

# Scrutiny Committee

Date: **Wednesday 20 July 2022**

Time: **10 am**

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

## Membership:

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

## Parent Governor Representatives

Mr Giles Hankinson  
Vacancy

## Church Representatives

Mrs Julie O'Connor  
Mr Paul Dunning

## Advice for members of the public:

This meeting will be held in public and in person.

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

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

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

## **A g e n d a**

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

### **2. Minutes**

(Page 5 )

To confirm the minutes of the meeting held on 23 June 2022

### **3. Members to Declare any Interests**

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

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

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

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

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

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

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

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

**5 Public Question Time**

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm on Thursday 14 July 2022**. For guidance on submitting a public question, please visit <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee>

**6 Local Member Issues/Questions**

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)) by **5pm on Thursday 14 July 2022**

- 7 The deadline for calling-in matters for consideration at this meeting of the Scrutiny Committee from the Cabinet meeting held on Monday 4 July 2022 was 4pm on Monday 11 July 2022**

- 8 Strategic and Financial Planning 2023-24 (Page 13 )**

**Report by Executive Director of Finance and Commercial Services**

- 9 Quarterly update on Children's and Adult Social Care Performance Review Panels (Page 38 )**

**Report by Executive Director of Adult Social Services and Executive Director of Childrens Services**

- 10 Scrutiny Committee Forward Work Programme (Page 48 )**

**Report by Director of Governance**

**Tom McCabe**  
**Head of Paid Service**  
County Hall  
Martineau Lane  
Norwich

NR1 2DH

Date Agenda Published: 12 July 2022



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## Scrutiny Committee

Minutes of the Meeting Held on 23 June 2022  
at 10 am at County Hall Norwich

### Present:

Cllr Steve Morpew (Chair)

Cllr Lana Hemsall (Vice Chair)  
Cllr Carl Annison  
Cllr Lesley Bambridge  
Cllr Graham Carpenter  
Cllr Phillip Duigan  
Cllr Mark Kiddle-Morris

Cllr Keith Kiddie  
Cllr Ed Maxfield  
Cllr Jamie Osborn  
Cllr Richard Price  
Cllr Brian Watkins

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

Cllr Martin Wilby	Cabinet Member for Highways, Infrastructure and Transport (who due to health- related issues participated in the meeting remotely via Microsoft Teams)
Tom McCabe	Head of Paid Service and Executive Director of Community and Environmental Services
Paul Cracknell	Executive Director of Strategy and Transformation
Vince Muspratt	Director of Growth and Development
Al Collier	Director of Procurement
David Cumming	Strategic Transport Team Manager
Karen Haywood	Democratic Services Manager
Kat Hulatt	Head of Legal Services
Tim Shaw	Committee Officer

### 1. Apologies for Absence and related issues

- 1.1 Apologies were received from Cllr Barry Duffin, Cllr Robert Maxwell, Mr Giles Hankinson (Parent Governor), Mrs Julie O'Connor (Church Representative) and Mr Paul Dunning (Church Representative).
- 1.2 Apologies were also received from Peter Randall, Democratic Support and Scrutiny Manager.

### 2 Minutes

- 2.1 The minutes of the previous meetings held on 18 May 2022 were confirmed as an accurate record and signed by the Chair.

### **3. Declarations of Interest**

3.1 There were no declarations of interest,

### **4 Urgent Business**

4.1 No urgent business was discussed.

### **5. Public Question Time**

5.1 There were no public questions.

### **6. Local Member Issues/Questions**

6.1 There were no local member issues/questions.

### **7 Call In**

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

### **8 Live Demonstration of the Emissions Dashboard**

8.1 The annexed report (8) was received.

8.2 The Scrutiny Committee received a report from Al Collier, Director of Procurement, that drew Members' attention to the completion of the emissions dashboard that could be found on the Norfolk County Council website. This was an update report that followed on from a report to Scrutiny Committee in April 2022, when a prototype of the dashboard was demonstrated. This latest report provided Members with a clearer understanding of the Council's emissions and progress towards its commitment for a net zero estate by 2030.

8.3 The monitors in the Council Chamber were used to show how the dashboard was linked to an introductory webpage that provided the user with information about net zero carbon emissions and the Council's commitment to this.

8.4 During discussion of the report with Al Collier, Director of Procurement, the following key points were noted:

- The strength of the dashboard was that it provided a basis for a greater understanding of carbon reduction issues.
- It was possible to use the dashboard as a tool to zero in on a particular aspect of carbon emissions and then obtain further details.
- As discussed previously with the Committee, studies about the use of fossil fuel in Council buildings were due to be completed in the Autumn. This was a high priority issue for the Council and not one that would be resolved by electricity grid decarbonisation.
- Targets for area wide emissions would emerge from the work on the Climate Change Action Plan.
- A distinction was drawn between the County Council's targets and those for companies operating in Norfolk that remained responsible for meeting their own emissions targets.

- The Council was co-ordinating its work on decarbonisation with those operating elsewhere in the public sector and particularly with the UEA and the NHS. The Vice-Chair added that there needed to be wider targets for reducing carbon use at the UEA than carbon reduction measures expected of students.

## 8.5 It was **RESOLVED**

**That the Scrutiny Committee:**

**Acknowledge the publication of the emissions dashboard on the Norfolk County Council's website and pass on thanks to the officers involved in the hard work that has made this possible.**

## 9 Local Transport Plan

9.1 The annexed report (9) was received.

9.2 The Executive Director of Transformation and Strategy provided Scrutiny Committee with a report that included final drafts of the LTP4 Implementation Plan and the LTP4 Strategy, which together would form the complete Local Transport Plan 4.

9.3 During discussion of the report with Cllr Martin Wilby, Cabinet Member for Highways, Infrastructure and Transport (who due to health-related issues participated in the meeting remotely via Microsoft Teams), Paul Cracknell, Executive Director of Transformation and Strategy, Vince Muspratt, Director of Growth and Development and David Cumming, Strategic Transport Team Manager, the following key points were noted:

- The Chair said at the end of this meeting the Leader would receive an updated report that included feedback and any recommendations from this Committee. The Local Transport Plan itself has been presented to Cabinet for agreement prior to adoption at Full Council in July, at which point LTP4 would replace LTP3. The report from Scrutiny will be provided to the Leader who will report to Full Council how any recommendations from the Scrutiny Committee have been taken into account
- The Cabinet Member said that drafts of the Strategy and Implementation Plan were presented to Select Committee in May 2022 and to Cabinet in June 2022. They complemented each other and were due to come before Full Council for adoption in July, following a Cabinet recommendation. The updated Local Transport Plan reflected where the Council wanted to be with its transport policy. It would help to meet Norfolk's ambitions and set solid aims for the delivery of the transport agenda. Both the strategy and the implementation plan supported active and public transport initiatives, a vibrant and sustainable economy and good strategic transport connections, all of which made the county a more attractive place for people to live and business to function. Both documents also encouraged a switch to the use of cleaner fuels, supported the Norfolk bus improvement plan and helped the Council prepare for future government funding bids.
- The Cabinet Member said that the authority was aware of, and had taken into account, government guidance and transport policy.
- The Cabinet Member added that the Government had not yet published

guidance on how local transport plans should take into account the statement in the transport decarbonisation plan that, in the future, we should set out how local areas will deliver ambitious quantifiable carbon reductions, taking into account differing transport requirements of different areas. It was not known at this stage when Government guidance would be published. Waiting for the publication of Government guidance on this matter could result in a lengthy delay.

- The Local Transport Plan has been prepared, supported by technical analysis, objective public consultation, and cross-party member Working Groups.
- The Head of Legal Services referred to a letter that she had received from a member of the public that expressed the opinion that it was unlawful for the Council to adopt a version of Local Transport Plan 4 (including an Implementation Plan) without the inclusion of quantifiable carbon reduction targets. The Head of Legal Services stated that it is the view legally that it is permissible to move forward with the Local Transport Plan.
- In reply to questions, the Head of Legal Services said that the Council had sought its own legal advice throughout the development of the Strategy and Implementation Plan to ensure that the approach taken by the Council was legally robust. The Head of Legal Services was confident that it was now permissible to move forward with the Implementation Plan.
- The Vice-Chair asked when the letter was received and said that she would have liked the Committee to have seen the letter and the legal opinion of the Council on it before the start of today's meeting.
- In reply, the Head of Legal Services said that the letter was received on 9 June 2022. The Council had not circulated the letter, or the legal advice that the Council had received, for reasons of maintaining legal privilege. This was standard legal practice when dealing with circumstances such as this.
- The Vice-Chair said that for reasons of visual impediment she did not wish to see verbal updates given at the meeting on issues of this kind and that this matter should have formed part of a supplementary agenda.
- Cllr Osborn said that he shared the comments made by the Vice-Chair about the letter and that he would like to see the background to this legal challenge issue mentioned in any future report including how the Council was dealing with it.
- The Chair said that Full Council would need to be clear in July 2022 about the legal basis on which decisions about adopting a Local Transport Plan were made.
- Cllr Watkins suggested that the adoption of LTP 4 could cost significantly more money if it were adopted at this time rather than waiting until after the Government had published its policy guidance because it was not yet clear what the Government would require on carbon reduction targets.
- In reply, the Director of Growth and Development said that there was no guarantee when Government guidance would be available. This could be in 6 to 12 months or it could take much longer. The Council needed an updated plan that was in line with current thinking on transport issues without any further delay. The revised Plan had been developed over a three-year period and within available resources and met with the Council's requirements.
- In reply to further questions the Director of Growth and Development said that there was a whole raft of issues such as the promotion of electric vehicles, the electric vehicle charging strategy and active transport initiatives that needed to be addressed without further delay. The current LTP is used in developing projects, but is not in step with current transport thinking and has little to no relevance when putting in place a modern local transport framework.



