

Cabinet

Date: **Wednesday 12 January 2022**

Time: **10 am**

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

Membership

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

Advice for members of the public:

This meeting will be held in public and in person.

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

https://www.youtube.com/channel/UCdyUrFjYNPfpq5psa-LFIJA/videos?view=2&live_view=502

However, if you wish to attend in person it would be most helpful if, on this occasion, you could indicate in advance that it is your intention to do so. This can be done by emailing committees@norfolk.gov.uk where we will ask you to provide your name, address and details of how we can contact you (in the event of a Covid-19 outbreak). Please note that public seating will be limited.

Councillors and Officers attending the meeting will be taking a lateral flow test in advance. They will also be required to wear face masks when they are moving around the room but may remove them once seated. We would like to request that anyone attending the meeting does the same to help make the event safe for all those attending. Information about symptom-free testing is available [here](#).

A g e n d a

1 To receive any apologies.

2 Minutes

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To confirm the minutes from the Cabinet Meeting held on Monday 6 December 2021

3 Members to Declare any Interests

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

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

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

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

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

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

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

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

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

6 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by 5pm on **Friday 7 January 2022**. For guidance on submitting a public question, view the Constitution at <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee>.

Any public questions received by the deadline and the responses will be published on the website from 9.30am on the day of the meeting and can be viewed by clicking this link once uploaded: [Click here to view public questions and responses](#)

7 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by 5pm on **Thursday 6 January 2022**.

Please note the change in deadline for Local Member Questions.

8 ASSD Service Review – Transformation and Prevention in Adult Social Care

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Report by the Executive Director of Adult Social Services

9 Admission Arrangements for the School Year 2023/24

Page 85

Report by the Executive Director of Children's Services

10 Reports of the Cabinet Member Delegated Decisions made since the last Cabinet meeting:

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

Decision by the Cabinet Member for Adult Social Care, Public Health and Prevention

- [Use of the Department for Health and Social Care Workforce Recruitment and Retention Grant](#)

Decision by the Cabinet Member for Highways, Infrastructure and Transport

- [Cringleford - Intwood Road & Colney Lane Area Waiting Restrictions and Pay & Display](#)
- [Bus Recovery Grant \(BRG\)](#)
- [Norwich – A1242 Thorpe Road - Norwich Rail Station Mobility Hub improvements](#)

Decision by the Cabinet Member for Environment and Waste

- [Materials Recovery Facility – Contract Extension](#)

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Date Agenda Published: 4 January 2022



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Cabinet

Minutes of the Meeting held on Monday 6 December 2021 in the Council Chamber, County Hall, at 10am

Present:

Cllr Andrew Proctor	Chairman. Leader & Cabinet Member for Strategy & Governance.
Cllr Graham Plant	Vice-Chairman and Cabinet Member for Growing the Economy.
Cllr Margaret Dewsbury	Cabinet Member for Communities & Partnerships.
Cllr Tom FitzPatrick	Cabinet Member for Innovation, Transformation & Performance.
Cllr Andrew Jamieson	Cabinet Member for Finance.
Cllr Greg Peck	Cabinet Member for Commercial Services & Asset Management.
Cllr Martin Wilby	Cabinet Member for Highways, Infrastructure & Transport.

Executive Directors Present:

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

Cabinet Members and Executive Directors formally introduced themselves.

1 Apologies for Absence

- 1.1 Apologies were received from Cllr Andy Grant.

2 Minutes from the meeting held on Monday.

- 2.1 Cabinet agreed the minutes of the meeting held on Monday 8 November 2021 as an accurate record of the meeting.

3 Declaration of Interests

- 3.1 Cllr Peck, The Cabinet Member for Commercial Services and Asset Management declared an interest as a director of Repton Property Developments Ltd in relation to item 19, Disposal, Acquisition and Exploitation of property.
- 3.2 The Chairman declared an interest as a director of Repton Property Developments Ltd in relation to item 19, Disposal, Acquisition and Exploitation of property.

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

4.1 No matters were referred to Cabinet.

5 Items of Urgent Business

- 5.1 The Social Care white paper had been published by Government. The Cabinet Member for Adult Social Care, Public Health and Prevention spoke about this:
- The Council welcomed the white paper “People at the Heart of Care”, with its 10-year vision for people in social care. It included a focus on choice, control, quality and fairness. Initiatives in the paper included supporting the workforce, developing housing, improving advice and increasing use of technology. These were in line with the Promoting Independence Strategy which had been in place in Adult Social Care for a number of years.
 - The commitment of £1.7bn over 3 years to support this was welcome. Details on allocation of this funding and what this would mean for Norfolk people was awaited.
 - The introduction of assurance for Adult Social Care, due to start in 2023, was welcomed, and steps had been taken to review performance and support conditions so that the Council were in the position to provide good services for people in Norfolk
 - Norfolk County Council called on the Government to make clear how the new means testing system would work and how expectations on setting a fair price for care would work so people funding their own care and care providers would be clear on how changes would affect them
 - The Council welcomed the white paper but were aware that Adult Social Care would be under pressure over the next two years. Proposals in the paper would not address wage levels needed to attract people to work in social care and councils were not able to resolve this on their own

6 Public Question Time

6.1 The list of public questions and the responses is attached to these minutes at Appendix A.

7 Local Member Questions/Issues

7.1 The list of Local Member questions and the responses is attached to these minutes at Appendix B.

- 7.2.1 Cllr Alexandra Kemp asked a supplementary question:
- Cllr Kemp felt the answer to her substantive question was out of touch as the West Winch development was not well supported by local residents and no one supported commencement before the bypass was built
 - The answer to her substantive question said that withdrawing the county site would jeopardise delivery of the scheme however Cllr Kemp felt it made sense to keep the site as a farm, stating it could not be developed due to the gas main and as it was designated as green infrastructure
 - She asked, due to the increase, in mental health whether the Cabinet Member could approach the mental health trust to discuss having this site as a care farm. This would provide a facility closer to King’s Lynn than the one at West Walton.

