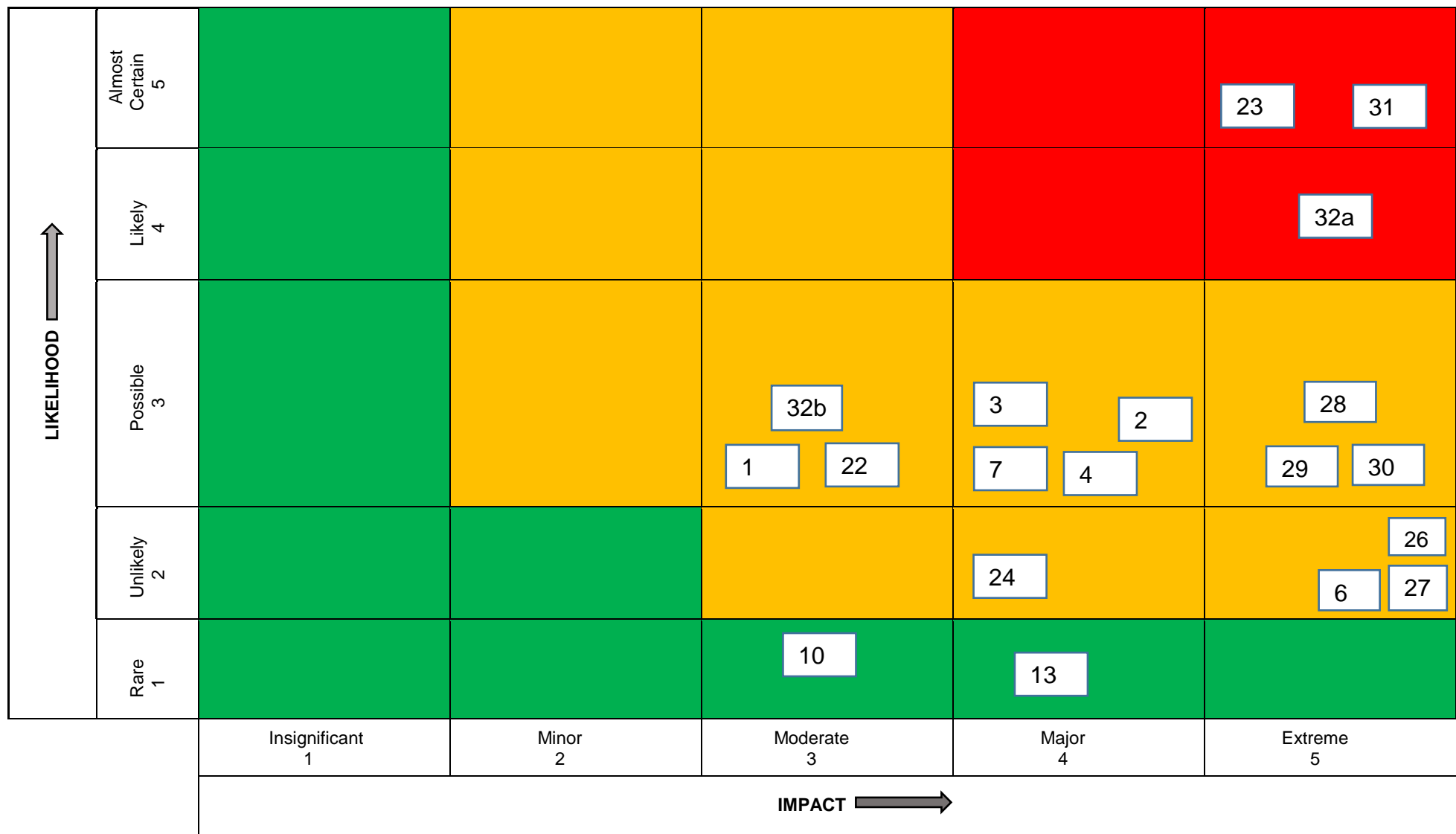
<b><i>Risk Number</i></b>	<b><i>Risk Score Change</i></b>	<b><i>Risk title Change</i></b>	<b><i>Risk Description Change</i></b>	<b><i>Mitigations Change</i></b>	<b><i>Risk Owner Change</i></b>	<b><i>New Corporate Risk</i></b>
<i>RM001</i>						
<i>RM002</i>						
<i>RM003</i>					✓	
<i>RM004</i>						
<i>RM006</i>						
<i>RM007</i>					✓	
<i>RM010</i>						
<i>RM013</i>						
<i>RM022</i>						
<i>RM023</i>						
<i>RM024</i>						
<i>RM026</i>						
<i>RM027</i>						
<i>RM028</i>						
<i>RM029</i>						
<i>RM030</i>						
<i>RM031</i>						
<i>RM032a</i>						
<i>RM032b</i>						

### Proposed Risk Closure

#### **RM016 - Failure to adequately prepare for and respond to a major disruption to Norfolk County Council services**

With the current response to COVID-19 well underway, it is proposed to replace this risk with risk SR016 on the strategic corporate COVID-19 risk register, recognising the risk of concurrent major disruptions and our capacity to manage any second major disruption.

## Generic Corporate Risks - Heat Map

**Key**

= Risk score increase



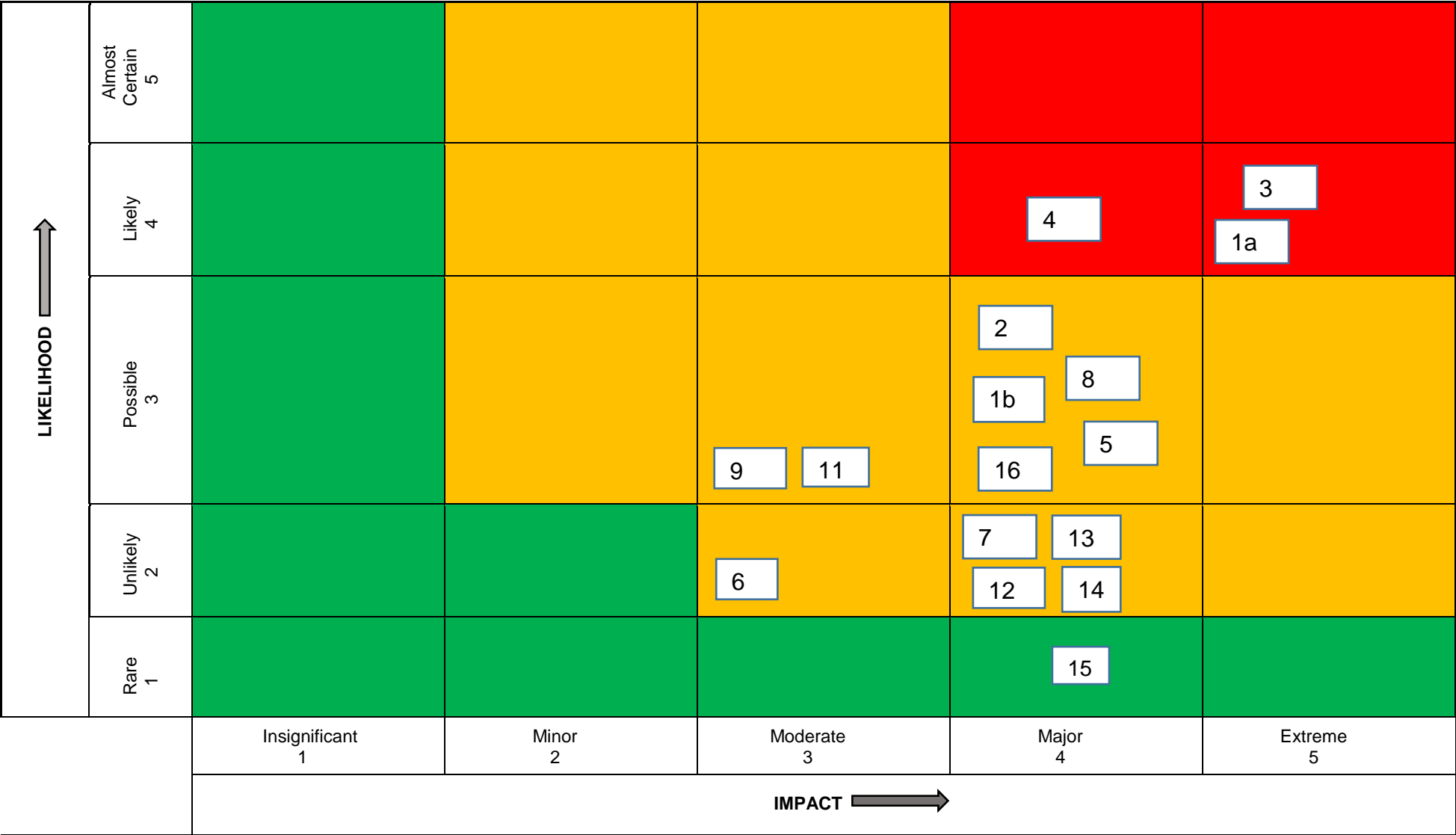
= no score change



= risk score decrease

No.	Risk description	No.	Risk Description
RM001	Realising infrastructure funding requirements to achieve the infrastructure ambition of the Business Plan.	RM013	The potential risk of failure of the governance protocols for entities controlled by the Council, either their internal governance or the Council's governance as owner. The failure of entities controlled by the Council to follow relevant guidance or share the Council's ambitions.
RM002	The potential risk of failure to manage significant reductions in local and national income streams.	RM022	Potential changes in laws, regulations, government policy or funding arising from the UK leaving the European Union which may impact on Council objectives, financial resilience and affected staff ('Brexit').
RM003	Potential for failure to comply with information compliance and information security requirements.	RM023	Lack of clarity on sustainable long-term funding approach for adult social services at a time of increasing demographic pressures and growing complexity of need.
RM004	The potential risk of failure to deliver effective and robust contract management for commissioned services.	RM024	Failure to construct and deliver the Great Yarmouth 3rd River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction to be completed early 2023).
RM006	The potential risk of failure to deliver our services within the resources available for the period 2018/19 to the end of 2020/21.	RM026	Legal challenge to procurement exercise.
RM007	Risk of inadequate data quality resulting from poor data governance, leading to poor decisions being made affecting outcomes for Norfolk citizens.	RM027	Risk of failure of new Human Resources and Finance system implementation.
RM010	The risk of the loss of key ICT systems including: - internet connection; - telephony; - communications with cloud-provided services; or - the Windows and Solaris hosting platforms.	RM028	Risk of failure to monitor and manage health and safety standards of third party providers of services.
		RM029	NCC may not have the employees (or a sufficient number of employees) with critical skills that will be required for the organisation to operate effectively in the next 2-5 years and longer term.
		RM030	Realisation of Children's Services Transformation change and expected benefits.
		RM031	NCC Funded Children's Services Overspend
		RM032a	Effect of COVID-19 on NCC business continuity (staff, service users, and service delivery)
		RM032b	Effect of COVID-19 on supply chain