- Cllr Osborn said that he would be much more comfortable with the proposed Implementation Plan if it showed in greater detail how the Council was going to get to a position where it reduced carbon and met with its legal requirements for 2030. He said that all policy documents needed to be evidenced with quantifiable, milestone targets. The plan did not provide for baselining on carbon reduction with other Authorities nor did it show how the Council would be tracking carbon reduction. None of the proposals had any quantifiable carbon targets attached to them.
- Officers said that development of the Local Transport Plan had been underpinned by an evidence base including on carbon. The Plan includes a strategy showing how carbon will be reduced and the Implementation Plan includes a series of actions that will drive the measures that would subsequently be delivered. draft Implementation Plan was more than sufficiently detailed to meet its purpose. The County Council had deliberately adopted a carbon reduction strategy that was in line with that of the Government. To achieve a more demanding reduction would require a level of government funding that was not available. The matter would be kept under review and if the council is able to draw down more funding, it could look at reviewing the targets.
- It was accepted that on a population basis Norfolk had one of the highest carbon emissions in the Country.
- The Vice-Chair said that the Council was acknowledged to have been successful in its bids to Government for funding for greener forms of transport.
- In reply, to questions from the Vice-Chair about how LTP 4 would be kept up to date, the Executive Director of Strategy and Transformation said that the council has a duty to have a plan, and to keep it under review. The means of keeping it under review is anything from keeping up to date with policy announcements through to professional networks. What it means, in practice, is to assess those things that might need to be adapted and to consider those things that might have a material and fundamental change, which could come at any time. Another way in which it is kept under review is to monitor progress on the implementation plan. There are processes in place to ensure we keep our policy environment and implementation environment to ensure it is current.
- The Chair noted that progress would be monitored by reports to Cabinet on a quarterly basis throughout the lifetime of the strategy. The vital signs (performance) report to Cabinet would be the means whereby the performance on the implementation of the plan was kept under review and include any forthcoming changes on issues such as employment growth and transport accessibility issues.
- The Committee recognised that going forward there could be trigger events in society that affected the environment and lead to the need for fundamental change on transport related issues.
- The Chair said that if Norfolk adopted too rigid a transport policy framework, then it would lack the flexibility to be updated quickly enough when Councillors wanted to strengthen aspects of transport policy and take advantage of future government funding opportunities. The LTP 4 needed to be robust but also flexible enough to be able to include where Councillors wanted Norfolk to be in the future on issues such as sustainable and accessible forms of transport.
- The Executive Director of Strategy and Transformation said that generally the plan sets out those broad parameters that are consistent with the general

direction of government and general policy. Officers have brought to Members' attention that there might be things that change the policy or legislative environment, meaning change is required, and the process for how this is done is set out in statute.

- In response to a question from Councillor Osborn about how we will measure progress about achieving carbon reduction, the Director of Growth and Development said that the council allocated an amount of money towards transport in its annual budget-setting process. The bulk of the transport opportunities to drive delivery of targets comes from government. Generally, the Council provided only 15% of the funding for large transport schemes. There was, however, the potential for the Council to have a greater say on locally determining the use in Norfolk of strategic transport budgets through a county deal.
- Cllr Watkins said that the Council had often got far less than what it had bid for on non-car projects when it came to obtaining government funding and that the outcome of recent applications for government funding for transport policy was disappointing. People believe the council has a reputational issue when it comes to dealing with carbon emissions on transport
- The Vice- Chair and the Cabinet Member said that they disagreed with Cllr Watkins comments and that the Council had an excellent reputation for obtaining government funding for strategic transport issues.
- The Director of Growth and Development said that it sets out pathways for carbon reduction and the impact of the interventions will be assessed and monitored. The Executive Director of Transformation and Strategy said that this was a high-level Strategy and Implementation Plan and the target for carbon is for a reduction by the date set and showed a trajectory, which could be found on page 197 of the agenda papers.
- Cllr Kiddle-Morris said that it was unrealistic to expect a high-level strategy and implementation plan of this kind to include a step-by-step approach to carbon reduction.

9.4 Cllr Kiddle-Morris moved, seconded by Cllr Kiddie

That a report reviewing progress on LTP 4 is presented to Scrutiny Committee on a yearly basis until such time as the Committee decides otherwise (and that the Scrutiny Committee are asked to agree on what should be included as part of that review).

On being put to the vote this was **AGREED** (there being no votes against).

9.5 The Chair and Vice-Chair were authorised to scope out what should be included in the yearly review of the Implementation Strategy and were asked to report back to the Committee on this matter.

9.6 **RESOLVED**

**That the Scrutiny Committee:**

- **Note the proposed Local Transport Plan 4 and the role of scrutiny about any adopted plan, moving forward.**
- **That a report reviewing progress on LTP 4 is presented to Scrutiny Committee on a yearly basis until such time as the Committee decides**

otherwise (and that the Scrutiny Committee are asked to agree on what should be included as part of that review).

- Provide a report to the Leader based on the comments made at Committee on the Local Transport Plan 4 Strategy and Implementation Plan, Scrutiny having no recommendations to make, to be prepared by the Chair and Vice Chair.
- That the Committee place on record thanks to Cllr Martin Wilby for attending the meeting virtually when he was unable to attend at County Hall in person due to health-related issues.

**10 Update from the Chair of the Norfolk Countywide Community Safety Partnership (NCCSP) Scrutiny Sub Panel.**

10.1 The annexed report (10) was received.

10.2 Cllr Kiddle-Morris, Chair of the NCCSP, explained the progress that was being made by the Partnership towards delivering the agreed outcomes for the Neighbourhood Crime priority, with a focus on Project ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery). Cllr Kiddle-Morris also explained the issues that would be examined at the next meeting of the NCCSP in September 2022.

10.3 At the request of Cllr Osborn, Cllr Kiddle-Morris agreed to ask at the next meeting of the NCCSP about the steps that were being taken as part of Project ADDER to treat drug misuse more widely than just drug enforcement activity.

10.4 **It was RESOLVED**

**That the Scrutiny Committee endorse the report on the progress being made by the Scrutiny Sub Panel, from their meeting on 9 June 2022.**

**11 Scrutiny Committee Forward Work Programme**

11.1 The annexed report (12) was received.

11.2 Cllr Kiddie asked if because of public concern about the effect on Norfolk communities of new routes of pylons running from Norwich to Tilbury this matter could be considered by the Committee earlier than December 2022.

11.3 Cllr Osborn asked if because of public concern about fuel poverty this matter could also be considered earlier in the programme.

11.4 The Chair and Vice-Chair asked for a rescoping exercise to be carried out in relation to both these issues before a decision was finally made at the next meeting on where they should fit in the work programme.

11.5 **RESOLVED**

**That the Committee:**

**Note the current forward work programme as set out in the appendix to the report subject to further consideration being given as to where the**

**effect on Norfolk communities of new routes of pylons running from Norwich to Tilbury and the effect of fuel poverty should fit within the work programme.**

The meeting concluded at 12.40 pm

**Chair**

# Scrutiny Committee

Item No: 8

**Report Title:** Strategic and Financial Planning 2023-24

**Date of Meeting:** 20 July 2022

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

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

## Executive Summary

This report supports the Committee's scrutiny of the Council's process for developing the 2023-24 Budget, and in particular represents an opportunity for the Committee to consider savings proposals identified to date, the approach to public consultation, and the overall timeline and activity required to deliver a balanced budget.

## Recommendations

The committee is asked to:

1. Consider and comment on the Strategic and Financial Planning 2023-24 report to Cabinet on the 4 July 2022, including:
  - a. Savings proposals developed to date to support the setting of a balanced budget for 2023-24;
  - b. Proposed next steps in the budget setting process for 2023-24, including the planned approach for public consultation and development of further savings proposals;
  - c. Key areas of risk and uncertainty related to development of the 2023-24 budget.
2. Consider implications for scrutiny of the overall NCC budget setting process.

## 1. Background and Purpose

- 1.1 At the April 2022 meeting of Cabinet, members agreed an earlier start to the annual budget setting round for 2023-24, reflecting the significant challenges for the financial year ahead in terms of delivering a balanced

budget.

- 1.2 Cabinet considered the attached report, Strategic and Financial Planning 2023-24 (Appendix A), at the Cabinet meeting held on the 4 July 2022.

Agreeing the following recommendations with relation to this report:

- **To agree the initial package of budget proposals as set out in section 2 (Table 3 of the appended report) to be incorporated into the Council's 2023-24 Budget planning for further consideration and ultimately recommendation to Full Council as part of Cabinet's overall budget recommendation in January 2023.**
- **To agree that:**
  - a) **Public consultation will be undertaken over the summer in relation to the following proposal with service delivery implications in order to support in shaping the specific saving proposal: Review of Norfolk's Mobile Library Service.**
  - b) **Public consultation in relation to all other proposals will be undertaken later in the year, alongside the consultation on any additional savings proposals brought forward for consideration by Cabinet in October 2022.**
- **To note that Children's Services has conducted a review of its property portfolio and the analysis from that work has determined that the functions currently delivered at the Professional Development Centre could in future be delivered from alternate locations and, as such, the site can be released from its current use. Therefore, the site will be considered by the Corporate Property Steering group to A) assess if another use for the site is appropriate or B) if members should consider it surplus to requirements and for it to be disposed of.**

- 1.3 The minutes and associated papers for this meeting, including the summary of decisions notice can be found [here](#).

- 1.4 The Chair and Vice-Chair have invited the Cabinet Member for Finance, and the Executive Director of Finance and Commercial Services, to this meeting to provide the Scrutiny Committee with a briefing on the Council's current and future financial position.

- 1.5 This is an annual item that will support the Scrutiny Committee in its duty to provide oversight and challenge to the council's process for developing the 2023-24 budget.