- 7.2.2 The Cabinet Member for Commercial Services and Asset Management replied that the Council were in discussion with King's Lynn and West Norfolk Borough Council about including the site in the 4000-property housing development which would also include a health centre, sports facilities, allotments, a school and early years childcare and would support with development of the West Winch road. A potential care farm had just been announced in the West of the county and other sites in the West of the County estate were being sought for this type of development.

8. Domestic Abuse – Norfolk's Safe Accommodation and Support Strategy

- 8.1.1 Cabinet received the report setting out the actions Norfolk County Council has taken to prepare for the implementation of the Domestic Abuse Act 2021 and presents the Support in Safe Accommodation Strategy for Norfolk 2021-24.
- 8.1.2 The Executive Director for Adult Social Services introduced the report to Cabinet:
- This was an important area of service delivery
 - Since the Domestic Abuse Act 2021 came into effect in April 2021, it was a key action to promote awareness, protect victims and families and respond to perpetrators of domestic abuse.
 - At the time of writing the report there were 11,500 domestic abuse crimes a year, which was a 20% increase from the previous year, 2020-21. Domestic abuse made up 20% of all crimes in the county.
 - The report focussed on accommodation support, with the Support in Safe Accommodation Strategy due to be launched in January 2022 if Cabinet agreed the proposals.
 - There was over £2m investment in this area
- 8.1.3 The Cabinet Member for Adult Social Care, Public Health and Prevention introduced the report to Cabinet:
- The key aims of the strategy were, increasing the amount and flexibility of safe accommodation, improving engagement with victim-survivors of domestic abuse, improving quality of support and safe accommodation, supporting children in safe accommodation and improving intelligence.
 - The proposals set out in the report were a step change in understanding and the facilities and support available to people.
 - The Cabinet Member for Adult Social Care, Public Health and Prevention asked Cabinet to endorse the report and moved the recommendations as set out in the report.
- 8.2 The Chairman noted the responsibilities of the upper tier local authority which were set out in the report and that information in the report linked this strategy to the Better Together for Norfolk Strategy.
- 8.3 The Cabinet Member for Children's Services noted the impact on children living in families affected by domestic abuse and was pleased to see the support for children outlined in the report.
- 8.4 The Cabinet Member for Innovation, Transformation and Performance noted that a multi agency approach was important to prevent people "falling through the cracks".

- 8.5 Cabinet **RESOLVED** to:
- a) Acknowledge the document as a draft that has been consulted on by key stakeholders as part of now Department of Levelling Up, Housing and communities (DLUHC) recommendations to consult (26th October – end November 2021)
 - b) Give approval for the Support in Safe Accommodation Strategy for Norfolk 2021-24, as a finalised version, to be submitted to DLUHC on January 5th 2022 as per government guidance
 - c) Approve the allocation of MHCLG (Ministry for Housing, Communities and Local Government) grant funding as set out in the Delivery Plan as part of the strategy document

8.6 Evidence and Reasons for Decision

Legislation has come into effect which requires Tier 1 Local Authorities to undertake a Needs Assessment of accommodation and support for victims of domestic abuse (DA) and their families. This includes all victims of DA who need to reside in relevant accommodation (safe accommodation) and those that require highly specialist support as well as accommodation and support for those who access Norfolk services from out of county. Norfolk commissioned NODA to undertake the needs analysis which forms the basis of the Support in Safe Accommodation Strategy.

The Needs Assessment provides a comprehensive analysis which evidences need and provision in Norfolk and highlights the gaps in service. The Support in Safe Accommodation Strategy for Norfolk seeks to address the shortfalls in support and accommodation services for victims-survivors with a joined up, evidence-based response to address those gaps.

8.7 Alternative Options

Undertaking the needs analysis and enacting a Support in Safe Accommodation Strategy for Norfolk 2021-24 is a requirement of the Act 2021 and is consistent with the Council's strategic approach to supporting victim-survivors of DA.

We have no option other than to comply with the duty and to do so is the right approach and consistent in the County's existing corporate Together for Norfolk Strategy.

9 Adult Social Care Winter Plan

- 9.1.1 Cabinet received the report setting out the winter plan for Norfolk, outlining the unprecedented challenges faced by Social Services and the practical solutions being put in place to manage these challenges.
- 9.1.2 The Executive Director for Adult Social Services introduced the report to Cabinet:
- The Winter Plan built on contingency arrangements in place during the Covid-19 pandemic.
 - Joint funding to the NHS and council from the Better Care Fund could be used to support the plan.
 - Direct funding for the social care workforce had been received in 2021; the use of this funding had been agreed by The Cabinet Member for Adult

Social Care, Public Health and Prevention.