COVID-19 Strategic Corporate Risks Heat Map



**Key** = Risk score increase      = no score change      = risk score decrease



No.	Risk description	No.	Risk Description
SR001a	Safeguarding of vulnerable children		
SR001b	Safeguarding of vulnerable adults		
SR002	Infection in care homes		
SR003	Funding difficulties due to COVID-19 outbreak		
SR004	Long term strain on the population		
SR005	Major projects and programmes		
SR006	Management of logistics		
SR007	Non-compliance with statutory requirements		
SR008	Social disparity of attainment amongst school children		
SR009	Provision of substitute services		
SR011	Supplier or market failure		
SR012	Not introducing services that are adapted to a physically-distanced environment		
SR013	Failing to take community needs into full consideration		
SR014	Second wave of COVID-19		
SR015	Long term staff sickness		
SR016	Capacity to manage multiple disruptions to business		

Risk Number	RM001					Date of update		02 June 2020		
Risk Name	Not realising infrastructure funding requirements to achieve the infrastructure ambition of the Business Plan									
Portfolio lead	Cllr. Martin Wilby					Risk Owner		Tom McCabe		
Risk Description					Date entered on risk register			03 June 2019		
1) Not securing sufficient funding to deliver all the required infrastructure for existing needs and planned growth leading to: • Congestion, delay and unreliable journey times on the transport network • A lack of the essential facilities that create attractive conditions for business activity and investment, and sustainable communities, including good connectivity, public transport, walking and cycling routes, open space and green infrastructure, and funding for the infrastructure necessary to enable the county council to perform its statutory responsibilities, eg education. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	3	2	6	Mar-21	Amber
Tasks to mitigate the risk										
1.1) Work with other county council officers and partners including government, local enterprise partnerships and district councils to compile evidence and the case for investment into infrastructure in order to achieve success through bidding rounds for capital investment. 1.2) Identify and secure funding including Pooled Business Rates (PBR) to develop projects to a point where successful bids can be made for funding through compiling evidence and cases for investment. 1.3) Engage with providers of national infrastructure – Highways England for strategic (trunk) roads and Network Rail for rail delivery – to ensure timely delivery of infrastructure projects, and work with partners on advocacy and lobbying with government to secure future investment into the networks. 1.4) Review Planning Obligations Standards annually to ensure the county council is able to seek and secure the maximum possible contribution from developers. 1.5) Continue to build the relationship with strategic partners including elected representatives, government departments, local enterprise partnerships, regional bodies such as Transport East (the emerging Sub-National Transport Body) and other local authorities to maximise opportunity and work together in the most effective joined-up manner. 1.6) Periodically review timescales for S106, and other, funding contributions to ensure they are spent before the end date and take action as required. Periodic reviews for transport contributions and an annual review process for library and education contributions.										
Progress update										

## Progress update

Overall: Impact of Covid-19 likely to affect funding streams in both the short and longer-term.

1.1) DfT has approved NWL to progress to the next stage of development the Department has made a contribution of £1,024,000 towards the costs of developing an Outline Business Case. Continuing to progress work on Long Stratton Bypass, West Winch Housing Access Road and A47/A14 Pullover Junction King's Lynn. Finalising Strategic Outline Business Case for Transforming Cities funding for submission at the end of May.

1.2) Developing schemes and projects including the following, part-funded from Pooled Business Rates: King's Lynn Transport; Norwich Western Link; West Winch Housing Access Relief Road.

1.3) Re-evaluating A47 Alliance work following government announcement of the roads programme in the budget, with no further A47 investment announced. Continuing to work Great Eastern Main Line (Norwich to London): Network Rail have produced a draft study setting out infrastructure constraints for Norwich in 90 services. Local authorities study on wider economic benefits progressing. Continuing to work on Ely Task Force: Network Rail has produced a business case for infrastructure improvements required to unlock a range of additional passenger and freight services. Continuing to support East West Rail Consortium: Eastern Section prospectus published.

1.4) Review of Planning Obligations Standards completed, new standards adopted by Cabinet in September 2019.

1.5) Continuing to work with Transport East on transport strategy; liaising with DfT, Network Rail and Highways England on strategic road and rail schemes; attending wider partnership groups including LEP Transport Board.

1.6) Continuing to update new systems to ensure monitoring is effective and up to date.

Risk Number	RM002		Date of update		08 June 2020					
Risk Name	The potential risk of failure to manage significant reductions in local and national income streams									
Portfolio lead	Cllr. Andrew Jamieson		Risk Owner		Simon George					
Risk Description			Date entered on risk register		31 May 2019					
This may arise from global or local economic circumstances (i.e. Brexit), government policy on public sector budgets and funding. As a result there is a risk that the Medium Term Financial Strategy savings required for 2018/19- 2021/22 are not delivered because of uncertainty as to the scale of savings resulting in significant budget overspends, unsustainable drawing on reserves, and severe emergency savings measures needing to be taken. The financial implications are set out in the Council's Budget Book, available on the Council's website. Overall risk treatment:Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	3	4	12	2	4	8	Mar-21	Amber
Tasks to mitigate the risk										
Medium Term Financial Strategy and robust budget setting within available resources. No surprises through effective budget management for both revenue and capital. Budget owners accountable for managing within set resources. Determine and prioritise commissioning outcomes against available resources and delivery of value for money. Regular and robust monitoring and tracking of in-year budget savings by Corporate Board and members. Regular finance monitoring reports to Cabinet. Close monitoring of central government grant terms and conditions to ensure that these are met to receive grants. Plans to be adjusted accordingly once the most up to date data has been received.										
Progress update										

## Progress update

Following the December 2019 General Election the Government announced the Final Local Government Finance Settlement for 2020-21 on 6.02.20 and after being debated in the House of Commons this was confirmed on 25.02.20. County Council on 17.02.20 approved the 2020-21 budget and future Medium Term Financial Strategy taking into account the Final Local Government Finance settlement for 2020-21.

The council's external auditors gave an unqualified audit opinion on the 2018-19 Statement of Accounts and were satisfied that the County Council had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31.03.2019.

The implications of the COVID-19 response, coupled with continued uncertainty and the further delay of the significant planned reforms for local government finance, represents a major challenge for the Council in developing its Medium term Financial Strategy. Cabinet on 8.06.20 considered the latest financial position and agreed the process for setting a balanced budget for 2021-22 and updated the Medium term Financial Strategy to include a further year (2024-25). Further reports will be presented to Cabinet during the year incorporating future Government funding announcements and updates on the budget planning process in order that County Council can agree the 2021-22 Budget and level of council tax at its February 2021 meeting.

Risk Number		RM003				Date of update		10 June 2020		
Risk Name		Potential for failure to comply with information compliance and information security requirements.								
Portfolio lead		Cllr. Andrew Proctor				Risk Owner		Andrew Stewart		
Risk Description				Date entered on risk register				05 June 2019		
There is a risk of failing to comply with statutory and/(or) national/local codes of practices in relation to Information Compliance, coupled with a risk of loss of sensitive data. This could lead to significant reputational and financial risk for NCC. This risk is separate to RM007, which looks at the risk of not having the correct or accurate data to make key decisions. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	4	12	1	4	4	Mar-21	Green
Tasks to mitigate the risk										
1) Implementation of SIRO (Senior Information Risk Owner) , CIO (Chief Information Officer), Corporate Information Management Team encompassing Information Management, Information Governance, Records Management, policies confirming responsibilities. 2) Ensure that information and data held in systems (electronic and paper) is accurate, up to date, comprehensive, secure against security breaches, and fit for purpose to enable managers to make confident and informed decisions. Continue CS data project to retain / destroy data appropriately. 3) Ensure that all staff and managers are provided with training, skills, systems and tools to enable them to meet the statutory standards for information management. 4) Ensure that the mandated eLearning Data Protection 2 year refresher data continues to be sent to CLG on a monthly basis for review and action. 5) SIRO to receive assurance of compliance with statutory and/or national/local codes of practice in relation to information compliance from Information Asset Owners when reporting the Annual Governance Statement. 6) NCC is NHS Information Governance Toolkit compliant to Level 2 7) Embedding and enhancing Cyber Security techniques and Protocols through recommendations from the Cyber Security Audit - i.e data loss, ransomware and system outages etc. in line with National Cyber Security Centre best practice. 8) Embedding of GDPR 9) Undertake a six month review to reduce demand and increase capacity										
Progress update										

## Progress update

Head of Information Governance appointed to take forward the SOCITM recommendations and embedding the information governance agenda in NCC. This will enhance many of the mitigations to a higher standard, reducing the risk further over the next two years. An action plan has been developed which will be taken to Corporate Board in July. There is also work planned to review the information risks (RM003 and RM007) to ensure that they remain up to date, suitable mitigations are in place and appropriate owners assigned.

The Chief Legal Officer has responsibility as SIRO and DPO.

GDPR programme of work has been implemented with all but low risk areas. Programme of work is now continuing for the low risk areas. There is an increased volume of Subject Access Requests (SARs). A six monthly review is in place to reduce demand and increase capacity.

Audit successfully undertaken by Internal Audit in regards to the use and implementation of Caldicott Guardians across Childrens and Adults with no significant or high outcomes. Quarterly meetings are in place to monitor the Caldicott process. Work is underway to promote and prevent potential data security breaches followed by departmental checking and reporting of compliance.

Cyber security action plan has been developed and is currently being actioned.

Norfolk County Council is NHS IG Toolkit accredited to Level 2 by NHS Digital in lines with NHS partners within Norfolk and Waveney STP.

There are different aspects to this risk, which when considered together, make up the current risk score.

SOCITM Advisory Limited were asked to carry out an Information Management Governance Review.

The discovery phase is done and we are now awaiting a draft report from them around how we can improve our overall information governance. This was authorised by the Executive Director of Strategy and Governance and led by the Assistant Director of Finance and Commercial Services (Audit) for NCC. Report now complete, recommendations made and action plans drafted for approval. .

Risk Number		RM004				Date of update		10 June 2020		
Risk Name		The potential risk of failure to deliver effective and robust contract management for commissioned services.								
Portfolio lead		Cllr. Andrew Jamieson				Risk Owner		Simon George		
Risk Description					Date entered on risk register			02 June 2019		
Ineffective contract management leads to wasted expenditure, poor quality, unanticipated supplier default or contractual or legal disputes. The council spends some £700m on contracted goods and services each year. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	3	4	12	2	3	6	Sep-20	Amber
Tasks to mitigate the risk										
<p>1) By October 2019 implement a proactive system to identify early signs of potential supplier financial failure and respond appropriately.</p> <p>Next steps:</p> <ul style="list-style-type: none"><li>- Develop robust process to respond to CreditSafe alerts by end June 2019</li><li>- Develop robust process to spot other early warning signs eg late filing of accounts, media monitoring by end September 2019</li></ul> <p>2) Continue to report the pipeline of expiring contracts to Corporate Board every six months. Continue to discuss the pipeline of expiring contracts with CES DMT every quarter.</p> <p>Next steps:</p> <ul style="list-style-type: none"><li>- Start to discuss the pipeline of expiring contracts with other departmental management teams or individual senior managers on a quarterly basis from quarter 3 of 2019</li></ul> <p>3) Through the contract compliance and optimisation workstream of the Smarter Workstream priority under the Norfolk Futures programme, implement measures to ensure that staff who have contract management as part of their job have the relevant skills and support to manage contracts effectively.</p> <p>Next steps:</p> <p>Implement phased plan as agreed at corporate board 3 December 2020</p> <p>4) Develop a standard specification for service transition that can be used as the basis for new sourcing exercises and used to manage transitions effectively by end June 2019</p> <p>5) From 2017 internal audit to conduct an audit of 2 contracts each year from the list of top 50 contracts by value</p> <p>6) Internal audit to undertake audits of the contract management control environment in the three service directorates in second half of the financial year.</p>										
Progress update										
<p>1) Process developed with finance to respond to CreditSafe alerts.Creditsafe contract being reviewed to see whether it remains the best solution.</p> <p>2) Pipeline frequency at Corporate Board increased to quarterly and process in place for monthly review by Director of Procurement and Executive Director of Finance</p> <p>3) Contract compliance and optimisation workstream plan was approved at Corporate Board in December 2019 and phased implementation is under way</p> <p>4) Transition/handover checklist developed and in use.</p>										