- 1.6 The report represents a key milestone in the annual budget setting process, providing an opportunity to review:

- An overview of the first round of savings proposals identified, broken down by service area.
- A broad outline of the proposed approach to identify further savings to close the remaining budget gap of £47m.
- The overarching timetable for 2023-24 budget setting.
- Details of the annual public consultation process, including proposed approach and timescales.
- An overview of some of the key issues facing services in relation to their financial strategy, pressures, risks and uncertainties and the approach agreed to identify proposed savings.
- The next steps that will contribute to the council formally adopting a balanced budget for 2023-24.

1.7 In considering the progress of budget setting for 2023-24, the Committee may wish to refer to the below sections of the appended Cabinet report:

- Recommendations from Cabinet – As set out above, Cabinet agreed 3 recommendations at the meeting held on the 4 July. These can be found on page 2 of the appended Cabinet report.
- Savings proposals – savings identified to date are set out in table 2 (pg. 4 of the appended report) broken down by service area.
- Detailed budget savings – table 3 (pg. 6 of the appended report) sets out identified savings in greater detail.
- Approach to public consultation – set out in para. 2.3 (pg. 9 of the appended report). This outlines a broad timeline of consultation activity, with specific engagement activity taking place over summer to inform development of proposed changes to the Norfolk Mobile Libraries Service, followed by wider consultation for additional savings proposals later in the year.
- Next steps in the 2023-24 budget setting process – This is set out in section 4 (pg. 10 of the appended report)
- Assumptions and risks within the Medium Term Financial Strategy are set out in section 10 (page 14).

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

2.1 The Council is legally required to set a balanced budget annually. The appended Cabinet report outlines the evidence base and assumptions used to develop savings proposals and inform the budget setting process for 2023-24.

## **3. Alternative Options**

3.1 Highlighted in appended report.

## **4. Financial Implications**

- 4.1 Financial implications are discussed throughout the appended report. The Cabinet paper sets out initial and further savings needed to be delivered by each department to contribute to closing the 2023-24 and future year budget gap, subject to formal approval by Full Council in February 2023.

## **5. Resource Implications**

### **5.1 Staff:**

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

### **5.2 Property:**

The appended report proposes beginning the Council's process to declare surplus and ultimately dispose of the PDC site. Services currently delivered from the PDC will need to be relocated and delivered from an alternative site within the County Council's property estate. There are no other direct property implications arising from this report although existing saving plans include activities linked to property budgets and assumptions around capital receipts to be achieved.

### **5.3 IT:**

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

## **6. Other Implications**

### **6.1 Legal Implications:**

Highlighted in the appended report.

### **6.2 Human Rights Implications:**

Highlighted in the appended report.

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



Highlighted in the appended report.

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

Highlighted in the appended report.

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

Highlighted in the appended report.

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

Highlighted in the appended report.

#### **6.7 Any Other Implications:**

None identified.

### **7. Risk Implications / Assessment**

7.1 Highlighted in appended report.

### **8. Select Committee Comments**

8.1 Select Committees previously considered the Council's budget setting process in May 2022. Further consultation with Select Committees is built into the budget setting timeline in the appended report, scheduled for November 2022.

### **9. Recommendations**

The committee is asked to:

1. To consider and comment on the Strategic and Financial Planning 2023-24 report to Cabinet on the 4 July 2022, including:
  - a. Savings proposals developed to date to support the setting of a balanced budget for 2023-24;
  - b. Proposed next steps in the budget setting process for 2023-24, including the planned approach for public consultation and development of further savings proposals;
  - c. Key areas of risk and uncertainty related to development of the 2023-24 budget.
2. Consider implications for scrutiny of the overall NCC budget setting process.

## 10. Background Papers

### 10.1 Appendix A – Strategic and Financial Planning 2023-24

#### Officer Contact

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

**Officer name:** Peter Randall, Democratic Support and Scrutiny Manager

**Telephone no.:** 01603 307570

**Email:** Peter.randall@norfolk.gov.uk



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# **Cabinet**

## **APPENDIX as presented to Cabinet**

**Decision making report title: Strategic and financial planning 2023-24**

**Date of meeting: 4 July 2022**

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

**Responsible Director: Simon George (Executive Director of Finance and Commercial Services)**

**Is this a key decision? No**

**If this is a key decision, date added to the Forward Plan of Key Decisions: n/a**

### **Introduction from Cabinet Member**

In April 2022, Cabinet agreed an early start to the Council's budget setting process, reflecting the scale of the challenge for 2023-24, with a forecast £60m budget gap to be closed. Cabinet also agreed a two-phase process to seek an initial £15m of savings for consideration at this Cabinet meeting in July, with the balance of £45m to be presented in October.

At this point, there continues to be very significant uncertainty about funding levels for 2023-24 onwards, although a “rollover” settlement looks increasingly likely. It is also important to note that at the time the Council's Medium Term Financial Strategy (MTFS) was approved in February 2022, it did not anticipate or make provision for either the economic impact of the Russian invasion of Ukraine, or the wider cost of living crisis that has emerged in recent months. As the Budget process progresses, these will need to be accounted for, and it therefore remains essential for the Council to have a robust plan in place to enable the preparation of a balanced and sustainable Budget.

This report represents the next step in this process. It sets out details of the proposals the Council has identified in response to the first round of savings targets for 2023-24, describes the broad approaches being developed to tackle the remaining gap for that year and the wider MTFS period, and explains some of the key risks identified for the Budget at this stage.

## **Executive Summary**

The Council has a well-established process for annual budget setting and has responded promptly to the forecast gap for 2023-24, identifying some £13m of initial proposals for Cabinet consideration. This is part of the Council's robust approach to developing savings proposals at the scale and pace required to support the Budget setting process.

This report therefore sets out details of these initial proposals for Cabinet consideration. It also explains the broad approaches planned to enable further options to be brought forward in order to contribute to a balanced budget being proposed for 2023-24. Finally, the report describes some of the key risks identified for the 2023-24 Budget.

## **Recommendations:**

Cabinet is recommended:

- 1. To agree the initial package of budget proposals as set out in section 2 (Table 3) to be incorporated into the Council's 2023-24 Budget planning for further consideration and ultimately recommendation to Full Council as part of Cabinet's overall budget recommendation in January 2023.**
- 2. To agree that:**
  - a. public consultation will be undertaken over the summer in relation to the following proposal with service delivery implications in order to support in shaping the specific saving proposal:**
    - Review of Norfolk's Mobile Library Service**
  - b. public consultation in relation to all other proposals will be undertaken later in the year, alongside the consultation on any additional savings proposals brought forward for consideration by Cabinet in October 2022.**
- 3. To note that Children's Services has conducted a review of its property portfolio and the analysis from that work has determined that the functions currently delivered at the Professional Development Centre could in future be delivered from alternate locations and, as such, the site can be released from its current use. Therefore, the site will be considered by the Corporate Property Steering group to A) assess if another use for the site is appropriate or B) if members should consider it surplus to requirements and for it to be disposed of.**

## 1. Background and Purpose

1.1. In April 2022, Cabinet agreed the approach to Budget setting for 2023-24. In view of the scale of the challenge, with a £60m forecast gap for the year, Cabinet agreed to seek to find an initial £15m of proposals early in the process to provide a robust foundation for Budget-setting. Cabinet also agreed the allocation of saving targets as shown in the table below. These represent the new savings which need to be found in addition to those currently planned for in the 2022-23 MTFS position. As previously reported to Cabinet, and as described elsewhere in this report, there remains a possibility that the targets set out in the table below may need to be revisited later in the budget process in view of the significant uncertainties around the pressures and funding assumptions used at the time of preparing the MTFS.

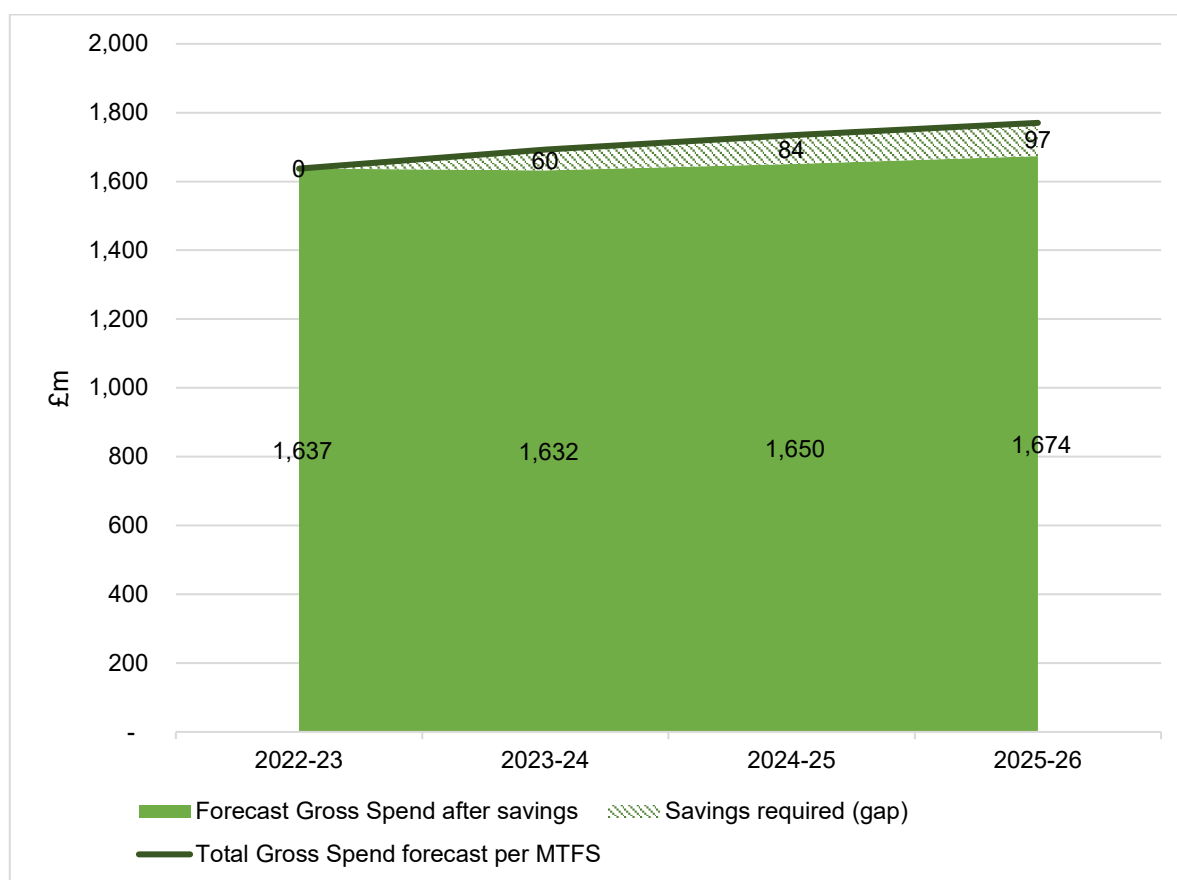
**Table 1: Saving targets by Department**