- 9.1.3 The Cabinet Member for Adult Social Care, Public Health and Prevention introduced the report to Cabinet:
- The Winter Plan had been to the Health and Wellbeing Board for discussion who unanimously agreed to support it. It was a system wide plan for health and social care.
 - It was a difficult time for health and social care services; it was 2 years into the Covid-19 pandemic and an increase in demand was expected due to flu and winter health conditions. There was also deferred demand caused by people having put off seeking care for health conditions during the pandemic, which would cause further pressure
 - The help of the public would be needed to support the plan, such as by people receiving booster jabs, carrying out social distancing and wearing masks in crowded places.
 - Health and social care staff had been working very hard over the challenging past 2 years of the pandemic and the Cabinet Member for Adult Social Care, Public Health and Prevention thanked them for their work during this time.
 - The Cabinet Member for Adult Social Care, Public Health and Prevention moved the recommendations as set out in the report
- 9.2 The Chairman endorsed the Cabinet Member for Adult Social Care, Public Health and Preventions comment, recognising the hard work of staff in health and social care.
- 9.3 The Vice-Chairman referenced page 116 of the report which set out the difficulties being experienced in the service, such as workforce shortages in Adult Social Care; there were 14,000 vacancies in the care sector in Norfolk, highlighting the need for the public to take care and follow Covid safety guidelines.
- 9.4 The Cabinet Member for Innovation, Transformation and Performance reflected on the challenges around filling the social care vacancies, noting the important role of these staff.
- 9.5 The Chairman pointed out the statistics set out in paragraph 2.3 of the report onwards about the work carried out by Adult Social Care to support people in Norfolk. These statistics highlighted the need for staff in this sector and for individuals to do what they could to support the sector.
- 9.6 Cabinet **RESOLVED** to agree the Adult Social Care Winter Plan for 2021/22
- 9.7 **Evidence and reasons for decision**
- N/A
- 9.8 **Alternative Options**
- None identified
10. **Norfolk Strategic Infrastructure Delivery Plan (NSIDP) 2021**

- 10.1.1 Cabinet received the report setting out the Norfolk Strategic Infrastructure Delivery Plan 2021 which was a shared plan containing Norfolk's high-level strategic infrastructure priorities for the next 10 years, pulling together information on key projects needed to support planned development and deliver economic growth in Norfolk.
- 10.1.2 The Cabinet Member for Highways, Infrastructure and Transport introduced the report to Cabinet:
- The Norfolk Strategic Infrastructure Delivery Plan 2021 pulled together information on key strategic infrastructure projects needed to deliver economic growth in Norfolk
 - The projects in the plan were focussed on transport, utilities, regeneration and sustainability and aligned with the council's priority for improved infrastructure the ambition of the New Anglia Local Enterprise Partnership, Norfolk and Suffolk Economic Strategy, Economic Renewal Plan, District Council Local Plans and the Norfolk Strategic Planning Framework. They were also in sync with the Government's Build Back Better Plan and would deliver infrastructure to help deliver the ambitions of levelling up and supporting the transition to Net Zero.
 - Future versions of the plan would reflect recent publications such as the Net Zero Strategy and Decarbonisation Transport Plan
 - There were 17 projects where local authorities were leading which would facilitate the delivery of 31,000 new homes and 11,000 new jobs
 - The plan provided a clear message of Norfolk's priorities to the government; the Norfolk Strategic Infrastructure Delivery Plan 2021 had been included as a case study for best practice in supporting housing and infrastructure needs by the Town and Country Planning Association
 - The plan was a working document to be reviewed annually as new information became projects progressed to delivery
 - The Cabinet Member for Highways, Infrastructure and Transport moved the recommendations set out in the report
- 10.2 The Vice-Chairman noted that the plan set out a strong ambition for Norfolk to develop infrastructure and meet net zero targets; all the key infrastructure coming forward in 2021-22 were key schemes which would make Norfolk a better place to live and work
- 10.3 The Cabinet Member for Innovation, Transformation and Performance noted the importance of digital connectivity for residents to live lives equal to those in other parts of the country and to the tourism industry in Norfolk. Better Broadband for Norfolk had increased superfast broadband through working with partners from 42% to 96%. Upcoming developments included funding to invest in Project Gigabyte, which would provide connectivity development in rural areas of Norfolk, and planning reforms which would support rapid roll out of 4G and 5G mobile technology.
- 10.4 The Cabinet Member for Adult Social Care, Public Health and Prevention noted that the plan demonstrated how well councils in Norfolk were working together to deliver infrastructure in Norfolk. He was pleased to see the Attleborough Link Road included in the list of schemes.
- 10.5 The Cabinet Member for Finance was pleased to note the strength of the Council's commitment to putting infrastructure in place to support residents'

needs, particularly in the West of Norfolk.