<b>Risk Number</b>	RM006					<b>Date of update</b>		10 June 2020		
<b>Risk Name</b>	The potential risk of failure to deliver our services within the resources available for the period 2018/19 to the end of 2020/21.									
<b>Portfolio lead</b>	Cllr. Andrew Proctor					<b>Risk Owner</b>		Tom McCabe		
<b>Risk Description</b>					<b>Date entered on risk register</b>			13 June 2019		
The failure to deliver agreed savings or to deliver our services within the resources available, resulting in the risk of legal challenge and overspends, requiring the need for in year spending decisions during the life of the plan, to the detriment of local communities and vulnerable service users. Overall risk treatment: Treat										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	5	10	2	5	10	1	5	5	Mar-21	Green
<b>Tasks to mitigate the risk</b>										
1) Clear robust framework, 'Together for Norfolk - Business Plan' in place which drives the delivery of the overall vision and priority outcomes. The delivery of a council-wide strategy which seeks to shift focus to early help and prevention, and to managing demand. 2) Delivery against the strategic service and financial planning, by translating the vision and priorities into achieved, delivered targets. 3) A robust annual process to provide evidence for Members to make decisions about spending priorities. 4) Regular and robust in-year financial monitoring to track delivery of savings and manage in-year pressures. 5) Sound engagement and consultation with stakeholders and the public around service delivery. 6) A performance management and risk system which ensures resources are used to best effect, and that the Council delivers against its objectives and targets.										
<b>Progress update</b>										
Regular budget and performance monitoring reports to Cabinet now set out how the Council is delivering against the 2019/20 budgets and priorities set for each of our services. The Council has a robust and established process, including regular reporting to members, which is closely linked to the wider Council Strategy, in order to support the development of future year budget plans taking account of the latest available information about Government funding levels and other pressures. This process includes reviewing service budgets and taking into account financial performance and issues arising in the current financial year as detailed in the budget monitoring reports.										

<b>Risk Number</b>	RM007					<b>Date of update</b>		10 June 2020		
<b>Risk Name</b>	Risk of inadequate data quality resulting from poor data governance, leading to poor decisions being made affecting outcomes for Norfolk citizens									
<b>Portfolio lead</b>	Cllr. Andrew Proctor					<b>Risk Owner</b>		Andrew Stewart		
<b>Risk Description</b>						<b>Date entered on risk register</b>		05 June 2019		
This places the Council at risk of making decisions using data that is not always as robust as it should be. This may lead to poor or ineffective commissioning, flawed decision making and increased vulnerability of clients, service users and staff. This risk is separate to RM003, which looks at the risk of failure to adhere to national and/or local statute or codes of practice relating to information compliance or information security. Overall risk treatment: Treat										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	3	4	12	2	3	6	Mar-21	Amber
<b>Tasks to mitigate the risk</b>										
<p>1) Implementation of the Information Management Strategy, Information Governance Framework, Data Protection, Information Sharing, Freedom of Information, Records Management, Managing Information Risk, and Information Security.</p> <p>2) Information Compliance Group (ICG) has the remit to ensure the overarching Information Governance Framework is embedded within business services and NCC and elements of the IM Maturity Readiness Plan.</p> <p>3) Ensuring that all staff and managers are provided with training, skills, systems and tools to enable them to meet the statutory/NCC standards for information management.</p> <p>4) Develop and link in to department risks on the management of departmental data.</p>										
<b>Progress update</b>										
<p>Head of Information Governance appointed to take forward the SOCITM recommendations and embedding the information governance agenda in NCC. This will enhance many of the mitigations to a higher standard, reducing the risk further over the next two years. An action plan has been developed which will be taken to Corporate Board in July. There is also work planned to review the information risks (RM003 and RM007) to ensure that they remain up to date, suitable mitigations are in place and appropriate owners assigned.</p> <p>The ICG has clear terms of reference and a work plan to cover its responsibilities. Data Quality (DQ) audits have been undertaken by internal audit with no significant or concerning outcomes. As part of the Socitm Report the ICG is being reviewed and revised to better fit the growing Informaiton Governance agenda. Other recommendations from the report will support this risk and help reduce the score.</p> <p>Manual records management project looking at retention periods of manual records held with BoxIt is providing positive results. This project was moved to the Scottow Records Project (Gerry Baker) but further work will be undertaken as part of the relevant Socitm report recommendation around</p>										

## **Progress update**

records management.

Moving forward all new systems being procured like Liquid Logic have more validation and integrity checks on the data/information at field level, row level and at page level thus ensuring the data/information is treated as a corporate asset inline with the NCC IM Strategy.

We have undertaken significant data cleansing work this year or so in the migration to Liquid Logic for Social Care data and in preparation for a new ERP system (Financial & Procurement data in particular). We have also conducted extensive work to cleanse data in files-shares and paper documents in storage, also scanning extensively to support Liquid Logic & Oracle EBS and associated systems. DQ audits undertaken have also shown reasonable findings. Work is underway to implement automated deletion of some records within CRM and My Norfolk accounts.

4) The Risk Management Officer will consult with departments to ensure risks associated with the management of their data are considered.

Bringing Liquid Logic into service provided an opportunity to understand where issues lie. Additional understanding gained from new Liquid Logic reports being written relying on accurate data.

Risk Number	RM010					Date of update		10 June 2020		
Risk Name	The risk of the loss of key ICT systems including: - internet connection; - telephony; - communications with cloud-provided services; or - the Windows and Solaris hosting platforms.									
Portfolio lead	Cllr. Tom Fitzpatrick					Risk Owner		Simon George		
Risk Description					Date entered on risk register			01 July 2019		
Loss of core / key ICT systems, communications or utilities for a significant period - as a result of a cyber attack, loss of power, physical failure, fire or flood, or supplier failure - would result in a failure to deliver IT based services leading to disruption to critical service delivery, a loss of reputation, and additional costs. Overall risk treatment: Treat.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	3	6	1	3	3	1	3	3	Sep-20	Met
Tasks to mitigate the risk										
1) Full power down completed periodically 2) Replace ageing Local Area Network (LAN) equipment 3) Ensure access to services if county hall lost by reconfiguring Core Infrastructure Services (DHCP, DNS, Active directory) 4) Implement Cloud-based business systems with resilient links for key areas 5) Replace voice services (contact center / desk phones) with cloud based Microsoft Teams 6) Review and Implement suitable arrangements to protect against possible cyber / ransomware attacks including 7) We will be running a number of Cyber Attack exercises with senior stakeholders to reduce the risk of taking the wrong action in the event of a cyber attack 8) We will hold a number of Business Continuity exercises to understand and reduce the impact of risk scenarios 9) Implement new data centre to reduce the risk of power failure, loss of data connectivity and reduce ICT hardware failures										
Progress update										
1) Full power down completed as required by Property programme plans 2) New Local Area Network equipment has been procured and we are now implementing with County Hall. 3) Access services have been migrated to the new DR site so work can continue if County Hall unavailable 4) We Implement Cloud-based business systems with resilient links for key areas as they are procured, guidance is being refreshed regularly. 5) Contact services have been migrated to a cloud based system. Soft telephony has been successfully rolled out at an accelerated pace following COVID-19. 6) We are still working through the cyber audit actions which are more complex than first thought. 7) The Cyber Attack exercise with senior stakeholders to reduce the risk of taking the wrong action in the event of a cyber attack. We delivered an 'EXECSIM' exercise with the corporate board to ensure we are fully prepared in the event of a Cyber Attack, communications and approach at a senior level (Jan 2020). We are scheduling a National Cyber Security Centre (NCSC) 'Exercise in a box' session										

**Progress update**

for IMT to test our approach during a cyber attack and we will follow this up with a NCSC 'Exercise in a box' exercise for the business leads, resilience team and IMT to jointly rehearse a cyber attack.

8) We have already held a Business Continuity exercise to understand and reduce the impact of risk scenarios and this will be re-run within 12 months to further reduce the risk. Large scale remote access exercise successfully carried out in February 2020, with over 3000 staff working remotely from a non-NCC based site. Since COVID-19 has resulted in the majority of the workforce working from home, the network has been able to cope effectively with a vastly increased number of users working remotely. Exercise Steel will build on the work of Exercise Horseshoe.

9) The new data centre is now live.

The score is based upon steady progress mitigating the risks and running exercises to rehearse what we do in the event of a failure.

<b>Risk Number</b>	RM013					<b>Date of update</b>		10 June 2020		
<b>Risk Name</b>	The potential risk of failure of the governance protocols for entities controlled by the Council, either their internal governance or the Council's governance as owner. The failure of entities controlled by the Council to follow relevant guidance or share the Council's ambitions.									
<b>Portfolio lead</b>	Cllr. Greg Peck					<b>Risk Owner</b>		Simon George		
<b>Risk Description</b>					<b>Date entered on risk register</b>			02 July 2019		
The failure of governance leading to controlled entities: Non Compliance with relevant laws (Companies Act or other) Incurring Significant Losses or losing asset value Taking reputational damage from service failures Being mis-aligned with the goals of the Council The financial implications are described in the Council's Annual Statement of Accounts 2019-20. Overall risk treatment: Treat This risk is scored at a likelihood of 1 due to the strong governance in place and an impact score of 4 given the size of the controlled companies.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
1	4	4	1	4	4	1	4	4	Mar-21	Met
<b>Tasks to mitigate the risk</b>										
<p>1) All controlled entities and subsidiary companies have a system of governance which is the responsibility of their Board of Directors.</p> <p>The Council needs to ensure that it has given clear direction of it's policy, ambitions and expectations of the controlled entities.</p> <p>The NORSE Group objectives are for Business Growth and Diversification of business to spread risks. Risks need to be recorded on the Group's risk register.</p> <p>2) The NORSE board includes a Council Member and is currently chaired by the Executive Director of Strategy and Governance for the Council. There is a shareholder committee comprised of six Members. The shareholder committee should meet quarterly and monitor the performance of NORSE. A member of the shareholder board, the shareholder representative, should also attend the NORSE board.</p> <p>3) The Council holds control of the Group of Companies by way of its shareholding, restrictions in the NORSE articles of association and the voting rights of the Directors. The mission, vision and value statements of the individual NORSE companies should be reviewed regularly and included in the annual business plan approved by the Board. NORSE should have its own Memorandum and Articles of Association outlining its powers and procedures, as well as an overarching agreement with the Council which outlines the controls that the Council exercises over NORSE and the actions which require prior approval of the Council.</p> <p>4) To ensure that governance procedures are being discharged appropriately to Independence Matters. The Executive Director for Finance and Commercial Services' representative attends as shareholder representative for Independence Matters.</p> <p>5) Approve the Outline Business Case for Repton Property Developments Ltd.</p> <p>6) Shareholder representation required from the Executive Director of Finance and Commercial Services on both the Norse, and Repton Boards.</p>										
<b>Progress update</b>										

## Progress update

- 1) There are regular Board meetings, share holder meetings and reporting as required. For NORSE, risks are recorded on the NORSE group risk register.
- 2) The Norse Group follows the guidance issued by the Institute of Directors for Unlisted Companies where appropriate for a wholly owned LA company. The shareholder committee meets quarterly and monitors the performance of Norse. A member of the shareholder board, the shareholder representative, also attends the Norse board.
- 3) The Council has reviewed its framework of controls to ensure it is meeting its Teckal requirements in terms of governance and control, and a series of actions has been agreed by the then Policy and Resources Committee. The Executive Director of Finance and Commercial Services is responsible for reviewing the ongoing viability of wholly owned entities and regularly reporting the performance of their activities, with a view to ensuring that the County Council's interests are being protected. All County Council subsidiary limited company Directors have been approved in accordance with the Constitution. The new Chairman of Norse has initiated change with one Director looking after NCS and NPS, with a view to maximising returns back to NCC. A further strengthening of the Board is proposed with the appointment of two independent Non-Executive Directors with one vote each. As with Repton the appointments would be made through a transparent process of advertisement, interview and appointment.
- 4) The ED of F&CS directs external governance. An external company is undertaking a review of Norse Group's financial performance, discharging the Executive Director for Finance and Commercial Services' responsibility as per the Constitution.
- 5) The Outline Business Case for Repton Property Developments Ltd has been approved.
- 6) There is Shareholder representation from the Executive Director of Finance and Commercial Services on both the Norse, and Repton Boards.