<b><u>Savings Target</u></b>	<b>2023-24 Phase 1</b>	<b>2023-24 Phase 2</b>	<b>2023-24 Total</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2023-27 Total</b>	<b>Share</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>%</b>
Adult Social Services	6.700	18.400	<b>25.100</b>	9.700	5.600	8.500	<b>48.900</b>	42%
Children's Services	3.400	10.700	<b>14.100</b>	5.900	2.900	4.400	<b>27.300</b>	24%
Community and Environmental Services	3.500	11.200	<b>14.700</b>	6.100	3.000	4.400	<b>28.200</b>	24%
Strategy and Transformation	0.200	0.550	<b>0.750</b>	0.350	0.100	0.200	<b>1.400</b>	1%
Governance	0.100	0.550	<b>0.650</b>	0.250	0.100	0.200	<b>1.200</b>	1%
Finance and Commercial Services / Finance General	1.100	3.600	<b>4.700</b>	1.900	0.900	1.400	<b>8.900</b>	8%
	<b>15.000</b>	<b>45.000</b>	<b>60.000</b>	<b>24.200</b>	<b>12.600</b>	<b>19.100</b>	<b>115.900</b>	<b>100%</b>

1.2. This report provides Cabinet with an update on the progress towards identifying proposals to address the 2023-24 phase 1 target and the proposed approaches to tackling the remaining MTFS gap.

1.3. Despite the need to find savings, the Council's gross expenditure budget is expected to remain broadly consistent over the period to 2025-26 as illustrated in the chart below. In other words, even after finding the savings required to close the forecast budget gap, the Council is projected to continue to have an annual gross revenue budget in excess of £1.6bn.

**Chart 1: Norfolk County Council forecast gross spend and budget gap 2022-23 to 2025-26 MTFS (including schools)**



## 2. Proposals

2.1. Following a first round of Budget Challenge undertaken in June, saving proposals totalling £13.007m have been identified against the target of £15m for 2023-24. These break down by Department as set out in the table below.

**Table 2: Summary of 2023-24 Budget proposals by Department (as at July 2022)**

	2023-24 Phase 1 £m	2024-25 £m	2025-26 £m	2026-27 £m	2023-27 Total £m
Adult Social Services	-6.460	2.400	-2.500	-2.000	<b>-8.560</b>
Children's Services	-3.185	1.250	0.000	0.000	<b>-1.935</b>
Community and Environmental Services	-2.112	-0.800	0.600	0.000	<b>-2.312</b>
Strategy and Transformation	-0.200	0.000	0.000	0.000	<b>-0.200</b>
Governance	-0.050	0.000	0.000	0.000	<b>-0.050</b>
Finance and Commercial Services / Finance General	-1.000	0.000	0.000	0.000	<b>-1.000</b>
	<b>-13.007</b>	<b>2.850</b>	<b>-1.900</b>	<b>-2.000</b>	<b>-14.057</b>

2.2. The following proposals are therefore recommended for inclusion in the 2023-24 Budget planning, subject to the outcomes of EQIA and public consultation, which will collectively inform Cabinet's recommendations on the full Budget package in January 2023, and Full Council decision-making on the Budget in February 2023.

**Table 3: Detailed Budget savings proposals 2023-24 – Phase 1**

Dept	Saving Proposal	2023-24 £m	2024-25 £m	2025-26 £m	2026-27 £m	Total £m
ASS	Connecting Communities: Recognising additional benefits from our existing savings programme. Linked to our existing saving ASC018 and 2223ASS030	-2.360	-0.600	-2.500	-2.000	<b>-7.460</b>
ASS	One-off usage of ASC Reserves	-3.000	3.000	0.000	0.000	<b>0.000</b>
ASS	Working with partners to fully recover the costs of integrated services	-0.200	0.000	0.000	0.000	<b>-0.200</b>
ASS	Expansion of Self Directed Support. Recognising additional benefits from our existing savings programme. Linked to our existing saving 2223ASS034	-0.300	0.000	0.000	0.000	<b>-0.300</b>
ASS	Double up care reviews. Recognising additional benefits from our existing savings programme. Linked to our existing saving 2223ASS038	-0.600	0.000	0.000	0.000	<b>-0.600</b>
CS	Expansion of CHS007: Inclusion (Home to School Transport) – extension of existing activity focussed on providing education more locally, supporting inclusion, supporting independent travel where that is right for the child, and commissioning transport most efficiently.	-0.935	0.000	0.000	0.000	<b>-0.935</b>
CS	Expansion of CHS002: Alternatives to care (New Roads)	-1.000	0.000	0.000	0.000	<b>-1.000</b>
CS	Withdrawing from Professional Development Centre (PDC) building	-1.250	1.250	0.000	0.000	<b>0.000</b>
CES	Business Rates Pool – forecast income over £2m	-0.600	0.000	0.600	0.000	<b>0.000</b>
CES	Review charges for events on the Highway	-0.075	0.000	0.000	0.000	<b>-0.075</b>



Dept	Saving Proposal	2023-24 £m	2024-25 £m	2025-26 £m	2026-27 £m	Total £m
CES	Reducing weedkilling on highway network to a single treatment	-0.130	0.000	0.000	0.000	<b>-0.130</b>
CES	Flood Prevention Funding – capitalise relevant activity previously funded from revenue budgets	-0.120	0.000	0.000	0.000	<b>-0.120</b>
CES	Civil Parking Enforcement – future back office efficiencies	-0.100	0.000	0.000	0.000	<b>-0.100</b>
CES	Strategic salt storage facility at Ketteringham Depot	-0.045	0.000	0.000	0.000	<b>-0.045</b>
CES	Waste reduction initiatives: reduced funding	-0.050	0.000	0.000	0.000	<b>-0.050</b>
CES	Recycling Centres: contract efficiencies	-0.050	0.000	0.000	0.000	<b>-0.050</b>
CES	Closed landfill: capitalise borehole installations	-0.030	0.000	0.000	0.000	<b>-0.030</b>
CES	Roll out of on street parking charges	-0.200	-0.800	0.000	0.000	<b>-1.000</b>
CES	Winter Maintenance – operational delivery efficiencies	-0.100	0.000	0.000	0.000	<b>-0.100</b>
CES	Review of Norfolk's Mobile Library Service	-0.200	0.000	0.000	0.000	<b>-0.200</b>
CES	Norfolk Record Office – reduction in opening hours and income generation	-0.022	0.000	0.000	0.000	<b>-0.022</b>
CES	Reduce funding to the Norfolk Windmills trust	-0.020	0.000	0.000	0.000	<b>-0.020</b>
CES	Recycling Centres: harmonise summer opening hours at recycling centres	-0.070	0.000	0.000	0.000	<b>-0.070</b>
CES	Recycling Centres: Wednesday closures	-0.200	0.000	0.000	0.000	<b>-0.200</b>
CES	Business Support review	-0.100	0.000	0.000	0.000	<b>-0.100</b>
S&T	Expansion of professional leads: Centralise and control spend on communications. This would include paid staff and non-pay procurement across the organisation	-0.100	0.000	0.000	0.000	<b>-0.100</b>

Dept	Saving Proposal	2023-24 £m	2024-25 £m	2025-26 £m	2026-27 £m	Total £m
S&T	Expansion of professional leads: Work with other departments to agree the Council's desired level of activity and overall number of analysts required	-0.100	0.000	0.000	0.000	<b>-0.100</b>
GOV	Increase in Registrars income	-0.050	0.000	0.000	0.000	<b>-0.050</b>
FCS / FG	Repton Property Developments Ltd dividend: Recognise an income budget from Repton Property Developments Ltd following successful commercial activity. Following the launch of the company and a period of development and growth, Repton is now expected to be in a position to deliver a dividend to the County Council of around £1m in 2023-24 and on an ongoing basis annually.	-1.000	0.000	0.000	0.000	<b>-1.000</b>
		<b>-13.007</b>	<b>2.850</b>	<b>-1.900</b>	<b>-2.000</b>	<b>-14.057</b>

2.3. The following key issues in relation to the proposals set out in Table 3 should be noted:

- It is recommended that public consultation is undertaken over the summer in order to seek the public's views about the proposed saving from a review of mobile library provision. This consultation will inform the redesign of the service and development and total value of the saving to be proposed from the review.
- A number of the other proposals set out in Table 3 will also require public consultation, but the specific terms of the proposal have already been identified (for example, closure on Wednesday of Household Waste Recycling Centres (HWRCs), or reducing hours of the Norfolk Record Office). Public consultation on these, and all other proposals (excluding mobile libraries), will be undertaken later in the year, alongside the consultation on any additional savings proposals brought forward for consideration by Cabinet in October 2022.
- The saving proposal relating to withdrawing from the Professional Development Centre (PDC) reflects the fact that Children's Services has conducted a review of its property portfolio and the analysis from that work has determined that the functions currently delivered at the Professional Development Centre could, in future, be delivered from alternate locations and, as such, the site can be released from its current use. The saving equates to the assumed capital receipt from the disposal of the site. A one-off revenue saving would only be achieved if (1) the site were declared surplus to requirements by Members following consideration and recommendation by the Corporate Property Steering group, and (2) this receipt were then to be applied to fund transformation activity of an equivalent value.