- 10.6 The Chairman noted the level of partnership working which had gone into this piece of work in response to the Norfolk Growth Agenda including housing and employment but also other areas such as digital development. He hoped that this plan would form part of a county deal for Norfolk for the future
- 10.7 Cabinet **RESOLVED**:
1. To approve the 2021 Norfolk Strategic Infrastructure Delivery Plan 2021 (NSIDP)
 2. To support the continued production of NSIDP, together with annual review

10.8 **Evidence and Reasons for Decision**

None

10.9 **Alternative Options**

None

11. Transport for Norwich Strategy Review

- 11.1.1 Cabinet received the report summarising the outcome of the consultation into the draft new Transport for Norwich Strategy, the changes made to the strategy and the final version of the strategy recommended for adoption.
- 11.1.2 The Cabinet Member for Highways, Infrastructure and Transport introduced the report to Cabinet:
- A new Transport for Norwich Strategy had been prepared in collaboration with Broadland District Council, Norwich City Council and South Norfolk Council.
 - A public consultation had been undertaken on the draft strategy and supporting environmental reports. The Cabinet report summarised the outcome of the consultation and the proposed changes to the strategy.
 - The outcome of the consultation showed broad support, with the key issues from written and online responses focussing on the relationship of Norwich to the surrounding areas, the need to support the vitality of the city and ensuring implementation considered the needs of users of the city. Many views related to implementation of the strategy and would help develop the action plan.
 - The findings of the consultation, including proposed changes arising from the consultation, had been reported to the Greater Norwich Development Partnership on the 15 November 2021, the Infrastructure and Development Select Committee on the 17 November 2021 and the Transport for Norwich Joint Committee on the 18 November 2021.
 - The Cabinet Member for Highways, Infrastructure and Transport moved the recommendations as set out in the report
- 11.1.3 The Vice-Chairman noted that the outcome of the consultation showed this work was wanted in the Norwich area and thanked everyone involved in this piece of work.

11.2 Cabinet **RESOLVED** to adopt the Transport for Norwich Strategy, which incorporates changes arising from the consultation feedback, as set out in Appendix 2

11.3 Evidence and Reasons for Decision

See part 4 of the Cabinet report.

11.4 Alternative Options

An alternative option would be to make no changes to the consultation version of the Transport for Norwich Strategy. This option is not preferred as it does not draw on evidence and comments received through the consultation to shape and refine the final version of the strategy.

12. Norfolk Rural Economic Strategy 2021-4

12.1.1 Cabinet received the report setting out the Norfolk Rural Strategy 2021-24 which provided an evidence base and the priority themes to deliver our vision of “inclusive, sustainable communities with a dynamic, connected economy and healthy natural environment, able to meet the needs of all rural residents and visitors”.

12.1.2 The Vice-Chairman introduced the report to Cabinet:

- The Norfolk Rural Economic Strategy contributed to the aims of Better Together for Norfolk by focussing on economic issues affecting Norfolk’s rural communities.
- The Strategy had been produced by public, private and community sector partners and was refreshed every three years to take account of Government policy developments and national and local trends.
- The strategy would provide an evidence base for issues to make a case to Government such as fairer funding for rural areas and developing programmes to respond to Government policy and draw down funding.
- Section 1.2 of the report outlined successes since 2013, including the Food Innovation Centre and a range of rural funding programmes such as the 7 year LEADER programme, managed by the Council, which helped rural businesses diversify and had seen over 200 jobs contracted and more than £9m funding awarded.
- Some recent developments in policy were discussed at paragraph 1.3 of the report such as recovery from the pandemic, drive to Net Zero and the move from EU to UK based funding to drive economic growth.
- The strategy would compliment wider strategies such as the Norfolk Investment framework which had been agreed by Cabinet in August 2021 and would look at investment priorities across Norfolk to help deliver priorities.
- The steering group would work with the New Anglia Local Enterprise Partnership on a new economic plan and on the delivery plan of the New Anglia Agri-Food Industry Council, to ensure joined up working. Paragraph 1.6 of the report outlined that the steering group had a broad membership reflecting priority themes of the public sector, business, Community Action Norfolk and Thematic Leads for Skills and Digital Connectivity.
- The vision and key themes of the strategy were shown at paragraph 2.1 and 2.2 of the report respectively.

- The six priorities of the strategy were: New Rural Economy and Market Towns; World Class environment and the Green Economy; Community Resilience; Skills and Rural Innovation; Digitalisation and Technology Adoption; and Modern Infrastructure.
 - The Vice-Chairman moved the recommendations as set out in the report
- 12.2 The Cabinet Member for Finance endorsed the report noting it built on themes in Better Together for Norfolk and that the Council would work with partners to deliver aspirations through building on existing schemes such as the LEADER programme. Promotion of sustainable tourism was an example of how Norfolk County Council was enabling a broad range of partners to come together to achieve outcomes for public good.
- 12.3 The Cabinet Member for Innovation, Transformation and Performance pointed out that it was important to ensure good, skilled jobs were available and that the County was taking part in levelling up; this strategy would provide such opportunities.
- 12.4 The Cabinet Member for Adult Social Care, Public Health and Prevention noted the importance of this strategy as Norfolk was a rural county; joint working showed councils throughout Norfolk were working together on the same issues.
- 12.5 The Chairman noted links throughout the strategy to Better Together for Norfolk and that Norfolk County Council had been the enabler for joint working; this strategy could be part of the foundation work to achieve a county deal for Norfolk.
- 12.7 Cabinet **RESOLVED** to:
1. Approve the Norfolk Rural Economic Strategy 2021-24
 2. Note that a Delivery Plan for the Strategy will be developed once the Government's guidance on the UK Shared Prosperity Fund has been published.
- 12.8 **Evidence and Reasons for Decision**
- This is the third iteration of this partnership Strategy, each one responding to updated circumstances, such as a new national policy framework, and, this time round, the impact of the pandemic.
- A refreshed evidence base, and online data dashboard that will be regularly updated, are also being provided, and will be used to advocate for and secure funding for the Strategy's priorities.
- There was strong support for the Strategy's themes and priorities from the stakeholder consultation – both from the three engagement webinars (involving more than 60 individuals and organisations) and the online survey, which received 98 respondents.
- 12.9 **Alternative Options**
- We could subsume rural economic development into the broader Norfolk Investment Framework, but this would lose the long-standing stakeholder partnership and broad expertise provided by the Steering Group.