Risk Number	RM022					Date of update		10 June 2020		
Risk Name	Potential changes in laws, regulations, government policy or funding arising from the UK leaving the European Union, which may impact on Council objectives, financial resilience and affected staff ('Brexit').									
Portfolio lead	Cllr. Graham Plant					Risk Owner		Tom McCabe		
Risk Description					Date entered on risk register			01 July 2019		
Four important implications to the Council: 1) The Council's EU funded programmes supporting the local economy. 2) The legal base – substantial change needed structured around No Deal scenario and likelihood of No Deal. 3) Council services dependent on a migrant workforce – for example nationally, 7% of existing adult social care staff come from other EU nations. 4) Place-based impact – there will be real and varied impacts and opportunities in our local economy. There is a risk that initially, implications for Norfolk County Council of the UK leaving the EU are not known or understood, causing uncertainty in Council business, planning, and service delivery. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Dec-20	Amber
Tasks to mitigate the risk										
<p>NCC should continue to monitor Brexit developments and developing responses to the four areas in which the council will be affected (EU funding, legal issues, workforce issues, place-based impact).</p> <p>1) Regular meetings are taking place with the Ministry for Housing, Communities and Local Government (MHCLG) and the Department for Business, Energy and Industrial Strategy (BEIS) regarding a managed exit from EU funded programmes to ensure NCC's liabilities are met.</p> <p>We have agreed the principles and framework for regional investment post Brexit to ensure the level of current funding is protected, including asking for funds to be devolved locally, so that the economic benefit of the funding is secured.</p> <p>3) Human Resources to support managers and staff who may be affected by this issue.</p> <p>4) Understand the risks and implications of Brexit to service delivery, wider community and business continuity. This includes managing particular risks around the supply of food and fuel, to enable us to support vulnerable people.</p> <p>We have jointly commissioned work with the LEP and Suffolk County Council to understand the business impact of Brexit within the New Anglia area and particular sectors likely to be affected, such as agriculture (potential for post-Brexit tariffs making export of some products unviable). Also, signposting to information from Government on preparations businesses should make is available at <a href="http://www.newanglia.co.uk">www.newanglia.co.uk</a>.</p>										
Progress update										



## Progress update

1) The Treasury Guarantee provides assurance that funding is assured in the event of a deal for projects committed by 31 December 2020. The Internal Project Board is aware of NCC liabilities; nplaw have drafted a Deed of Guarantee seeking written assurance from MHCLG that they will meet our liabilities in order to close the Programme. MHCLG have raised the issue with Ministers, as well as our MA status after we leave the EU. This will now fall under the detailed work around payment mechanisms following the confirmation of extended programme completion.

The Green Paper regarding the Shared Prosperity Fund has still not yet been published and is not expected until the 2020 Autumn Statement, at the earliest. We continue to work with New Anglia and other relevant partners and will report the proposals and our response to members when it has been published.

2) MHCLG have advised they will issue a new set of planning assumptions around a no deal Brexit in due course. NCC Brexit Silver Group and Resilience Reps looked at reasonable worst case planning assumptions in Operation Yellowhammer. Work we had done prior to the original leave date meant that we had covered these potential impacts already.

NCC Brexit risk register completed identifies all Brexit risks & mitigations & is available on Sharepoint. There is now a transition period until the end of 2020, while the UK and EU negotiate additional arrangements. The current rules on trade, travel, and business for the UK and EU continue to apply during the transition period. By 1 January 2021 we will either start a new relationship with the EU or leave without a trade deal.

3) Potential loss of staff for NCC and our service providers was looked at and is under continued review. Signposting to HM Govt websites was undertaken and correspondence sent to service providers. Most recent update:

- Keeping HR Direct up to date with developments to advise staff
- Refreshing employee information on peoplenet
- Undertook exercise to refresh employee data on nationality status
- Provided information to key stakeholders within social care on the pilot
- Surveyed Heads of Services/Departments regarding impacts

4) We have raised the issue of Trading Standards (their ability to act as a National Body certified by the EU, charging for highway services) with the LGA to play into their negotiations with DExEU.

A task force has been set up, asking each Directorate to provide a summary of the risk posed to them and their service provision by Brexit. Service delivery risks involving the availability of fuel and supply of food are being managed, to ensure that the Council is prepared for any such eventualities. These two issues have been subject of individual NRF multi-agency task & finish groups. Information has been fed back to NCC Silver Group meetings and resilience reps, for them to consider impacts. Covered in full in NCC Brexit Risk Register. Our revised Business Impact Analysis requires departments to identify fuel requirements to deliver critical activities. NCC prepares the NRF Fuel Emergency Plan so we are well embedded into the process.

The NCC website now offers information for businesses and individuals, including our EU No Deal Exit Strategy <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/preparing-for-brexit>

Risk Number	RM023					Date of update		10 June 2020		
Risk Name	Failure to respond to changes to demography, funding, and government policy, with particular regard to Adults Services.									
Portfolio lead	Cllr. Bill Borrett					Risk Owner		James Bullion		
Risk Description					Date entered on risk register			18 August 2017		
Whilst acknowledging the pressures on adult social services, and providing some one-off additional funding, the Government has yet to set out a direction of travel for long-term funding. At the same time, the pressures of demography and complexity of need continue to increase. This makes effective strategic planning highly challenging and there is a risk that short-term reductions in support services have to be made to keep within budget; these changes are likely to be counter to the long-term Promoting Independence strategy. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	5	5	25	2	4	8	Dec-20	Amber
Tasks to mitigate the risk										
<p>1) Implementation of Promoting Independence Strategy. This strategy is shaped by the Care Act with its call to action across public services to prevent, reduce and delay the demand for social care. The strategy aims to ensure that demand is understood and managed, and there is a sustainable model for the future.</p> <p>2) As part of the strategy, a shift of spend towards targeted prevention, reablement services, enablement, and strengthened interim care.</p> <p>3) Implementation of Better Care Fund plans which promote integration with the NHS and protect, sustain and improve the social care system.</p> <p>4) Judicious use of one-off winter funding, as announced by Government.</p> <p>5) Close tracking of government policies, demography trends and forecasts.</p> <p>6) A new set of NCC corporate priorities which aims to address longer-term demand management in children's and adult services.</p>										
Progress update										
<p>1) Demand and demography modelling continues to be refined through the cost and demand model. Five main themes for transformation: Services for people with a learning disability; maximising digital technology; embedding strengths-based social work through Living Well; 3 conversations; health and social care integration and housing for vulnerable people.</p> <p>2) Sector based plans for providers which model expected need and demand associated with demographic and social change</p> <p>3a) Strengthened investment in prevention, through additional reablement, social prescribing, local initiatives for reducing social isolation and loneliness</p> <p>3b) Workforce – continued recruitment campaign to sustain levels of front line social workers and occupational therapy staff.</p>										

**Progress update**

3c) Better Care Fund targeted towards supporting people to stay independent, promoting and enabling closer integration and collaboration across health and social care.

4) Close joint working with NHS, through the STP, to shape and influence future integration of health and social care

5) We are still awaiting the Green Paper on Social Care; will now review the NHS 10-year Plan and establish how this will impact on the direction of travel for health and social care

6) Collaboration with children's services to develop a preparing for adult life service to strengthen transition experience for young people, and to improve service and budget planning.

New risks directly related to COVID-19 are detailed on the Council's strategic corporate COVID-19 risk register.

Risk Number	RM024					Date of update		02 June 2020		
Risk Name	Failure to construct and deliver the Great Yarmouth 3rd River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction to be completed early 2023)									
Portfolio lead	Cllr. Martin Wilby					Risk Owner		Tom McCabe		
Risk Description					Date entered on risk register			14 June 2019		
There is a risk that the 3RC project will not be delivered within budget and to the agreed timescales. Cause: delays during statutory processes put timescales at risk and/or contractor prices increase project costs. Event: The 3RC is completed at a later date and/or greater cost than the agreed budget, placing additional pressure on the NCC contribution. Effect: Failure to construct and deliver the 3RC within budget would result in the shortfall having to be met from other sources. This would impact on other NCC programmes. Overall risk treatment: Treat, with a focus on maintaining or reducing project costs and timescales.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	4	8	2	3	6	Jan-23	Amber
Tasks to mitigate the risk										
The project was agreed by Full Council (December 2016) as a key priority infrastructure project to be delivered as soon as possible. Since then, March 2017, an outline business case has been submitted to DfT setting out project costs of 120m and a start of work in October 2020. 80% of this project cost has been confirmed by DfT, but this will be a fixed contribution with NCC taking any risk of increased costs. Mitigation measures are: 1) Project Board and associated governance to be further developed to ensure clear focus on monitoring cost and programme at monthly meetings. 2) NCC project team to include specialist cost and commercial resource (bought in to the project) to provide scrutiny throughout the scheme development and procurement processes.This will include independent audits and contract/legal advice on key contract risks as necessary. 3) Programme to be developed that shows sufficient details to enable overall timescales to be regularly monitored, challenged and corrected as necessary by the board. 4) Project controls and client team to be developed to ensure systems in place to deliver the project and to develop details to be prepared for any contractual issues to be robustly handled and monitored. 5) All opportunities to be explored through board meetings to reduce risk and programme duration. Overall risk treatment: Reduce, with a focus on maintaining or reducing project costs and timescales										
Progress update										

## Progress update

The outline business case was submitted on 30 March 2017, and DfT confirmed approval of this following the autumn statement in November 2017. There is a risk that the scheme development could see changes to the scheme, and therefore to the agreed business case, and any changes will need to be addressed/agreed with DfT. Progress against actions are: 1) Project board in place. Gateway review highlighted a need to assess and amend board attendance and this has been implemented. Progress update report provided to Audit Committee on 31 July 2018. A gateway review was completed to coincide with the award of contract decision making - the findings have been reported to the project board (there are no significant concerns identified that undermine the project delivery). Internal audit on governance ongoing during Feb 19 - report now finalised (dated 14 August 2019) and findings were rated green. 2) Specialist cost and commercial consultants have been appointed and will continue to review project costs. The first element of work for the cost consultant was to review project forecasts. The Commercial Manager will continue to assess the project forecast on a quarterly basis, with monthly interim reporting also provided to the board. No issues highlighted to date and budget is considered sufficient - this work was previously used to update the business case submitted to and accepted by DfT. A further budget review was completed following appointment of the contractor (initial assessments based on tendered submissions provided sufficient confidence to award the contract - in accordance with delegated authority).