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

3.1. This paper sets out initial saving proposals to form part of the Council's budget planning process for 2023-24, while recognising that significant risks and uncertainties remain. The proposals in this report are intended to:

- provide a robust basis for budget planning and an initial contribution towards closing the budget gap forecast for 2023-24;
- contribute to the Council setting a balanced budget for 2023-24; and
- provide Cabinet with the latest details about the continuing significant uncertainty around local authority funding (including funding reform);
- provide an update on the risks identified to date for the 2023-24 budget process; and
- set the context for service financial planning for the year to come.

## **4. Next steps and approach to addressing the remaining gap**

- 4.1. The overarching timetable for 2023-24 as agreed by Cabinet in April is reproduced at Appendix 1 of this report. As set out, the Council will be undertaking further rounds of Budget Challenge in July and September to enable and inform a full suite of budget proposals to be presented to Cabinet in October 2022.
- 4.2. If the initial Budget Challenge 1 proposals totalling £13m as set out in this report are incorporated into the budget planning process, there remains a forecast gap of approximately £47m to be addressed. Measures to contribute to the development of a balanced budget for 2023-24 are expected to be brought forward under the following key areas:
- Strategic Review (c£15-20m estimate)
  - Further rounds of Budget Challenge (July and September) (£TBC)
  - Corporate finance options – flexible use of capital receipts (c£5m estimate)
  - Transformation (£TBC)
- 4.3. In the event that the next phases of the budget process fail to yield the required level of (ongoing) savings proposals, then through the autumn and winter further work will be necessary to enable the preparation of a balanced budget. This would require a range of activities including but not limited to the following:
- Identification of significant capital receipts that can be used to fund transformation work and reduce borrowing costs.
  - A material reduction in the future capital programme.
  - A review of all non-essential expenditure.
- 4.4. The Government has not yet announced the council tax referendum principles for 2023-24, including whether there will be a continuation of the adult social care (ASC) precept beyond 2022-23. The Council's current planning assumes a council tax increase of 2.99% including 1% for the ASC precept. Government will confirm the council tax referendum principles alongside the Local Government Finance Settlement, taking into account cost pressures and the overall Local Government funding package later in the year. In the event that Government allows increased flexibility to raise council tax for 2023-24 it is likely that this would be the recommendation of the Section 151 officer to support the delivery of a robust and sustainable budget.

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

- 5.1. After more than ten years of savings identification and delivery, and in the face of both continuing significant financial pressures and Government plans for funding reform, it is essential that the Council has a robust approach to budget setting and the identification of saving proposals. Simultaneously, it is critical to continue to engage with Government, MPs and other stakeholders to campaign for adequate and sustainable funding for Norfolk to enable the

delivery of vital services to residents, businesses and visitors. In the context of funding reform, it will be even more imperative than it has been in previous years that Government issue guidance on the direction of travel for reform, financial planning assumptions, and indicative funding allocations for 2023-24, as soon as possible.

- 5.2. In view of the size of the gap forecast for 2023-24, there is a significant risk that the Council will be obliged to consider reductions in service levels. As such it is important that the process of developing savings proposals is undertaken as soon as possible. This will provide additional time for the preparation and consultation and engagement work around saving proposals, which should, in turn, support effective delivery and implementation of any proposals that are ultimately agreed to provide a full year saving for 2023-24. The Council's planning within the MTFS forecast is based on the position agreed in February 2022 and it is important to note that this will be kept under review throughout the 2023-24 Budget setting process, particularly in the event that further information about funding or cost pressures becomes available. The proposals in this report are intended to form the first step in a proportionate response to the challenges and uncertainties present in the 2023-24 planning process and will ultimately support the Council to develop a robust budget for the year.

## **6. Alternative Options**

- 6.1. This report sets out a first set of saving proposals for 2023-24 to meet the initial target of £15m agreed by Cabinet in April. At this stage, no proposals have been agreed, meaning that a range of alternative options remain open. Cabinet has the opportunity to comment on the initial proposals now, and will have further scope to consider them when making final Budget recommendations to Full Council in January 2023 (for the Full Council meeting in February 2023).
- 6.2. In addition, there are a number of areas where Cabinet could choose to consider different parameters for the budget setting process, such as:
- Adopting an alternative allocation of targets between directorates / services, or retaining a target corporately.
  - Considering an alternative timetable within the time constraints required to develop proposals, undertake public consultation, and meet statutory deadlines for the setting of council tax.
  - Establishing an alternative approach to identifying savings.
  - Changing assumptions within the MTFS (including the level of council tax) and therefore varying the level of savings sought.
- 6.3. The planning context for the Council will be updated if further information becomes available. Final decisions about the overall shape of the 2023-24 Budget, savings, and council tax will not be made until February 2023.

## 7. Financial Implications

- 7.1. Financial implications are discussed throughout this report, which sets out the initial proposed savings which have been identified by each department to contribute to closing the 2023-24 and future year budget gap, subject to formal approval by Full Council in February 2023. Even if all the proposals detailed in this report were to be approved, the scale of the gap is such that services will be required to identify further very significant savings to be delivered against current budget levels. The scope to achieve savings at the level required may be limited by the legacy impact of COVID-19 on cost pressures, service delivery expectations, and existing saving programmes.
- 7.2. The Council is legally required to set a balanced Budget annually and should plan to achieve this using a prudent set of assumptions. The scale of the budget gap and savings required are such that if the Council is required to deliver savings at this level there is a risk that this could result in the Council failing to fulfil its statutory responsibilities. As such the Government's response and decisions about Council funding in 2023-24 will be hugely significant. Any changes in Government funding could have a material impact on both the level of savings to be identified, and the Council's wider budget process. Government has hitherto failed to deliver the paradigm shift needed in the recognition of the importance and costs of providing social care, and to adequately fund local authorities to provide these and other vital services. Fundamentally there is a need for a larger quantum of funding to be provided to local government to deliver a sustainable level of funding for future years.
- 7.3. Work to deliver additional Government funding could therefore have an impact on the overall budget gap to be addressed. Equally, in the event that funding reform sees resources shifted away from shire counties, the Council's forecast 2023-24 gap could increase. At this point, Government has not confirmed details of the proposed approach or timescales for consultation on funding reform, although there are indications that this will not be taken forward in a way which delivers substantial funding changes. The 2023-24 MTFS position also assumes that approximately £12m of funding will be rolled forward from the one-off 2022-23 Services Grant and New Homes Bonus. These assumptions remain to be confirmed and should be considered a key area of risk.
- 7.4. As a result of the above, the budget setting process and savings targets will be kept under review as budget planning progresses. In the event that additional budget pressures for 2023-24 emerge through budget planning, there may be a requirement to revisit the indicative saving targets.

## 8. Resource Implications

- 8.1. **Staff:** There are no direct implications arising from this report although there is a potential that staffing implications may be linked to specific saving proposals

as they are developed. These will be identified as they arise later in the budget planning process.

8.2. **Property:** The report proposes beginning the Council's process to declare surplus and ultimately dispose of the PDC site. Services currently delivered from the PDC will need to be relocated and delivered from an alternative site within the County Council's property estate. There are no other direct property implications arising from this report although existing saving plans include activities linked to property budgets and assumptions around capital receipts to be achieved.

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

## 9. Other Implications

9.1. **Legal Implications:** This report is part of a process that will enable the Council to set a balanced budget for 2023-24 in line with statutory requirements, including those relating to setting council tax, and undertaking public consultation.

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

9.3. **Equality Impact Assessment (EqIA) (this must be included):** The Council gives due regard to the Public Sector Equality Duty when developing budget proposals for consideration by the Cabinet and Full Council. Any saving proposals with an impact on service delivery will require public consultation, and an Equality Impact Assessment of all proposals will be completed as part of budget-setting in due course. The results of public consultation and the findings of all EqIAs will be presented to Cabinet in January 2023 in order to inform budget recommendations to County Council.

9.4. The equality impact assessment of the Council's resilience and recovery planning for COVID-19 can be found [here](#). The EqIA in relation to the 2022-23 Budget can be found as part of the [budget papers considered in February 2022](#).

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

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

9.7. **Sustainability implications (where appropriate):** There are no direct sustainability implications arising from this report although existing 2022-23 budget plans include funding for activities which may have an impact on the environmental sustainability of the County Council through the delivery of the Environmental Policy. These issues were considered in more detail within the February budget report to Full Council. Further details are set out in the *Net*

*Zero and Natural Norfolk Progress Update* previously considered by Cabinet. Ultimately, sustainability issues and any associated financial implications in relation to either new 2023-24 proposals, or activities developed during 2022-23, will need to be fully considered once such initiatives are finalised, and ultimately as part of budget setting in February 2023.