There are also specific challenges that this Strategy and the Steering Group are best suited to champion and progress, such as challenges for market towns across the county and the implementation of project proposals that target specific rural circumstances, such as ELMS.

The Council supports the delivery of the current Strategy, with some dedicated officer time from the Growth and Development team.

13. Digital Inclusion Strategy

13.1.1 Cabinet received the report setting out the Digital Inclusion Strategy which supported the outcomes of “Better Together for Norfolk” by enabling residents to have digital skills for work, life, engaging with their communities and accessing information and resources to thrive in today’s digital world.

13.1.2 The Cabinet Member for Communities and Partnerships introduced the report to Cabinet:

- The existing Strategy was agreed in 2018 and targeted groups in the population who were at a higher risk of digital exclusion.
- Over the last few years, the digital landscape had changed rapidly, and the strategy therefore needed to be reviewed to meet the needs of residents. Some people did not use connectivity due to cost, lack of ability or skill and lack of services on offer. This strategy offered ways to help people overcome barriers such as distributing devices to schools, digitally excluded and low-income adults and voluntary and social enterprise organisations and a scheme for people to rent MiFi dongles through Library Networks and schools to test connectivity and build their confidence or use it for specific tasks such as applying for a job or studying. The Council would work with partners to support children and young people at risk of digital exclusion and would help businesses by providing support from the Business and Intellectual Property Centres.
- It was an aim of the strategy to ensure everyone had equality of opportunity to access and use digital devices, develop digital skills for work and life, and have access to resources so that no one would feel excluded.
- The Cabinet Member for Communities and Partnerships moved the recommendations as set out in the report.

13.1.3 The Cabinet Member for Innovation, Transformation and Performance further commented:

- This strategy was to help address digital exclusion. The Cabinet Member for Innovation, Transformation and Performance paid tribute to officers for their work on the strategy and work carried out by officers in Information Management Technology and outreach officers.
- The innovation network in Norfolk was the biggest in the country. It was important to ensure residents and businesses benefited from these developments to ensure they were able to communicate and apply for jobs

13.2 The Vice-Chairman noted that it was important for infrastructure to be in place for people to access technology while also recognising the reasons why people may not access it.

13.3 The Cabinet Member for Children’s Services noted the support for children and

young people in the strategy, and the importance of providing them with opportunities to access digital technology

- 13.4 The Cabinet Member for Adult Social Care, Public Health and Prevention discussed that the covid pandemic had demonstrated the importance of technology to reduce social isolation in older people; he noted the support for older people and carers to access digital services and technology in this strategy such as support for carers to meet people in similar situations. Opportunities for people to trial assistive technology was a key ambition which fit with the promoting independence strategy in adult social care.
- 13.5 The Chairman noted that paragraph 8.6 of the report set out sustainability implications; use of digital technology could help reduce travel and the carbon footprint, tying into the council's Green Agenda.
- 13.6 Cabinet **RESOLVED** to approve the Digital Inclusion Strategy and vision set out in section 2.1 of the report and the full strategy document set out in Appendix 1 of the report

13.7 **Evidence and Reasons for Decision**

There is wide ranging evidence of the impacts of digital inclusion, including papers by a range of government bodies and organisations such as the Good Things Foundation.

It has been widely recognised that the pandemic has resulted in the digitisation of the majority of public and private services, including many health offers and support services provided by the VCSE sector. This further cements the need for Norfolk people to be able to access online and digital services to be able to more fully integrate and interact with the world around them.

13.8 **Alternative Options**

It could be decided to keep the existing strategy as it is and delay any refresh. The impact of this would be to have a less targeted and focussed approach to tackling digital exclusion at a time when the impacts are being even more severely felt. There is a window of opportunity for change where people can clearly see the benefits of digital inclusion and are motivated by this, and as a Council and a County we need to be in a strong position to apply for external funding to further support our digital inclusion initiatives

Digital inclusion is also a key enabler to the prevention and health inequality agendas being pursued by our NHS Integrated Care System (ICS) partners

14. CES Compliance and Enforcement Policy – Annual Review

- 14.1.1 Cabinet received the report setting out the annual review to the CES Compliance and Enforcement policy and associated performance data.
- 14.1.2 The Cabinet Member for Communities and Partnerships introduced the report to Cabinet:
- This annual review of the CES Compliance and Enforcement Policy covered a wide range of regulatory activity and law enforcement. Norfolk County

Council was committed to the principles of Better Regulation as set out in the Regulators' Code.

- Services were committed to protecting Norfolk residents, businesses, the environment and visitors while responding proportionally to address identified non compliances
- The policy covered a range of services, as set out on page 461 of the report
- It ensured enforcement in services was proportionate to the offence, transparent, consistent and met the Equality Act 2010.
- The Cabinet Member for Communities and Partnerships moved the recommendations as set out in the report.

14.2 The Chairman noted the importance of paragraph 2.3 which spoke about ensuring enforcement was proportionate, transparent, consistent and consistent with the Equality Act 2010 and the Council's Equalities Policies.