3) An overall project programme has been developed and will be owned and managed by the dedicated project manager. Any issues will be highlighted to the board as the project is delivered. Programme updated to fully align procurement and Development Consent Order (DCO) processes. Following the award of the contract, from January 2019, the programme is now focussed on delivering the DCO. Development Consent Order submitted to the Planning Inspectorate (PINS) by end of April 19 as per agreed timescales. The start of DCO examination was 24 September 2019, with a finish date on 24 March 2020. The approval of the DCO is now expected not later than 24 September 2020. 4) Learning from the NDR and experience of the commercial specialist support has been utilised to develop contract details ahead of the formal commencement of the procurement process, which was 27 February 2018. Further work fed into the procurement processes (and competitive dialogue) with the bidders. The commercial team leads were in place from the start of the contract (January 2019). 5) The project board will receive regular (monthly) updates on project risks, costs and timescales. A detailed cost review was delivered to the board ahead of the award of the contract (following the delegated authority agreed by Full Council), and took into account the contractors tender pricing and associated project risk updates. The project currently remains on budget and the programme to complete the works and open the scheme in early 2023 is still on track.

Risk Number	RM026					Date of update		10.06.2020		
Risk Name	Legal challenge to procurement exercise									
Portfolio lead	Cllr. Andrew Jamieson					Risk Owner	Simon George			
Risk Description					Date entered on risk register			04 June 2019		
That alleged breach of procurement law may result in a court challenge to a procurement exercise that could lead to delay, legal costs, loss of savings, reputational damage and potentially significant compensation Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	5	10	2	5	10	1	5	5	Sep-20	Green
Tasks to mitigate the risk										
<p>Review processes and practice in light of recent caselaw, in particular Amey Highways Ltd v West Sussex County Council [2019] EWHC 1291 (TCC) and Lancashire Care NHS Foundation Trust &amp; Anor v Lancashire County Council [2018] EWHC 200 (TCC).</p> <p>1) At team meeting w/c 10 June 2019, remind procurement staff of need to escalate any proposal to run a procurement exercise in an unreasonably short timescale</p> <p>2) Take pipeline to corporate board every six months and to directorate management teams quarterly to minimise risk of rushed procurement exercises.</p> <p>3) Seek corporate board sign-off for new approach with consistently adequate timelines,fewer evaluators and greater control over choice of evaluator</p> <p>4) Review scale of procurement exercises, avoid unnecessarily large exercises that increase risk and complexity and the scale of any damages claim.</p> <p>5) Make incremental change to instructions to evaluators and approach to scoring and documenting rationale, and test on tender NCCT41801 in w/c 3 June 2019</p> <p>6) Review standard scoring grid and test 'offline' on tender NCCT41830 w/c 10 June 2019</p> <p>7) Review template provisional award letter w/c 17 June</p> <p>8) Develop standard report to decision-maker w/c 17 June</p> <p>9) Make more significant changes to instructions to evaluators and pilot new approach on a future tender.</p> <p>10) Pilot new scoring grid in a future tender</p> <p>11) Institute formal annual review of sourcing processes in light of developments in case law. Review each December; add to senior staff objectives.</p> <p>Additional tasks identified February 2020:</p> <p>12) Update HotDocs to include definitive versions of new templates</p> <p>13) Formal sign-off of updated process by Nplaw</p> <p>14) Further formal training for procurement officers</p>										
Progress update										

## Progress update

- 1) Reminder given at team meeting - complete
- 2) Pipeline report frequency now quarterly. Pipeline being discussed with EDs or senior commissioners before each board - complete
- 3) Corporate board has signed off the new approach - complete
- 4) Ongoing as need to consider each procurement on a case by case basis.
- 5) Evaluator guidance was updated immediately. More significant changes have also now been implemented - see 9. Complete.
- 6) Scoring grid was updated as planned. Complete.
- 7) Template provisional award letter has been reviewed and updated. Complete
- 8) Existing reports have been reviewed and new report is being developed. Complete.
- 9) Evaluator guidance updated and in use as standard. Feedback from evaluators is positive. A new mechanism for capturing feedback on tenders is now in use after extensive piloting.
- 10) Scoring grid has now been updated and is in use as standard. - Complete
- 11) Added to senior staff objectives. Reviewed January 2020; no new issues identified beyond those in this risk 26

<b>Risk Number</b>	RM027					<b>Date of update</b>		08.06.2020		
<b>Risk Name</b>	Risk of failure of new Human Resources and Finance system implementation									
<b>Portfolio lead</b>	Cllr. Tom FitzPatrick					<b>Risk Owner</b>		Fiona McDiarmid		
<b>Risk Description</b>					<b>Date entered on risk register</b>			16 August 2019		
Risk that there is a significant impact to HR and finance services through potential lack of delivery of the new HR & finance system. Overall risk treatment: Treat										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	5	10	2	5	10	2	2	4	Sep-21	Green
<b>Tasks to mitigate the risk</b>										
1) Thorough business case to assess Current issues, and solutions available, approved by Cabinet. 2) Third party assurance of plans and timescales 3) Rigorous procurement process - procurement to begin on 31st October 2019. 4) Benefits focus, including senior role with responsibility for benefits realisation 5) Rapid recruitment of programme team to avoid delay 6) Strong governance of time and budget										
<b>Progress update</b>										
1) Cabinet approved the business case in May 2019. 2) On-going visibiillty of the plans via Assurance and Compliance Group, also the Corporate Select Committee had attended a workshop on the project implementation plan which had been well received. 3) Procurement started 31st October for the release of the ITT (invitation for tender), which was issued on 29 October (as planned). 4) Eight benefit themes applied to the project from the outset, programme board are responsible for delivering against these benefits. 5) Recruitment for phase one has successfully brought on to the team all required staff; planning for phase two roles ongoing. 6) Governance managed by project board and programme board for project plans and budget. 7) The business case will be revised and scrutinised before any decision to proceed with the procurement is made. Procurement decision delegated by Cabinet to Exec Director S&G in consultation with ED for FCS, the Leader of Cabinet Member for Innovation, Transformation and Performance.										



<b>Risk Number</b>	RM028					<b>Date of update</b>		08 June 2020		
<b>Risk Name</b>	Risk of any failure to monitor and manage health and safety standards of third party providers of services									
<b>Portfolio lead</b>	Cllr. Andrew Proctor					<b>Risk Owner</b>		Fiona McDiarmid		
<b>Risk Description</b>					<b>Date entered on risk register</b>			29 July 2019		
The potential for the Council not proactively monitoring and managing 3rd party providers to ensure the standards of health and safety. There is a risk of prosecution for health and safety failings, reputational damage and a failure to deliver services. Overall risk treatment: Treat										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	3	5	15	2	5	10	Mar-21	Green
<b>Tasks to mitigate the risk</b>										
1) HSW team to undertake remote monitoring of high risk areas e.g accomodation providers										
2) Departments to investigate specific concerns raised by the surveys										
3) Departments to review their approach to contract management and implement sustainable improvements in monitoring with the support of Health and Safety Team (HSW)										
<b>Progress update</b>										
1) Monitoring undertaken by HSW Q3 2017/18 Report taken to CLT with findings Q4 2017/18 - actions 2 & 3 agreed at CLT.										
2) Departments have reviewed their approach to contract management and integrated responsibilities into roles in revised structures.										
3) Monitoring is actively in place for a number of services and is due to commence for other services throughout 2020/21. Monitoring of service providers has significantly improved.										
The Health and Safety Team have been focussing efforts on carrying out risk assessments ahead of the re-opening of sites for service delivery.										

Risk Number	RM029		Date of update		10 June 2020					
Risk Name	NCC may not have the employees (or a sufficient number of employees) with critical skills that will be required for the organisation to operate effectively in the next 2-5 years and longer term									
Portfolio lead	Cllr. Andrew Proctor			Risk Owner	Fiona McDiarmid					
Risk Description			Date entered on risk register		29 July 2019					
There is a risk that a range of critical new/future skills are not available within NCC in the medium to longer term. The lack of these skills will create problems for, or reduce the effectiveness of service delivery. An inability or failure to consider/identify these until they are needed will not allow sufficient time to develop or recruit these skills. This is exacerbated by: 1.The demographics of the workforce 2.The need for changing skills and behaviours in order to implement new ways of working including specialist professional and technical skills (in particular IT, engineering, change & transformation; analytical; professional best practice etc) associated with the introduction or requirement to undertake new activities and operate or use new technology or systems - the lack of which reduces the effective operation of NCC . 3.NCC's new delivery model, including greater reliance on other employers/sectors to deliver services on our behalf 4.Significant changes in social trends and attitudes, such as the use of new technology and attitudes to the public sector, which may impact upon our 'employer brand' and therefore recruitment and retention 5.Skills shortages in key areas including social work and teaching 6.Improvements to the UK and local economy which may impact upon the Council's ability to recruit and retain staff. 7.Government policy (for example exit payment proposals) and changes to the Council's redundancy compensation policy, which could impact upon retention, particularly of those at more senior levels and/or older workers. 8. Brexit uncertainty impacting in some sectors Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	3	5	15	2	5	10	Mar-21	Green
Tasks to mitigate the risk										
<ul style="list-style-type: none"><li>• Identification of what new critical skills are required in services – As each directorate makes their changes to make savings / manage demand</li><li>• Identification of pathways to enable staff to learn, develop and qualify into shortage areas – As each directorate makes their changes to make savings / manage demand</li><li>• Challenge ourselves, is there another way this can be delivered?</li><li>• Explore further integration with other organisations to fill the gaps in our workforce - ongoing</li><li>• Develop talent pipelines working with schools, colleges and universities</li><li>• Undertake market rate exercises as appropriate and review employment packages</li><li>• Explore / develop the use of apprenticeships; this will help grow talent and act as a retention tool</li><li>• Work with 14 – 19 providers and Higher Education providers to ensure that the GCSE, A level and Degree subjects meets the needs of future workforce requirements.</li></ul>										
Progress update										

## Progress update

We are utilising the apprenticeship levy to focus on critical areas e.g. Social Work, Fire Service Workforce Development Plans in services are in development focusing on areas of critical service delivery. We are also developing an improved approach to workforce planning through accessing regional expertise and support

We have developed key Organisational Development priorities of future and roles of work in NCC, supporting an effective organisation, recruiting for strengths, creating life friendly careers and the deal in service of our people vision. Implementation plans are in development for these areas

We are a Cornerstone Employer, and have a silver award for the Armed Forces Convenance, supporting an inclusive approach to recruitment

We are revising our mandatory training policy to support key skills and knowledge of our workforce Implementation of HR & Finance system will give us capability to improve our workforce planning through real time reporting, improved data and access to talent information

We are developing our branding of NCC to attract people with the future skills we need to continue to be successful and deliver NCCs vision and strategy

We are working with partners to establish joined up recruitment and systems streamlining needs

We have reshaped our core learning and development offer to the organisation through the Norfolk Development Academy and Social Care Academy e.g. digital skills, leadership and management skills

The Human Resources Team have been focussing their staff resources on addressing work related to COVID-19. This risk will continue to be mitigated with an ongoing commitment to ensuring that the Council continues to operate effectively with the required skillsets of its staff in place going forward.