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

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

10.1. A number of significant risks have been identified throughout this report. Risks in respect of the MTFS were also set out within the February 2022 report to Full Council. Uncertainties continue to remain which could have an impact on the overall scale of the budget gap to be addressed in 2023-24. These include:

- The significant impacts of the “cost of living” crisis, exceptional inflationary pressures and the wider impact of the invasion of Ukraine on the economy. All of these have the potential to drive additional cost pressures (either through increased demand for services, or as a result of the increased price of delivering service provision) and may also lead to reductions in overall income due to the wider economic impacts. In particular it is important to note that the MTFS approved by Full Council did not provide for the current extreme levels of inflation which are expected to persist through the remainder of the financial year. These inflationary pressures have the potential to impact on the Council’s budget in a range of ways:
  - Pay pressures in excess of the 3% provided for in the Council’s planning assumptions.
  - Pressures associated with increase in the National Living Wage, particularly in relation to services contracted by the Council. Within Adult Social Care, every 1p increase in the NLW equates to a pressure of approximately £0.270m. In April 2022 the NLW increased from £8.91 to £9.50, an increase of £0.59 or 6.6%. The rates for 2023 have not been announced but are likely to be on a similar trajectory.<sup>1</sup>
  - The Council’s forecasts for energy inflation at the time of setting the 2022-23 Budget do not provide for the current spike in energy prices, which is likely to persist in the medium term and result in additional budget pressures.
  - The higher rates of general inflation measures (CPI and RPI) will directly impact on the Council’s contractual costs which are set with reference to these indicators. Government has indicated that there is

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<sup>1</sup> The Low Pay Commission has commented that: “the Government has set a target for the NLW to reach two thirds of median hourly pay by 2024. While there is higher than normal uncertainty, we estimate the on-course rate for the NLW for 2023 is £10.32 (an 8.6% increase).”  
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/1065743/The\\_National\\_Minimum\\_Wage\\_in\\_2022.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1065743/The_National_Minimum_Wage_in_2022.pdf)

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limited scope within the existing spending review envelope to address these exceptional inflationary pressures.

- Ongoing uncertainty around local government (and wider public sector finances) including:
  - the need for a long term financial settlement for local government. Spending Review announcements in 2021 covered one year only, and as a result there remains high uncertainty about the levels of funding for 2023-24 and beyond. Continuation of the one-off “Services Grant” provided in 2022-23 has not been confirmed, although the Council’s budget planning assumes funding will continue at a similar level.
  - It remains of major concern that Government continues to place significant reliance and expectations on locally raised income. If this trend persists, the financial pressures for 2023-24 and beyond may become unsustainable. The Government has not yet announced the council tax referendum limit for 2023-24.
  - There remains a specific risk in relation to longer term reform of local government funding and the planned funding review, in that a failure by the Government to provide adequate resources to fund local authorities could lead to a requirement for further service reductions, particularly where these result in a redistribution between authority types or geographical areas. Changing Government policies around the nature, role, responsibilities and requirements of Local Government may also represent an area of risk, as will changing expectations of the public, taxpayers and service users. The Government has not made any formal announcement about the prospects of funding reform for 2023-24 for some time although recent indications (and the limited time for development and consultation) suggest that this may not be going ahead in any significant way.<sup>2</sup>
  - linked to this are risks around delivery of reforms to local government funding including actions to deliver “Levelling Up”, the funding review, the detailed implications of Adult Social Care reform, reforms to the Business Rates system, and changes to other funding streams including the New Homes Bonus.
  - In respect of Adult Social Care reform, the County Councils Network has estimated that Government’s proposed reforms lack sufficient funding for implementation, with a shortfall of nearly £10bn compared to Government estimates.<sup>3</sup>
  - Further decisions about Local Government reorganisation and the progress of negotiations related to a County Deal.
  - Risks around the Dedicated Schools Grant (DSG) deficit position, for which the statutory override expires in 2023. The County Council is participating in the ‘safety valve’ intervention programme with the DfE in the 2022-23 financial year, which aims to agree a deliverable

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<sup>2</sup> <https://www.lgcplus.com/finance/we-are-providing-enough-money-to-adult-social-care-minister-says-24-05-2022/>

<sup>3</sup> <https://www.countycouncilsnetwork.org.uk/new-analysis-reveals-the-regional-impact-on-local-councils-of-the-governments-flagship-adult-care-reforms/>

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local package of reforms to the high needs system in order to eliminate the in-year DSG deficit over the short to medium term. This agreement is a pre-requisite in order to access financial support from the DfE to eliminate the historic deficit over the period of the agreement. Agreeing the DSG management plan is therefore a high priority to reduce and mitigate the financial risk associated with the DSG deficit position, but may also have budgetary implications for the Council over the same period.

- Any further impact of COVID-19 on the budget in 2022-23, including in particular:
  - any ongoing cost pressures within service delivery and contracted services which have not currently been provided for;
  - future pressures on income particularly in relation to business rates and council tax; and
  - the implications of any measures implemented by Government to restore the national finances in the medium to longer term.

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

- RM002 – The potential risk of failure to manage significant reductions in local and national income streams.
- RM006 – The potential risk of failure to deliver our services within the resources available for the period 2021-22 to the end of 2023-24.
- RM022b – Implications of Brexit for a) external funding and b) Norfolk businesses
- 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.
- RM031 – NCC Funded Children's Services Overspend

Further details of all corporate risks, including those outlined above, can be found in Appendix C of the March 2022 Risk Management report to Cabinet. There is close oversight of the Council's expenditure with monthly financial reports to Cabinet. Any emerging risks arising will continue to be identified and treated as necessary.

The Council is in the process of embedding a new HR and Finance System (myOracle). The successful implementation of this system is a key prerequisite for the 2023-24 Budget in terms of the system supporting delivery of both the budget process itself, and providing mechanisms through which savings and efficiencies are intended to be achieved.

## 11. Select Committee comments

- 11.1. Select Committees provided commentary and input to the 2022-23 Budget process during budget development. Where relevant, any comments from that exercise have been incorporated within the budget setting approach for 2023-24.
- 11.2. In May 2022, Select Committees therefore again had the opportunity to provide their views about the scope for savings and the implications of 2023-24 budget setting for the service areas within their remit. Due to the timing and sequence of these meetings, there was no opportunity for Select Committees to offer specific comments on the proposals set out in this report, however Select Committees will have an opportunity to consider all of the detailed proposals for 2023-24 in the round when they meet in November, following Cabinet decisions about the complete package of measure to be consulted on. Any further comments from Select Committees will be reported to Cabinet later in the budget setting process in order to inform final budget recommendations to Full Council.
- 11.3. Select Committees provided the general comments about the 2023-24 Budget process and the issues to be considered for services within their remit as part of a discussion about the budget-setting process, savings targets, and risks.

## 12. Recommendations

- 12.1. Cabinet is recommended:
1. **To agree the initial package of budget proposals as set out in section 2 (Table 3) to be incorporated into the Council's 2023-24 Budget planning for further consideration and ultimately recommendation to Full Council as part of Cabinet's overall budget recommendation in January 2023.**
  2. **To agree that:**
    - a. **public consultation will be undertaken over the summer in relation to the following proposal with service delivery implications in order to support in shaping the specific saving proposal:**
      - **Review of Norfolk's Mobile Library Service**
    - b. **public consultation in relation to all other proposals will be undertaken later in the year, alongside the consultation on any additional savings proposals brought forward for consideration by Cabinet in October 2022.**
  3. **To note that Children's Services has conducted a review of its property portfolio and the analysis from that work has determined that the**

functions currently delivered at the Professional Development Centre could in future be delivered from alternate locations and, as such, the site can be released from its current use. Therefore, the site will be considered by the Corporate Property Steering group to A) assess if another use for the site is appropriate or B) if members should consider it surplus to requirements and for it to be disposed of.

## 13. Background Papers

13.1. Background papers relevant to this report include:

[Norfolk County Council Revenue and Capital Budget 2022-23 to 2025-26, County Council 21/02/2022, agenda item 5](#)

[Strategic and financial planning 2023-24, Cabinet, 04/04/2022, agenda item 15](#)

[Finance Monitoring 2021-22 Report Outturn, Cabinet, 06/06/2022, agenda item 14](#)

Finance Monitoring Report 2022-23 P12: May 2022, Cabinet, 04/07/2022 (on this agenda)

[Risk Management, Cabinet, 07/03/2022, agenda item 17](#)

Strategic and Financial Planning reports considered by Select Committees in May 2022 as follows:

- [Corporate Select Committee, 23/05/2022](#)
- [Infrastructure and Development Select Committee, 25/05/2022](#)
- [People and Communities Select Committee, 27/05/2022](#)

## Officer Contact

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## Appendix 1: Budget setting timetable 2023-24

2023-24 Proposed	Time frame
Cabinet review of the financial planning position for 2023-27 – including formal allocation of targets	4 April 2022
Scrutiny Committee	20 April 2022
Select Committee input to development of 2023-24 Budget – strategy	w/c 23 May 2022
Review of budget pressures and development of budget strategy and detailed savings proposals 2023-27 incorporating: <ul style="list-style-type: none"> <li>Budget Challenge 1 (May)</li> <li>Budget Challenge 2 (July)</li> <li>Budget Challenge 3 (September)</li> </ul>	April to December 2022
<i>Fair Funding Review / DLUHC reform of Local Government funding</i>	<i>TBC?</i>
Cabinet agree strategic budget approach and any initial proposals for summer consultation	4 July 2022
Scrutiny Committee	20 July
Summer consultation activity	Late July / August(?) 2022
Cabinet approve final proposals for public consultation	3 October 2022
Scrutiny Committee	19 October 2022
Public consultation on 2023-24 Budget proposals, council tax and adult social care precept	Late October to mid December?
Select Committee input to development of 2023-24 Budget – comments on specific proposals	w/c 14 November 2022
<i>Government Autumn Budget</i>	<i>TBC October 2022</i>
<i>Provisional Local Government Finance Settlement announced including provisional council tax and precept arrangements (outcomes of Fair Funding Review?)</i>	<i>TBC December 2022</i>
Cabinet considers outcomes of service and financial planning, EQIA and consultation feedback and agrees revenue budget and capital programme recommendations to County Council	30 January 2023
Confirmation of District Council tax base and Business Rate forecasts	31 January 2023
<i>Final Local Government Finance Settlement</i>	<i>TBC January / February 2023</i>
Scrutiny Committee 2023-24 Budget scrutiny	15 February 2023
County Council agrees Medium Term Financial Strategy 2023-24 to 2026-27, revenue budget, capital programme and level of council tax for 2023-24	21 February 2023

*Assumed Government activity and timescales – Budget process will be informed through the year by Government announcements on the Local Government Settlement, and any progress on reforms including the Funding Review. As set out elsewhere in the report, the timing for these is currently unknown.*

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# Scrutiny Committee

Item No: 9

**Report Title:** Quarterly update on Children's and Adult Social Care Performance Review Panels.

**Date of Meeting:** 20 July 2022

**Responsible Cabinet Member:** Cllr Bill Borrett (Cabinet Member for Adult Social Care, Public Health & Prevention) & Cllr John Fisher (Cabinet Member for Children's Services).