14.3 Cabinet **RESOLVED** to approve the revised CES Compliance and Enforcement Policy at Appendix A of the report and its annex documents (A-1 to A-6).

14.4 **Evidence and Reasons for Decision**

The Policy provides a framework to ensure that we work in an equitable, practical, and consistent manner in the way we deliver regulatory activities and law enforcement. Norfolk County Council is committed to the principles of better regulation, reducing burdens on business with proportionate responses and ensuring we act to protect and support residents, visitors, businesses, and the environment. A range of enforcement approaches are available to the Council but there is a need to discharge these in a consistent, fair, and transparent way, as well as ensuring that the public or environment is adequately protected.

Appendix B provides enforcement performance information in relation to those regulatory functions covered by the Policy.

14.5 **Alternative Options**

A CES wide Compliance and Enforcement Policy is considered to be the most effective way to demonstrate how CES intends to fulfil its regulatory/legal responsibilities. An alternative option would be for each service area within CES to produce its own policy. However, as described in section 4.1 above, there is need for consistency in overall approach. The format of the draft Policy provides for additional (detailed) protocols where necessary or appropriate.

15. **Progress on the Council's Equality, Diversity & Inclusion Objectives 2020-2023**

15.1.1 Cabinet received the report summarising progress over the last 12 months to deliver against the Council's Equality, Diversity and Inclusion Objectives for 2020-2023, and the Motions agreed by Full Council on 20th July 2020 and 23 October 2020.

15.1.2 The Cabinet Member for Communities and Partnerships introduced the report to Cabinet:

- The report set out work undertaken by the Council over the past year to promote equality, eliminate discrimination and remove barriers to

participation

- A key aim of the Council's plan, Better Together for Norfolk was to promote social mobility and ensure no-one was left behind. The equality inclusion and diversity objectives would play a key role in delivering this.
- In 2019 the Council commissioned an independent review of how the Council worked and to identify strengths and inequalities. There were many areas where Norfolk was excelling nationally on equality inclusion and diversity; for example, children from diverse ethnic backgrounds were doing better in education than in previous years and the attainment gap had narrowed. Gypsy Roma Travellers were achieving better in Norfolk than nationally; nationally they had the lowest outcomes of any ethnic group. Children with special educational needs and disabilities and those with Educational Health and Care Plans performed better than nationally at early years, and pupils with special educational needs and disabilities were more likely to enter employment than nationally.
- The Norfolk Fire and Rescue Service chaired the Eastern Region's equality, inclusion and diversity forum for the last 12 months. This was the first regional forum in the UK and Norfolk leading work to shape innovative strategy in the sector.
- Consultation with 35 seldom heard communities was taking place on fire, water and road traffic safety and the results were being compared to a control group of white British people.
- Equality impact assessments had been completed on 850 Norfolk County Council policies and procedures and opportunities to strengthen inclusion identified
- The Cabinet Member for Communities and Partnerships moved the recommendations as set out in the report.

15.2 The Chairman noted section 2 of the report which set out progress against equality inclusion and diversity objectives, and section 3 which discussed emerging national policy developments for the future. Section 4 looked at actions for the coming months such as work to develop refreshed objectives.

15.3 The Cabinet Member for Innovation, Transformation and Performance noted the importance of ensuring equality of opportunity for all residents, particularly those with disabilities. A particular priority was to ensure that the council's digital web content was accessible to disabled people and people who did not have English as a first language.

15.4 Cabinet **RESOLVED** to:

1. To review and consider the progress made over the last 12 months against the Council's Equality, Diversity and Inclusion (EDI) Objectives 2020-2023.
2. Note that 1 April 2022 to 31 March 2023 is the final year of the EDI action plan and agree that work should take place to develop refreshed objectives for 2023/24 to 2025/26 and associated actions for Cabinet to consider in 2022, in line with the emerging national policy set out in Section 3 of the report and the local evidence base.

15.5 **Evidence and Reasons for Decision**

As set out in the report

15.6 **Alternative Options**

The equality, diversity and inclusion objectives for 2020-23 and the associated key activity areas were agreed by Cabinet in December 2019. Cabinet could decide to change, add or delete an objective or key activity area. This would need to be balanced against the need for the Council to comply with the requirements of the Equality Act 2010.

16. Health, Safety and Well-being Mid-Year Report 2021-22

16.1.1 Cabinet received the report providing data and analysis on the Health, Safety and Well-being mid-year performance of NCC as an employer