<b>Risk Number</b>	RM030					<b>Date of update</b>		09 June 2020		
<b>Risk Name</b>	Non-realisation of Children's Services Transformation change and expected benefits									
<b>Portfolio lead</b>	Cllr. John Fisher					<b>Risk Owner</b>		Sara Tough		
<b>Risk Description</b>					<b>Date entered on risk register</b>			08 August 2019		
There is a risk that Children's Services do not experience the expected benefits from the transformation programme. Outcomes for children and their families are not improved, need is not met earlier and the increasing demand for specialist support and intervention is not managed. Statutory duties will not be fully met and the financial position of the department will be unsustainable over time. Overall risk treatment: Treat										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	3	5	15	1	5	5	Mar-23	Amber
<b>Tasks to mitigate the risk</b>										
1) A demand management and prevention strategy and associated business cases have been completed and a 5 year transformation programme has been established covering social care and education 2) Significant investment has been provided to delivery transformation including £12-15 million for demand management and prevention in social care and £120m for capital investment in Specialist Resource Bases and Specialist Schools 3) A single senior transformation lead, operational business leads and a transformation team have been appointed / aligned to direct, oversee and manage the change 4) Scrutiny structures are in place through the Norfolk Futures governance processes to track and monitor the trajectories of the programme benefits, risks and issues 5) Services from corporate departments are aligned to provide support to transformation change e.g. HR, Comms, IT, Finance etc 6) Interdependencies with other enabling transformation programmes e.g. smarter working will be aligned to help maximise realisation of benefits.										
<b>Progress update</b>										
8/6 – It is anticipated there will be a 6 month impact on benefits realisation as a result of the COVID 19 crisis. There is also the potential for a delayed surge in demand for services as lockdown is lifted and new need is identified.  Majority of transformation, operational and corporate resource has been redirected to support emergency COVID response during lockdown. Resources are now beginning to focus on restarting transformation during re-set and recovery phase.  1) Leads and transformation team in place. Roles involved in transformation will increase and decrease in line with programme demand. Currently increasing our capacity to support projects as part of the SCARF and SEND & AAP transformation programmes. 2) SEND transformation workstreams are established, project mandates agreed and the capital programme for the first build is underway. Current profile of £12-15m investment is £2m per year. The Council has also agreed additional £5m front-line										

**Progress update**

staffing investment pa from 2020-21.

- 3) SEND consultation stages / work with IMPOWER completed and design stage underway for Specialist Resource Bases (SRBs) and revised Inclusion Model.
- 4) Governance structures and reporting processes in place and being actively used through stocktake meetings and trajectory reports. Transformation Board has refreshed to focus on Benefits Realisation and has cross council representation both Members and Officers.
- 5) High level of engagement from corporate departments. Finance and HR use business partner model to embed expertise directly in department. Resource requirements are being managed in line with demand.
- 6) Business transformation “interlocks” are being used to manage interdependencies between programmes in Children’s Service and the Business Transformation Programme. Other change programme are managed as required e.g. the alignment of the roll-out of new mobile devices and apps to enable greater mobile working.

<b>Risk Number</b>	RM031					<b>Date of update</b>		09 June 2020		
<b>Risk Name</b>	NCC Funded Children's Services Overspend									
<b>Portfolio lead</b>	Cllr. John Fisher					<b>Risk Owner</b>		Sara Tough		
<b>Risk Description</b>					<b>Date entered on risk register</b>		01 September 2019			
There is a risk that the NCC Funded Children's Services budget results in a significant overspend that will need to be funded from other parts of Norfolk County Council										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	5	5	25	4	5	20	Dec-20	Amber
<b>Tasks to mitigate the risk</b>										
<p>Improved monitoring systems identified and revised CSLT tier 2, 3 &amp; 4 structure proposed. Transformation programme that is targeting improvement to operating model, ways of working, and placement &amp; sufficiency to ensure that intervention is happening at the right time, with the right children and families supported, with the right types of support, intervention &amp; placements. This will result in improved value for money through ensuring that money is spent in the right places, at the right times with the investment in children and families resulting in lower, long-term costs. In turn, this will enable the most expensive areas of NCC funded spend (placement costs and staffing costs) to be well controlled and to remain within budget. Cohorts will be regularly analysed to ensure that all are targeted appropriately.</p> <p>The Functioning Family Therapy service has been launched. Family Group Conferencing is being reintroduced.</p> <p>Recognition of underlying budget pressures within recent NCC budgets and within the MTFs, including for front-line placement and support costs (children looked after, children with disabilities and care leavers), operational staffing, and home to school transport for children with SEND.</p>										
<b>Progress update</b>										
<p>Improved monitoring systems in place and becoming embedded: LAC tracker, Permanance Planning Meetings, DCS Quarterly Performance meetings, weekly Getting to Good Meetings and newly established Transformation and Benefits Realisation Board chaired by Cabinet Member CS and attended by members and CLT.</p> <p>Multiple Transformation projects under-way, including Fostering Recruitment, with further projects in development, including Enhanced Fostering. The new operating model was on track to go live from April 2020 but will now go live on 15 June due to COVID. Norfolk has been successful in being awarded DfE funding to introduce the No Wrong Door model in partnership N Yorks. This is a proven model at working with adolescents differently improving outcomes and reducing costs. Due to COVID this project is currently paused until at least August 2020</p> <p>Children Looked After numbers have now been in steady sustained decline for a 12 month period, which will result in reduced overall placement costs. The rate of reduction has slowed during COVID, but remains stable. Where numbers have reduced, there are a number of very high cost placements that have impacted financial savings. A number of existing transformation projects are in train to support these young people more effectively and reduce costs over the medium term</p>										

<b>Risk Number</b>	RM032a					<b>Date of update</b>			18 June 2020		
<b>Risk Name</b>	Effect of COVID-19 on NCC business continuity (staff, service users, and service delivery)										
<b>Portfolio lead</b>	Cllr. Andrew Proctor					<b>Risk Owner</b>		Tom McCabe			
<b>Risk Description</b>						<b>Date entered on risk register</b>			27 February 2020		
There is a risk of disruption to service delivery if there are widespread cases of COVID-19 in Norfolk affecting the health, safety and wellbeing of Norfolk County Council and contracted partner employees. This could impact on Norfolk County Council financially and reputationally. Cause: Not effectively containing COVID-19. Event: Widespread positive cases of COVID-19 across Norfolk, affecting NCC staff, partners, and service users. Effect: There are potential effects on staff, partner organisations, and service user's health, safety and wellbeing if there is widespread exposure to COVID-19 within Norfolk. Overall risk treatment: Treat											
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>					
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date	
2	5	10	4	5	20	3	2	6	Mar-21	Green	
<b>Tasks to mitigate the risk</b>											
1) Coordination of communications to make staff, service users, and contracted third parties aware of the latest guidance from Public Health England to help to contain cases of COVID-19, provide reassurance of the Council's response to COVID-19, contribute to the support structure, and demonstrate leadership. Action owner: James Dunne 2) Ensuring staff continue to be provided with information on safe working, particularly for those working in the community. To continue to ensure that measures to support mental health are available. Action owner: Derryth Wright 3) Modelling to be carried out to give best estimates on the prevalence of COVID-19 in Norfolk. Action Owner: Tim Winters 4) Adaptation of Business Continuity arrangements to meet service demands. Business Continuity Plan owners will need to review BCP's with their management teams to ensure that they reflect changes since COVID-19 which could affect current plans around such events as a loss of ICT, loss of a key system, shortage of key personnel, recognising other current priorities of services. Action Owner: Heads of Service 5) Incident Management arrangements in place with Gold and Silver meeting regularly and feeding in to Tactical Coordination Group / Strategic Coordination Group meetings. To ensure that key decisions within departments are recorded. Action owners for Normalisation and Recovery Phase development work: Al Collier and Andrew Staines 6) Maintain close contact with third party providers to ensure they are operating to expectations. Action Owner: Gary Heathcote 7) Assessment of financial impact. Action Owner: Harvey Bullen 8) Further second stage risks in case of failure to contain COVID-19 need to be considered. Action Owner: Thomas Osborne 9) Identifying nuanced implications of pupils returning to school and working to ensure that all aspects of this are managed. Action Owner: Chris Snudden 10) Ensuring that we are fully compliant with the recently passed Coronavirus Act 2020. Action Owner: All Heads of Service 11) To consider how and when sites might be re-opened for staff on a prioritisation basis using any revised government guidance, where and when it is safe to do so. Action Owner: Derryth Wright											

- 1) Communications have gone out to all staff advising on how to seek further guidance issued by Public Health England. External communications to third parties are reviewed to ensure that external communications as well as internal communications are consistent. Communications are providing reassurance of the Council's response to COVID-19, contributing to the support structure, and demonstrating leadership. Members are receiving a Members Briefing document.
- 2) Staff continue to receive guidance on safe working, including the use of personal protective equipment provided. Steps have been taken to ensure people have access to any mental health support they may need including Norfolk Support Line, Mental Health First Aid Champions, wellbeing officers, and online e-Learning on personal resilience, all of which are available to staff. This is important to help to mitigate the risk of staff feeling isolated from prolonged home working. Significant changes re. PPE have been incorporated in the guidance. Risks covering health and wellbeing are being managed on the corporate COVID-19 strategic risk register, which is to be reported to July 2020 Cabinet and Audit Committee. The wellbeing staff survey will provide insight to the wellbeing of the workforce both pre- and during COVID-19.
- 3) Modelling is currently being carried out to provide further understanding of the numbers of expected cases in Norfolk. We are also modelling to align numbers of resources to how many we think we need e.g. for social care discharges, community food distribution, and projected mortality rates. There are some COVID-19 epidemic curve forecasts being produced at a national and regional level. These are for mortality, hospital admissions and infection prevalence. We are looking to take these and apply them to our local population like we have done previously. This will give us a couple of scenarios around which to estimate future system capacity required for testing, hospital admissions, hospital discharges and mortality.
- 4) Service delivery is being modified to adapt to the everchanging demands on services: In relation to care homes, the Health Protection Care Provider delivery group continues to support collaboration between NCC and Norfolk & Waveney CCG and has been developed to both prevent new outbreaks in care homes and support those currently experiencing an outbreak. The service went live on 4 May 2020 and initially ran for 7 days a week 08.00-20.00. Opening hours have been modified according to need. The Care Provider Incident Room (managed by N&W CCG) is the single point of contact for care homes to access support and advice and to report outbreaks. The Outbreak Management Team (managed by NCC) includes a Multi-disciplinary team with the ASSD Quality team working with PH consultants to manage outbreaks and to offer wrap around support to care homes. Enhanced arrangements continue to be in place for governance & oversight, infection control, testing, PPE & clinical equipment, workforce support and financial support, which has reduced the care homes element of this overall risk. Executive Directors have agreed for all Business Continuity plans to be reviewed within the next 4 weeks, focusing on specific risks such as a loss of Teams/IT).
- 5) Departmental updates are being fed in to the appropriate forums, in order to gauge impact across the Council. Key decisions being recorded within departments was raised at Silver Group to ensure this is happening with the need to maintain records of all key decisions taken. Incident Management arrangements are working well. Both Gold and Silver Groups are now meeting Wednesdays and Fridays. Planning for normalisation and recovery phases continues at pace and the recovery structure has now been circulated.
- 6) Third party contracted partners have been contacted to ensure that they are signposted to where to seek additional direction in case of need. There has been a recent increase in correspondence between the NCC Quality Assurance team and Care Homes relating to all care aspects of COVID-19.
- 7) There is financial monitoring of cost to address the impact of COVID-19 within departments. Financial forecasting is taking place to further understand where there are likely to be areas of greater financial challenges as a result of COVID-19.
- 8) Emerging COVID-19 risks are now being mitigated on the strategic COVID-19 risk register to ensure common risks are identified. Long term risks around recovery are also being considered along with their appropriate governance.
- 9) The Council is working to understand the nuanced implications of the returning to school for school children in reception, year 1 and year 6. Staff with children continue to show great flexibility around family needs. There are regular updates scheduled from the Director of Education to Silver. Risk assessments on school sites are being completed as a priority, with evidence to show that schools are preparing for other year groups to go back in the coming weeks/months and are awaiting government advice.
- 10) Departments are working to understand and be compliant with the recently passed Coronavirus Act 2020.
- 11) Looking ahead to recovery, planning is underway to consider how and when sites might be re-opened for staff on a prioritisation basis at reduced capacity - where and when it is safe to do so through risk assessments. This will consider any revised government advice, including expectations about the continuation of home working and advice on physical distancing measures. The recovery structure has been finalised and circulated.