**Responsible Director:** James Bullion, (Executive Director of Adult Social Services) & Sara Tough, (Executive Director of Children's Services).

## Executive Summary

This report outlines progress to date with regards to the ongoing activity of the two Performance Review Panels (PRPs), one for Adult Social Care and one for Children's Services.

## Recommendations

To:

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

## 1. Background and Purpose

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

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

## **2. Performance Review Panels – Membership and Approach**

- 2.1 The Performance Review Panels are responsible for monitoring and providing challenge to Norfolk County Council's Children's/Adult Social Services functions, reviewing performance to improve service delivery and ensure readiness for future independent inspections (CQC/Ofsted).
- 2.2 The panels meet in private, though are tasked with updating regularly and publicly with the Scrutiny Committee. They have the authority to commission reports and request data from the relevant service areas, and may make recommendations to the Cabinet Member and senior officers.
- 2.3 The panels are chaired by the relevant Deputy Cabinet Member, with wider membership nominated by group leaders according to the following political composition:  
3 Conservative (inc. Chair), 1 Labour, Liberal Democrat.
- 2.4 Membership of the panels is as below:

### **Adult Social Care PRP**

- Cllr Shelagh Gurney (Chair)
- Cllr Mark Kiddle-Morris
- Cllr Michael Dalby
- Cllr Sharon Blundell
- Cllr Brenda Jones

### **Children's Services PRP**

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

### **3. Children's Services Performance Review Panel**

- 3.1 The Deputy Cabinet Member for Children's Services and the Chair of the Performance Review Panel has agreed for the panel to work according to a four-month cycle, with two meetings scheduled per cycle. At each meeting, members will explore a single topic in depth, and every four-months the committee will further receive a broad overview of performance data, enabling ongoing oversight and informing a process of reactive work-programming.
- 3.2 An outline of discussions and actions from the June (Postponed from May) meeting can be found below.

#### **Wednesday 15<sup>th</sup> June**

##### **Education Health and Care Plans**

- 3.3 The Panel conducted a deep dive, looking at data around the delivery of Education Health and Care Plans (EHCP's) across Norfolk.
- 3.4 The Panel received the report which explained the key 'Vital Signs' performance areas, how they were monitored and why they were important. This information will be a part of the ongoing oversight and challenge in future meetings.
- 3.5 Specifically, Members were given a background to current performance, looking at EHCP volume, through requests for an assessment, with demand remaining high but with the strategies employed by Childrens Services aiming to reduce demand for EHCP's in future years; the percentage of children and young people with an EHCP (both locally and nationally) over the past six years, the total number of EHCP's issued and the percentage of those produced within twenty weeks, with officers outlining the importance of these in order to establish and secure the best possible outcomes.

##### **Quality of EHCP's**

- 3.6 Beyond this, Members received a briefing on the Quality of EHCP's, including the Methodology of Audit, including information on Invision360 – an online auditing tool for effective quality assurance, overall gradings for ECHP Audits, with improvements in the quality in Norfolk presented.

##### **Written Statement of Action**

- 3.7 Finally, the Written Statement of Action was presented and discussed, following on the Area SEND Inspection by Ofsted and the Care Quality Commission in February/March 2020. Governance and progress, along with impact statements were then presented, with Officers outlining that when



Ofsted revisit they will assess against all of the 109 actions on the Written Statement of Action.

3.8 The Panel were not quorate for the meeting so having reviewed and commented, **RESOLVED** (subject to ratification at the next meeting on 14<sup>th</sup> July) to:

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

#### **4. Adult Social Care Performance Review Panel**

4.1 The Deputy Cabinet Member for Adult Social Care, Public Health and Prevention has agreed, alongside the panel, a forward programme of work and schedule of meetings for the Adult Social Care Performance Review Panel through until December 2022.

4.2 The panel has met twice since the last update to the committee in March 2022, first on Tuesday 19 April and for the second time on Tuesday 21 June.

##### **Tuesday 19th April**

##### **Benchmarking Performance Data**

4.3 Members of the Adult Social Care Performance Review Panel received a report, centring around the mechanisms for improvement within the department with analysis of high-level data. The current arrangements for benchmarking and improvement with other authorities in the region were set out. This included a peer session with another council in the region to compare challenges, performance and discuss common issues. Norfolk's new peer in this process was Suffolk which was welcomed by the Panel as an area having similar demographics and similar challenges. Previously, the council had been paired with Central Bedfordshire.

4.4 Members were then presented with information on The Adult Social Care Outcomes Framework (ASCOF). This national set of measures captures how well care and support services achieve the outcomes that matter most to

people. ASCOF measures are used both locally and nationally to set priorities for care and support, measure progress and strengthen transparency and accountability. The measures are grouped into four domains; enhancing quality of life for people with care and support needs, delaying and reducing the need for care and support, ensuring that people have a positive experience of care and support and safeguarding adults whose circumstances make them vulnerable.

- 4.5 The ADASS scorecard to end quarter 3 for 2021 was presented, with Norfolk having some differences against peers such as new requests for support. It was further outlined by ADASS members were sharing intelligence and information about what areas and services were being flagged at inspection. This is proving to be a useful tool in order to prepare for and engage with a forthcoming inspection.
- 4.6 Based on all of these discussions the panel requested:
- That at the end of annual performance cycle, data comparisons and wider learning from the work with Suffolk were brought back to the panel for further analysis and explanation.
  - The ADASS scorecard for quarter 4 data for 2021 and a report on how Covid had affected performance, now that the worst of the pandemic was over and services are returning, albeit demand was still extremely high.
  - Data was provided on the number of residents with mental health problems contacting the 'front door' support services.

### **Monitoring of ASC KPIs**

- 4.7 Members of the panel were presented with the ongoing monitoring of ASC KPIs and performance data, which provided an overview of the department's performance data with an update on recovery planning, preparations for the winter period and a review of system reporting.
- 4.8 The overarching plan on a page for 2021/22 was presented, outlining the vision, priorities, key activities, key characteristics of a good Adult Social Service, vital signs, the alignment to Together for Norfolk, along with the current savings targets.
- 4.9 Following from the Vital Signs it was discussed how the corporate and departmental performance management frameworks set out a hierarchy of KPIs that present the performance against the most significant areas. These vital signs are under constant review, with quarterly updates provided to Cabinet, alongside supporting narrative explaining current performance, pressures faced and plans in place for improvement. These key measures were presented to the panel, followed by information gathered from those who use ASC services through regular surveys.

## **Recovery Planning**

- 4.10 Members of the panel were given a presentation on recovery planning. The panel was informed the criteria for recovery planning is based on the following areas; safe, sustainable, living well, keeping what's worked, designed by the front line, listening to people who use our services.
- 4.11 The panel was informed that the approach to recovery planning has three main areas of focus including retention and recruiting the workforce as well as maintaining their wellbeing, tackling backlogs of waiting lists and quality and capacity in the care market particularly.

## **Winter Planning**

- 4.12 The panel was presented with information on the Winter Plan, outlining the department's arrangements for the Winter Period. The Plan enabled the organisation to maintain services during winter whilst at the same time, supporting system partners in maintaining good patient flow and safety.
- 4.13 It was outlined that the plan contains the following workstreams; Domiliciary Care (Home Support), Residential Care, Workforce, Norfolk First Support and the Wider Care Market (and actions).

## **Discussion points**

- 4.14 In response to the presentation the following key areas were discussed by the Panel (for further information please refer to the meeting minutes):
- Whilst performance against peer group was satisfactory overall, it was acknowledged the position was disappointing reflecting that demand was high and resources were stretched. Given this a reassurance of a priority system in place was provided by officers.
  - The climate for Home Care in Norfolk is very challenging and this has had the effect of more residents finding longer term residential care as a solution, rather than independence at home.
  - The social economic environment in Norfolk is having an effect on the care sector with recruitment and retention of staff a key challenge.
  - ASCOF does not look at workforce data and requires updating by the government.
  - Data for young carers looking after adults are not captured within the figures but may be available via Children's Services.
  - It was acknowledged that increasing employment opportunities for people with learning disabilities and people with mental health issues was challenging. Staff had engaged positively with external consultants who had worked closely alongside staff on a very practical basis and wanted to do more similar work with them.

**Tuesday 21<sup>st</sup> June**

**CQC Assurance Approach – Inspection Framework & Lines of Enquiry**

- 4.15 Members of the Panel received a presentation on the Care Quality Commission (CQC), which highlighted the inspection regime to be introduced once the New Health and Care Bill receives Royal Assent in 2023.
- 4.16 Members were presented with the current draft timeline, the single assessment framework and the key questions to be considered. It was discussed that the CQC had been holding workshops about this proposed framework and that ASC are holding ongoing discussions with key members of staff about what had been done well, what could improve and where it had not gone to plan.
- 4.17 Members were pleased to hear about this narrative bank and felt using case studies were important in showing that learning from service users experiences. However, it was also highlighted the concern of the effect of regular inspections on staff in terms of extra strain and anxiety.
- 4.18 Following a request from the Panel Members, Officers agreed that the feedback from various service user groups could be circulated, with any relevant data protection measures being in place.

## **5. Work Programming**

- 5.1 The Performance Review Panel terms of Reference set out a clear work programming relationship with Scrutiny. While the panels are responsible for setting their own work programmes, the Scrutiny committee may suggest additional topics for the Panels to consider.
- 5.2 As outlined previously, day to day performance monitoring takes place as standard throughout meetings of the performance review panels. The work programmes represent more in depth pieces of work on specific topics.
- 5.3 The forward work programmes for each committee are set out below, along with an overview of performance indicators for each service. As per the recommendations for this paper, members of the Scrutiny Committee are invited to discuss potential future items for discussion at the panels.