16.1.2 The Chairman introduced the report to Cabinet:

- Data was not yet available from the Health and Safety Executive therefore an update on the national benchmark of reportable incidents per 1000 f.t.e would be reported to Cabinet in January 2022.
- Data in the report needed to be looked at in light of the pandemic and its impact on services and individuals; it reflected the relaxation of Covid-19 restrictions and reopening of services, with an increase of incidents being seen as a result.
- The impact of the pandemic was seen in mental health data provided with 37% of absence days lost, reflecting the national picture of increased levels of anxiety and depression.
- Good progress had been made on the actions agreed from the 2020-21 annual report and this was shown in section 3 of the report.
- Key highlights included:
 - **Mental health and wellbeing**; following the reintroduction of Mental Health First Aid training, the number of mental health first aid champions rose to 437. Norfolk Support Line use remained high. Well-being Advisor referrals had increased slightly compared to the same point in 2020 (from 69 to 73) with 60% of referrals related to work, replicating the 2020/21 trend of Norfolk Support Line being primarily used for personal issues and Well-being Advisors for work.
 - **Musculoskeletal absence accounted for 17.2% days lost due to sickness at NCC**; 195 employees in NCC Services and 143 in NCC Schools were referred to the Musculoskeletal Rehabilitation Scheme this year, 2021-22.
 - **Management of health and safety**; the number of reportable incidents had increased compared to the same point last year, 2020-21 (from 0.74 per 1000 f.t.e to 1.14) reflecting services reopening more fully, particularly the reopening of schools. The timeliness of reviewing and signing off incidents had improved with the target being met for 85% of incidents compared to 70% for 2020/21. A number of incidents from previous reporting periods continued to remain open.
- Recommendation 2 asked for all incidents predating 2020 to be closed as meaningful investigation and learning from these was unlikely. However, doing this may mean that statutorily reportable incidents would go unidentified. The Chairman therefore suggested that recommendation 2 be amended to state: “review all open incidents that predate 2020 and report back to Cabinet in 6 months’ time”
- Violence continued to be the biggest cause of incidents and had increased since last year, 2020-21. This may reflect the reopening of educational facilities.

- Manual handling incidents had also increased; most occurred in the fire service reflecting the manual nature of their activity, and in primary schools where incidents were varied and did not suggest a gap in controls.
- Engagement with employee representatives had improved
- Competition of mandatory health and safety was slightly below the 90% target at 83%.
- £326,897 Traded income had been raised so far in 2021-22 which was an increase from last year 2020-21
- The Chairman moved recommendations 1. 3 and 4 as set out in the report, and the amended recommendation 2.

16.2 **Cabinet **RESOLVED**:**

1. HR lead a strategic review of organisational well-being
2. HR to review all open incidents that predate 2020 and report to Cabinet in 6-months' time
3. Executive Directors are asked to support the myOracle transition by ensuring all other open incidents are closed off in a timely way
4. Executive Directors are asked to continue to implement the recommended actions from their individual 2020/21 annual reports

16.3 **Evidence and Reasons for Decision**

N/A

16.4 **Alternative Options**

N/A

17. Corporately Significant Vital Signs

17.1.1 Cabinet received the quarter two report to provide the Cabinet with an update on the Council's performance towards achieving its strategic outcomes as set out in Together, for Norfolk.

17.1.2 The Cabinet Member for Innovation, Transformation and Performance introduced the report to Cabinet

- This report was a review of performance towards strategic outcomes
- Ambitious targets had been set to achieve good outcomes for residents
- The report covered quarter 2 performance which included July to September 2021; national Covid-19 restrictions were lifted during this time. The impact of Covid-19 was seen on the vital signs.
- Five of the six Adult Social Care vital signs were below target due to the pressure on the department, but plans were in place to address this
- Five of the seven vital signs for Children's Services were green and two were amber. The proportion of schools in Norfolk judged good or outstanding was amber, but in an upward trajectory and just below green.
- Six of the seven vital signs in Finance and Commercial Services were green; two were slightly deteriorating but measures were in place to improve these.
- Nine out of fourteen vital signs in Community and Environmental Services were on target and 5 were rated red. Fire safety visits had not been able to be carried out due to the pandemic restrictions but would start up again soon. Libraries had now moved back to in-person activities but remained

affected by existing Covid-19 measures.

- There were three green and three amber vital signs in Strategy and Transformation. Staff absence was below target; new social workers due to start in January 2022 would support towards the vital sign around staff vacancies.
- The Cabinet Member for Innovation, Transformation and Performance moved the recommendations as set out in the report.

17.2 The Chairman noted that the targets which had been set were stretch targets.

17.3 The Cabinet Member for Children's Services discussed that the New Roads project would go live in June 2022 and would hopefully impact on the Children's Services vital signs and help keep children with their families.

17.4 Cabinet **RESOLVED** to:

1. Review and comment on the end of quarter two performance data.
2. Review the considerations and next steps.
3. Agree the planned actions as set out.

17.5 **Evidence and Reasons for Decision**

N/A

17.6 **Alternative Options**

Information report.

18. Risk management

18.1.1 Cabinet received the risk management report setting out corporate risks which continued to be monitored and treated appropriately in line with the council's risk management framework.

18.1.2 The Chairman introduced the report to Cabinet:

- Risk management was a requirement of regulations and part of the Council's Constitution and contributed to achieving corporate objectives, the Council's key priorities and Business Plan and was a key part of the performance management framework.
- The responsibility for adequate and effective risk management function sat with Cabinet, supported by Cabinet Members and delivered by the risk owners as part of the risk management framework.
- This report set out the key messages and latest corporate risks in December 2021.
- The Council continued to work through the implications of the Covid-19 pandemic with an ongoing commitment to safe and sustainable service delivery for citizens and to following the Government's recovery roadmap.
- Joint working between the Risk Management Function and Resilience Team had been carried out to prepare for winter 2021-22.
- Corporate risks continued to be monitored and treated in line with the risk management framework with risk-based decisions supporting the Council's recover.
- **RM031, NCC Funded Children's Services Overspend:** this risk was proposed to increase to 25 due to the projected overspend in this

department caused by financial pressures from service demand and ongoing Covid-19 related uncertainties