Risk Number		RM032b				Date of update		18 June 2020		
Risk Name		Effect of COVID-19 on supply chain								
Portfolio lead		Cllr. Andrew Jamieson				Risk Owner		Simon George		
Risk Description					Date entered on risk register			27 February 2020		
There is a risk of supply chain disruption affecting the procurement of vital products including Personal Protective Equipment (PPE). Cause: Factory closures, shipping delays or supplier restrictions. Event: Delays to accessing vital products. Effect: Alternative effective provisions or plans needing to be made. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	2	4	8	3	2	6	Sep-20	Green
Tasks to mitigate the risk										
1) Identify services and projects that are particularly dependent on supplies, particularly from the Far East or where loss of Far East supplies may cause competition for local supplies. 2) Contract managers to engage with suppliers, undertake impact assessment and develop plans, which may include: (a) maintaining buffer stocks; (b) postponing non-critical projects; (c) seeking alternative sources of supply 3) Prioritising existing PPE stock distributing to staff on an essential basis and providing guidance on how to use and preserve stock as much as possible.										
Progress update										
1) Projects and services that are particularly dependent on global supplies are being identified. Supply chains for the likes of IMT and vehicle parts remain relatively stable. 2) Contract managers are engaging with suppliers, and are undertaking impact assessments and developing plans to ensure resources are directed to where they need to be according to criticality of service delivery. Schools have been contacted regarding standard PPE packs, and an additional pack of masks which are available to purchase. a) A large volume of personal protective equipment (PPE) stock has been purchased and the availability of PPE has improved. Where PPE stock meeting Public Health England specifications is not available, we are continuing to issue PPE equipment of a slightly different specification that is still effective and in line with WHO recommendations. This continues to be the next best effective alternative available. A multi-agency delivery group is in place for PPE management. b) Projects of a non-critical nature continue to be reviewed. Planning is underway for the recommencing of construction projects, particularly for schools and the Norwich Castle Keep project. Risk assessments for works are being carried out. c) Multiple sources of appropriate PPE will be explored minimising the risk of supplier failure. Significant orders have been placed and have been delivered. Planning around additional PPE requirements is underway for when services re-open. 3) Guidance has been issued to staff on how to use and preserve PPE. This guidance is reviewed and amended on an ongoing basis according to requirements.										

**COVID-19 Strategic Risk Register - Norfolk County Council**

Risk Register Name		COVID-19 Strategic Risk Register - Norfolk County Council									High				
Prepared by		Thomas Osborne									Med				
Date updated		June 2020									Low				
Next review date		July 2020									↕				
Area	Risk Number	Risk Name	Risk Description	Date entered on risk register	Original Likelihood	Original Impact	Original Risk Score	Current Likelihood	Current Impact	Current Risk Score	Tasks to mitigate the risk	Progress update	Cabinet Member Portfolio Lead	Risk Owner	Date of review and/or update
Children's Services	SR001a	Safeguarding of vulnerable children	There is a risk because the normal safeguarding measures to protect vulnerable children are not fully operational during lockdown and school closure. A substantial closedown of the wider system of support for children means that children at risk of harm are not identified and are not referred to Children's Social Care. This includes the risk of domestic abuse going undetected / unreported.  Risk Treatment: Treat	24.04.20	4	5	20	4	5	20	Monitor the Contacts and Referrals into CADS weekly to identify partners who may not be referring in to discover why with follow-up - Schools remain open for the most vulnerable children -Public messages and campaign to say we are still here and promote our services -Engage and monitor partner organisations to identify trends in demand.	• Children's Services has had a departmental-wide focus on vulnerable children. This has included a strategy to re-engage those after the Easter school holidays in coming back into school or having a robust plan around each child to ensure their welfare and safety. • Faced with a significant reduction in safeguarding referrals, the Council has launched a new campaign to facilitate better identification, reporting and protection of children during coronavirus lockdown. The "See Something, Hear Something, Say Something" campaign has been launched to assist with keeping children safe, as families face pressure of staying home. The county-wide campaign encourages everyone to look out for the county's children and has focused on protection from harm within the family, online exploitation, and children's and young people's mental health.	Cllr. John Fisher	Sara Tough	16.06.20
Council-wide	SR003	Funding Difficulties due to COVID-19 Outbreak	Risk of additional funding being insufficient to manage the mid to long term impact to the Council of COVID-19. Cause: Funding from budgets to address the issues of COVID-19. Event: The Council does not receive enough central funding to fund gaps in the mid to long term, particularly to fund those areas of the Council more prone to significant financial pressure. Effect: Shortfalls in funding available.  Risk Treatment: Tolerate (treating as far as possible)	31.03.2020	4	4	16	4	4	16	Assessment of where there are likely to be funding gaps in the mid to long term future for services as part of budget modelling. Budget setting process for 2021-22 to reflect impact of COVID-19 as part of development of Medium Term Financial Strategy. Engagement with Government (directly through returns to MHCLG, and collectively through representative bodies such as LGA, CCN and SCT) to identify financial pressures and communicate the requirement for additional financial support in 2020-21 and for future years.	Financial forecasting is taking place to further understand where there are likely to be areas of greater financial stress as a result of COVID-19. There is regular reporting of the financial position to Corporate Board and Cabinet.	Cllr. Andrew Jamieson	Simon George	16.06.20
Council-wide	SR004	Long term strain on the population	There is a risk that if lockdown and/or social dislocation persist, a significant proportion of the population - particularly those previously 'just coping' will suffer significant ill health, through potential decreased mobility, independence and confidence Cause: Social isolation including but not limited to the withdrawal of face-to-face services; financial stress; general uncertainty Event: Mental and/or physical illness Effect: Burden of disease increased; people less able to care for others; impact on statutory and voluntary services  Risk Treatment: Treat	24.04.2020	4	4	16	4	4	16	Departments to work through the likely effects of continued social dislocation to their service users. Delivering a community support response to those in need.	Departments have undertaken an analysis of the effects of a continued period of lockdown and/or social dislocation. This has been shared with the Gold group. Departments are working through the mitigations that need to be implemented to prevent resulting significant ill health as far as possible. We are delivering on our community support response through the work of the Community Resilience and Recovery delivery group	Cllr. Andrew Proctor	Tom McCabe	16.06.20

Adults Services	SR002	Infection in care homes	There is a risk of infection in care homes without the appropriate measures being taken to prevent this. Cause: Appropriate measures not being taken to ensure the correct management of staff and service users in care homes. Event: Infection in care home Effect: Illness leading in some cases to mortality.  Risk Treatment: Treat	24.04.2020	5	4	20	3	4	12	1. Lockdown on visitors 2. Infection control measures 3. Submitted Care Home Support Package 4. Established Programme Management, Care Provider Incident Room, Outbreak Management Team, system wide daily data dashboard, and Care Home testing task force. 5. PPE issues largely resolved 6. National tracker in place 7. Requirement of accepting funding is that staff no longer moving between homes.	Service delivery is being modified to adapt to the everchanging demands on services. In relation to Care Homes, a Health Protection Care Provider delivery group was established and is chaired by Dr. Louise Smith: The new joint service is between NCC and Norfolk & Waveney CCG and has been developed to both prevent new outbreaks in care homes and support those currently experiencing an outbreak. The service went live on 4 May 2020 and initially ran 7 days a week 08.00-20.00. The Care Provider Incident Room (managed by N&W CCG) is the single point of contact for care homes to access support and advice and to report outbreaks. The Outbreak Management Team (managed by NCC) includes a multi-disciplinary team with the ASSD Quality team working with PH consultants to manage outbreaks and to offer wrap around support to care homes. Enhanced arrangements in place for governance & oversight, infection control, testing, PPE & clinical equipment, workforce support and financial support.	Cllr. Bill Borrett	James Bullion	24.06.2020
Resilience / Council-wide	SR016	Capacity to manage multiple disruptions to business	There is a risk that the implications of COVID-19 coupled with a further unrelated disruption to business i.e. through a major incident could lead to challenges on workforce capacity, especially within the Resilience team, if staff are required to manage these simultaneously.	15.05.2020	3	4	12	3	4	12	Ensure that internal multiagency channels are in place to manage the additional disruption to business appropriately Ensure Business Continuity Plans are up to date Routine horizon scanning	Internal / Multiagency channels have already been established for the appropriate management of COVID-19. These would already be up and running to manage any concurrent major disruption to business. Business Continuity Plans throughout the Council are established and used for any disruption. Service business continuity plans will need to be reviewed to ensure that any changes to service delivery since COVID-19 are accounted for within the plans. Norfolk Resilience Forum emergency plans are in place and County-wide civil emergency risks are listed at <a href="https://www.norfolkprepared.gov.uk/local-risks/">https://www.norfolkprepared.gov.uk/local-risks/</a>	Cllr. Andrew Proctor	Tom McCabe	16.06.20
Adults Services	SR001b	Safeguarding of vulnerable adults	There is a risk that safeguarding measures to protect vulnerable adults such as those with learning disabilities / autism / physical disabilities are not fully operational during lockdown. A substantial closedown of the wider system of support for adults means that adults at risk of harm are not identified and are not referred to Adult Social Care, with greater barriers to receiving the support they need. This includes the risk of domestic abuse going undetected / unreported.  Risk Treatment: Treat	24.04.20	4	5	20	3	4	12	a) Safeguarding duties will not be relaxed and new COVID-19 procedures reflect the need to ensure safeguarding is considered in the normal way. b) Information is to be circulated to ASSD staff about being very vigilant at this time (particularly when asking questions over the phone) and reminding them that the safeguarding processes remain in place. c) Guidance on high risk visits to be developed. d) Information is to be circulated to wider safeguarding network by NSAB manager. Easy read information available on NSAB website about the risk of being exploited. e) Information is to be circulated to volunteer agencies advising on DBS checking or smart use of DBS checked volunteers/using curious questioning over the telephone to try to establish if there are concerns. f) Resources to be developed for relatives to help them understand why visits are not permitted/Police to intervene if there is aggressive or abusive behaviour/providers to be encouraged to offer video calls with relatives. g) Advice to be made available on NSAB website for people self-isolating. h) NSAB manager to link in with volunteer networks to make them aware of what to look for, give advice about DBS/safety and ask them to report safeguarding concerns.	A marked increase in safeguarding referrals has occurred across the service which was expected due to lower than average rates during the lockdown period. Concerns still exist around DV based on national feedback and the reality that care homes have reduced visiting by professionals, families/friends and volunteers.  We still have limited professionals and families/friends visiting care homes and other accommodation. We rely on professionals, families and others to report safeguarding concerns as such it could be, we are unsighted on potential safeguarding concerns. Government, advice remains the same for care homes in-regards to visits albeit a very slow relaxation is occurring.  Until a significant number of professionals and family/friends can more easily enter care homes and while we still have 41,000 people shielded which also adds to the risks of safeguarding (as there is no ability for this cohort to enter into the community or receive professionals/visitors) the risk needs to remain at amber.	Cllr. Bill Borrett	James Bullion	24.06.20
Council-wide, CS Transformation Programme, CES GY3RC, FCE Programme	SR005	Major Projects and Programmes	There is a risk of delay to completing major projects and or associated cost increases. Cause: Lack of available resources (financial or material) required to develop and complete the project to original timescales. Event: Major projects are delayed. Effect: Programmes and projects potentially needing to be re-assessed for their viability or partially scaled back; Infrastructure requirements going unfulfilled.  Risk Treatment: Treat	24.03.2020	3	4	12	3	4	12	Continued communication with third party suppliers to major programmes / projects. Assessment of continued funding requirements for major programmes / projects. Assessment of supply chains for the resources involved to minimise risk of supply chain failure. Reprioritisation of projects.	There is continued communication with third party suppliers to major programmes and projects. Implications to major programmes / projects are being worked through, including analysis of funding and supply of resources as a priority.	Cllr. Graham Plant	Tom McCabe	16.06.20