## **Children's Performance Review Panel**

The following plan was agreed:

14 <sup>th</sup> July	Performance of Children's Services vital signs / edge of care decreasing the rate of LAC per 1000 of the 0-17 population
15 <sup>th</sup> September	Percentage of cases with a current exploitation risk level below the original level of risk recorded at initial screening
29 <sup>th</sup> November	Performance of Children's Services vital signs / appropriate places for all children in care

## **Adult's Performance Review Panel**

The following plan was agreed:

29 <sup>th</sup> September	NCC Internal Mock inspection – key risks and challenges NCC Quality Strategy
29 <sup>th</sup> November	Briefing on development of the ICS transformation Equalities and carers
29 <sup>th</sup> September	Quality of social work casework

## **6. Financial Implications**

6.1 None identified

## **7. Resource Implications**

7.1 **Staff:** None identified

7.2 **Property:** None identified

7.3 **IT:** None identified

## **8. Other Implications**

8.1 **Legal Implications:** None identified

8.2 **Human Rights Implications:** None identified

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

**8.4 Data Protection Impact Assessments (DPIA):** N/A

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

**8.6 Sustainability implications (where appropriate):** N/A

**8.7 Any Other Implications:** None identified

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

9.1 N/A

## **10. Select Committee Comments**

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

## **11. Recommendations**

To:

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

## **12. Background Papers**

12.1 None

### **Officer Contact**

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# Scrutiny Committee

Item No: 10

**Report Title:** Scrutiny Committee Forward Work Programme

**Date of Meeting:** 20 July 2022

**Responsible Cabinet Member:** None

**Responsible Director:** Director of Governance

## Executive Summary

This paper sets out the current forward work programme for the Scrutiny Committee, outlining committee dates and agreed items.

## Recommendations

Members of the committee are asked to:

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

## 1. Background and Purpose

- 1.1 Members of the Scrutiny Committee took part in a work programming session held on the 16 May 2022, discussing proposed items for the Committee to consider through until March 2023.
- 1.2 The work programme attached is amended frequently to better reflect officer pressures and changes to the Cabinet forward plan of decisions.
- 1.3 All topics are subject to change, with the committee remaining flexible to ensure the ability to adapt to emerging and urgent topics for consideration.

## 2. Proposal

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



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

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

### **4. Financial Implications**

- 4.1 None

### **5. Resource Implications**

#### **5.1 Staff:**

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

#### **5.2 Property:**

None

#### **5.3 IT:**

None

### **6. Other Implications**

#### **6.1 Legal Implications:**

None

#### **6.2 Human Rights Implications:**

None

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

None

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

None

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

None

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

None

## **6.7 Any Other Implications:**

None

## **7. Risk Implications / Assessment**

7.1 None

## **8. Select Committee Comments**

8.1 None

## **9. Recommendations**

Members of the Scrutiny Committee are asked to:

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

## **10. Background Papers**

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

### **Officer Contact**

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## Scrutiny Committee Forward Work Programme

<b>Date</b>	<b>Report</b>	<b>Further notes/Comments</b>	<b>Better Together for Norfolk - Strategic Goal(s)*</b>	<b>Cabinet Member</b>	<b>Exec Director</b>
<b>20/07/22</b>	Strategic and Financial Planning 2023-24	Agreed by the Scrutiny Committee at the meeting held on the 20 April 2022	- A Vibrant and Sustainable Economy	Cllr Andrew Jamieson, Cabinet Member for Finance	Simon George, Executive Director of Finance and Commercial Services
	Performance Review Panels – Quarterly Update	Agreed by the Scrutiny Committee at the meeting held on 21 July 2021	- Better Opportunities for Children and Young People - Healthy, Fulfilling and Independent Lives	Cllr Bill Borrett, Cabinet Member for Adult Social Care, Public Health and Prevention & Cllr John Fisher, Cabinet Member for Children’s Services	James Bullion, Executive Director of Adult Social Care & Sarah Tough, Executive Director of Children’s Services
<b>25/08/22</b>	No formal items scheduled				
<b>22/09/22</b>	Norfolk Rural Strategy – Impact on Market Towns	Agreed by the Scrutiny Committee at the work programming	- A Vibrant and Sustainable Economy	Cllr Graham Plant, Deputy Leader and Cabinet Member for	Tom McCabe, Executive Director of Community and

		meeting held on Monday 16 May 2022		Growing the Economy	Environmental Services
	Norfolk Bus Service Improvement Plan	Agreed by the Scrutiny Committee at the work programming meeting held on Monday 16 May 2022	<ul style="list-style-type: none"> <li>- A Greener, More Resilient Future</li> <li>- A Vibrant and Sustainable Economy</li> <li>- Better Opportunities for Children and Young People</li> <li>- Healthy, Fulfilling and Independent Lives</li> </ul>	Cllr Martin Wilby, Cabinet Member for Highways, Infrastructure and Transport	Tom McCabe, Executive Director of Community and Environmental Services
<b>19/10/22</b>	Strategic and Financial Planning 2023-24	Agreed by the Scrutiny Committee at the meeting held on the 20 April 2022	<ul style="list-style-type: none"> <li>- A Vibrant and Sustainable Economy</li> </ul>	Cllr Andrew Jamieson, Cabinet Member for Finance	Simon George, Executive Director of Finance and Commercial Services
	Performance Review Panels – Quarterly Update	Agreed by the Scrutiny Committee at the meeting held on 21 July 2021	<ul style="list-style-type: none"> <li>- Better Opportunities for Children and Young People</li> <li>- Healthy, Fulfilling and Independent Lives</li> </ul>	Cllr Bill Borrett, Cabinet Member for Adult Social Care, Public Health and Prevention & Cllr John Fisher, Cabinet Member for Children's Services	James Bullion, Executive Director of Adult Social Care & Sarah Tough, Executive Director of Children's Services

<b>23/11/22</b>	Review of Norfolk Flood Prevention Activity	Agreed by the Scrutiny Committee at the work programming meeting held on Monday 16 May 2022	- A Greener, More Resilient Future	Cllr Martin Wilby, Cabinet Member for Highways, Infrastructure and Transport	Tom McCabe, Executive Director of Community and Environmental Services
	Nutrient Neutrality	Agreed by the Scrutiny Committee at the work programming meeting held on Monday 16 May 2022	- A Greener, More Resilient Future	Cllr Eric Vardy, Cabinet Member for Environment and Waste	Tom McCabe, Executive Director of Community and Environmental Services
<b>14/12/22</b>	National Grid – Impact on Norfolk Communities of New Route of Pylons Running from Norwich to Tilbury	Agreed by the Scrutiny Committee at the work programming meeting held on Monday 16 May 2022	- A Greener, More Resilient Future - Strong, Engaged and Inclusive Communities	Cllr Martin Wilby, Cabinet Member for Highways, Infrastructure and Transport	Tom McCabe, Executive Director of Community and Environmental Services
	Update from the Chair of the Norfolk Countywide Community Safety Partnership	Standing item	- Strong, Engaged and Inclusive Communities	None	Tom McCabe, Executive Director of Community and Environmental Services
<b>26/01/22</b>	Performance Review Panels – Quarterly Update	Agreed by the Scrutiny Committee at the meeting held on 21 July 2021	- Better Opportunities for Children and Young People	Cllr Bill Borrett, Cabinet Member for Adult Social Care,	James Bullion, Executive Director of Adult Social Care

			- Healthy, Fulfilling and Independent Lives	Public Health and Prevention & Cllr John Fisher, Cabinet Member for Children's Services	& Sarah Tough, Executive Director of Children's Services
	Education Health and Care Plans	Agreed by the Scrutiny Committee at the work programming meeting held on Monday 16 May 2022	- Better Opportunities for Children and Young People	Cllr John Fisher, Cabinet Member for Children's Services	Sarah Tough, Executive Director of Children's Services
<b>15/02/22</b>	Scrutiny Committee 2023-24 Budget scrutiny	Standard budget setting process	<ul style="list-style-type: none"> <li>- A Vibrant and Sustainable Economy</li> <li>- Better Opportunities for Children and Young People</li> <li>- Healthy, Fulfilling and Independent Lives</li> <li>- Strong, Engaged and Inclusive Communities</li> <li>- A Greener, More Resilient Future</li> </ul>	Cllr Andrew Jamieson, Cabinet Member for Finance	Simon George, Executive Director of Finance and Commercial Services

<b>22/03/22</b>	Quality of Care – Overview of the Care Market in Norfolk	Agreed by the Scrutiny Committee at the work programming meeting held on Monday 16 May 2022	- Healthy, Fulfilling and Independent Lives	Cllr Bill Borrett, Cabinet Member for Adult Social Care, Public Health and Prevention	James Bullion, Executive Director of Adult Social Care
<b>20/04/22</b>	Performance Review Panels – Quarterly Update	Agreed by the Scrutiny Committee at the meeting held on 21 July 2021	- Better Opportunities for Children and Young People - Healthy, Fulfilling and Independent Lives	Cllr Bill Borrett, Cabinet Member for Adult Social Care, Public Health and Prevention & Cllr John Fisher, Cabinet Member for Children's Services	James Bullion, Executive Director of Adult Social Care & Sarah Tough, Executive Director of Children's Services
	Provision of Extracurricular Activity for Norfolk Children	Agreed by the Scrutiny Committee at the work programming meeting held on Monday 16 May 2022	- Better Opportunities for Children and Young People	Cllr John Fisher, Cabinet Member for Children's Services	Sarah Tough, Executive Director of Children's Services

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

- *A Vibrant and Sustainable Economy*
- *Better Opportunities for Children and Young People*
- *Healthy, Fulfilling and Independent Lives*

- *Strong, Engaged and Inclusive Communities*
- *A Greener, More Resilient Future*

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

**Issues to be considered for addition to work programme:**

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