Children's Services	SR008	Social disparity of attainment amongst school children	There is a risk of children falling behind with their schooling and social development. Cause: Children not receiving their normal schooling and associated offer (e.g. activity clubs). Event: Children developing educationally and socially at a slower rate than they would under a normal schooling offer. Effect: This could have a disproportionate effect on school children from a poorer socio-economic background or SEND who may have fewer opportunities, leading to further problems developing later in life as a result, including dropping out of the system and becoming NEET, economic deprivation, social disadvantage, and health issues.  Risk Treatment: Treat	15.04.2020	4	4	16	3	4	12	To ensure that schools are supported in their provision of learning from both Children's Services and IMT.	We are working with the whole system, from early years to post 16 (that includes Further Education colleges and work-based learning providers) to mitigate this risk as much as possible. Schools are making provision for learning in many ways including, but not restricted to providing hard copy learning resources for children, using on-line learning resources, reading to and with children daily, talking with children directly and helping to organise their learning at home.	Cllr. John Fisher	Sara Tough	16.06.20
Council-wide	SR009	Provision of substitute services	There is a risk of not providing substitute services for services that are not currently available because of lockdown Cause: Face-face services not being provided and substitutes not put in place Event: Gaps in provision Effect: Further resources needing to be dedicated post-lockdown to deal with problems arising from not providing an alternative service.  Risk Treatment: Treat	15.04.2020	3	3	9	3	3	9	Analysis and prioritisation planning around non-critical service re-introduction. Theme G work around prioritisation of face to face services	Where non-critical services have temporarily stopped being delivered, or are being delivered in a different way, departments are continuing to assess how they can be re-introduced and prioritised accordingly. Theme G work has identified the criticality of services being restarted, prioritising as critical, key, and standard.	Cllr. Andrew Proctor	Tom McCabe	16.06.20
Primarily Adults and Children's Services Commissioning & Resources	SR011	Supplier or Market Failure	The disruption to provision and demand disrupts the market meaning some providers go out of business. Market could be undermined for when we return to normal state (will vary across the market depending on the sector). A number of smaller but vital providers could be threatened by the financial impact of the lockdown over a sustained period.  Risk Treatment: Tolerate (treating as far as possible)	27.03.20	3	3	9	3	3	9	Ensure invoices are paid promptly and on time. Work with providers to ensure early communication of cashflow concerns. Processes for making non-standard and additional payments being developed. Dissemination of external funding and support opportunities. For Spot purchase arrangements have time limited mitigation around payment and start planning longer term action. Work across the portfolio to ensure inhouse and provider collaboration is maximised to optimise sufficiency of placements	Processes remain in place to ensure prompt payment of invoices.  Ongoing collaboration with providers to ensure sufficiency of placements for Adults and Children's Services.  Regular communication with Market via NORCA and weekly multi agency provider meetings.  Care Home plan developed in line with National guidance and further govt funding of circa £12.3m (Norfolk) to support infection control . This is addition to the Councils approach to financial support to the market	Cllr. Bill Borrett	James Bullion	24.06.2020
Council-wide	SR007	Non-compliance with statutory requirements	There is a risk of not complying with statutory requirements, including the recently passed Coronavirus Act 2020. Cause: Not fully understanding any complex statutory requirements or their implications. Event: Non-compliance with legislation set. Effect: Further changes required to ways of working to avoid being non-compliant and the consequences of this.  Risk Treatment: Treat	24.03.2020	3	4	12	2	4	8	Directorates being aware of the Coronavirus Act 2020 and working to ensure compliance with it.	Departments are continuing to understand the implications of the Coronavirus Act 2020, to ensure compliance.	Cllr. Andrew Proctor	Fiona McDiarmid	16.06.20
Council-wide	SR012	Not introducing services that are adapted to a physically-distanced environment	There is a risk of failure to adequately adapt services to continue to meet the needs of service users, particularly for those requiring the most support post lockdown. Cause: Not re-introducing services quickly enough or with enough staff to deliver new requirements effectively. A lack of full understanding as to what new short/mid-term support services are required. Event: Services no longer fully meeting the needs of service users. Effect: Isolation of service users, with them struggling to access the services that they require.  Risk Treatment: Treat	15.04.2020	2	4	8	2	4	8	Prioritising the reintroduction of face to face services Carrying out risk assessments to determine how safe plans are to reopen services	Analysis has been carried out to assess how services could continue to operate in a post-lockdown physical distancing environment and the implications of this. Government guidelines on physical distancing will continue to be built into planning for service provision post-lockdown. Theme G work has identified the criticality of face to face service reintroduction, with risk assessments being carried out.	Cllr. Andrew Proctor	Tom McCabe	16.06.20

Council-wide	SR013	Failing to take community needs into full consideration	There is a risk of failing to take community needs into full consideration i.e. re-opening face-to-face services earlier in areas of greater social deprivation. Cause: Not recognising the full extent to which services in areas of greater deprivation need to be scaled up sooner than other areas. Event: Services not re-opened quickly enough or not staggered to accommodate needs of those more dependent first. Effect: Greater social inequality, with greater future reliance on Norfolk County Council through knock-on effects. Potential increase in mental health referrals due to loneliness / isolation.  Risk Treatment: Treat	15.04.2020	2	4	8	2	4	8	Departments to continue working through the mitigations identified in the Theme D paper to ensure that their services continue to adapt service provision to incorporate government guidelines on physical distancing.	Departments continue to review the services that they operate and analyse which of those previously scaled-down or paused that they need to re-establish first and in which areas. The Community Resilience and Recovery delivery group is managing community based operations including assisting vulnerable people, food and medicine, volunteers and donations, local capacity, and customer contact.	Cllr. Andrew Proctor	Tom McCabe	16.06.20
Council-wide	SR014	Second wave of COVID-19	There is a risk of a second wave of COVID-19 when communities begin to re-integrate, potentially further restricting staff in the provision of effective service delivery and a renewed effort required to protect those most vulnerable from a second wave of COVID-19. Cause: Communities reintegrating whilst symptoms of COVID-19 are still prevalent. Event: Increased positive cases of COVID-19 Effect: A further increased effort being required to protect the most vulnerable as per during the first lockdown.  Risk Treatment: Tolerate (treating as far as possible)	15.04.2020	2	4	8	2	4	8	Should we see a second wave of COVID-19 cases increasing as a result of social interaction post lockdown, government guidance on working arrangements will be followed as per the first wave.	The Council continues to work to the guidance set by central government to play its' part in preventing a second wave of COVID-19. Looking ahead to recovery, planning is underway to consider how and when sites might be re-opened for staff on a prioritisation basis - where and when it is safe to do so. This will consider any revised government advice, including expectations about the continuation of home working and advice on physical distancing measures.	Cllr. Andrew Proctor	Tom McCabe	16.06.20
Council-wide	SR006	Management of logistics	There is a risk that as COVID-19 develops, there could be increased short term business disruption owing to the complexity of the logistics of people, and products. Cause: Disruption to former logistic hubs / establishment of new hubs, mass movement of staff to other places of work Event: The termination of lockdown and a movement to a new normalisation triggering new logistics chains (people and products) Effect: Further initial disruption as people move from working at home back to office / around the County again.  Risk Treatment: Treat	24.03.2020	4	3	12	2	3	6	Identification of strategic risks involving logistics of people and products identified by directorates for a post lockdown normalisation.  There is greater stability within supply chains and this looks to be increasing as 'lock down' restrictions are relaxed.  Looking ahead to site management in a post lockdown normalised environment.	Planning for post-lockdown normalisation is being worked through by departments, including site management. Looking ahead to recovery, planning is underway to consider how and when sites might be re-opened for staff on a prioritisation basis - where and when it is safe to do so. This will consider any revised government advice, including expectations about the continuation of home working and advice on physical distancing measures.	Cllr. Greg Peck	Simon George	16.06.20
Council-wide	SR015	Long term staff sickness	There is a risk of increased cases of long term sickness through physical or mental health issues including delayed stress. Cause: The challenges of working for a sustained period in a different way, for longer hours, with challenging situations. Event: Staff go off on long-term sick Effect: Impacts on teams of losing colleagues for a sustained period of time.  Risk Treatment: Treat	15.04.2020	1	4	4	1	4	4	All managers are to make regular contact with employees, to include enquiring about work and personal issues impacting on psychological wellbeing.  NCC continues to provide mental health support services including Norfolk Support Line, Mental Health First Aid Champions, Well-being facilitators, Well-being officers, and the online e-Learning on personal resilience to all staff to minimise the risk of staff going off sick long term.	Support continues to be available to all staff, and will continue to be made available to those who need to access it in a post-lockdown environment.  HR Manager outreach service has made calls, and is making follow up calls, to all managers to ensure all are supported in managing their teams through Covid pandemic, including managing the well-being of their staff.  Process to support the limited return for affected individuals on well-being grounds, in development. Similarly process to support teams who need to come together to de-stress following traumatic or challenging front line work also in progress.	Cllr. Andrew Proctor	Fiona McDiarmid	16.06.20