- **RM032a:** this risk had been refreshed as RM032b had previously been closed. The refreshed risk would be RM032, “Capacity to manage multiple disruptions to business” and would cover potential internal threats such as loss of IMT and power, and external impacts such as supporting the countywide response to flooding or pandemic flu.
- **RM034, Supply Chain Interruption;** this was a proposed new corporate risk which would cover disruptions to any of the Council’s key supply chains and was covered on pages 653-4 of the report.
- **RM029, “NCC may not have the employees (or a sufficient number of employees) with critical skills that will be required for the organisation to operate effectively in the next 2-5 years and longer term”;** an update had been provided on this risk by the Director for People to Audit Committee in October 2021, as discussed on page 618, paragraph 7.1 of the report.
- The Chairman asked Cabinet Members to discuss risks set out in appendix C of the report currently at or at risk of a future red rating:
 - **RM029, “NCC may not have the employees (or a sufficient number of employees) with critical skills that will be required for the organisation to operate effectively in the next 2-5 years and longer term”:** The Chairman discussed that this risk was red but due to move to an amber rating in March 2022 due to mitigations put in place.
 - **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”;** The Cabinet Member for Adult Social Care, Public Health and Prevention discussed that funding implications for Adult Social Care was a national issue. The Government white paper had been published and a national insurance increase had been announced; the department would continue to do all it could to encourage central Government to come up with a workable solution to social care
 - **RM031, “NCC Funded Children’s Services Overspend”;** the transformation programme had been impacted on by the Covid-19 pandemic therefore had not progressed as far as planned. Although the number of children in care had reduced, costs were not reducing in line with this as the children remaining in care had a higher level of costs associated. This risk was being worked on
- The Chairman moved the recommendations as set out in the report.

- 18.2 The Vice-Chairman discussed risk RM022b on page 636 of the report, “Implications of Brexit for a) external funding and b) Norfolk businesses”. Cabinet agreed in August 2021 to commission an investment framework to draw down funding and commission projects against framework priorities.
- 18.3 The Cabinet Member for Innovation, Transformation and Performance endorsed the addition of the new risk, noting the importance of protecting against interruption to supply chains.
- 18.4 The Cabinet Member for Finance felt that the new format of the risk management report gave an easy way to read risks and identify issues. The Cabinet Member for Finance pointed out risks RM004, “The potential risk of failure to deliver effective and robust contract management for commissioned

services” and RM0026, “Legal challenge to procurement exercise” noting that the target to reach net zero by 2030 was key to procurement policy.

18.5 Cabinet **RESOLVED** to:

1. To consider and agree the key messages in paragraphs 2.1 and 2.2 of the report and Appendix A of the report containing key changes to corporate risks since the last risk management report in September 2021.
2. To consider and agree the corporate risks as at December 2021 (Appendix C of the report)

18.6 **Evidence and Reasons for Decision**

Not applicable as no decision is being made

18.7 **Alternative Options**

There are no alternatives identified.

19. Disposal, acquisition and exploitation of property

19.1.1 Cabinet received the report aimed at supporting Norfolk County Council (NCC) priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County.

19.1.2 The Cabinet Member for Commercial Services and Asset Management introduced the report to Cabinet:

- As part of corporate management of property and a systematic approach to reviewing the use and future needs of property assets for service delivery there was a continued emphasis on minimising the extent of the property estate retained for operational purpose. There was an aim to reduce net annual property expenditure by £1m over the next 2 years.
- Consideration was also given to the suitability of surplus property assets for reuse or redevelopment to meet service needs that could improve the quality of services for users, address policy areas or improve financial efficiency for the Council, for example, facilitating the supply of assisted living accommodation and other housing solutions for people requiring care, or undertaking re-development to support jobs and growth.
- This meant that as well as continuing with rationalisation of the operational property estate to reduce the number of buildings used by the Council, a commercial approach was adopted over the sale or redeployment of surplus property assets.
- Recommendations for disposals and exploitation of property in this report followed detailed assessment by officers of all available options. The options presented were judged to provide the best return to the Council and, where appropriate, provide community benefits
- **Acle – Land at Mill Farm, Norwich Road (5001/01) (Part):** The adjacent land to the east of this site was sold to Repton Property Developments Ltd who were developing the land. This site was part of the original agreement sale for use by Repton Property Developments Ltd for attenuation ponds and other works to support the development. It was proposed that this area of land be formally declared surplus to County Council use and sold to

Repton Property Developments Ltd subject to agreement of the value.

- **Attleborough – Highway Land at Hargham Road:** This was a small site in freehold ownership of the Council which formed part of the public highway. Following a review by the Director of property and Corporate Property Strategy Group this piece of land had been confirmed as not required for Council use; Repton Property Developments Ltd were interested in purchasing this site and had applied for a stopping up order to remove highway rights
- **Great Yarmouth – The former Lawns Day Care Centre, Caister Road NR30 4DQ (6009/089):** this property, owned freehold by the Council was acquired as part of an adjoining housing with care scheme. The former Lawns Day Care centre was retained by the Council when the rest of the property was transferred to service providers. The former centre was leased to Independence Matters from 2014-2020. Following a review by the Director of property and Corporate Property Strategy Group this piece of land has been confirmed as not required for Council use. It was proposed to offer the freehold to the adjoining owners of the housing with care scheme; if this does not proceed it would be disposed of on the open market through auction or tender.
- **Great Yarmouth – Land at Shrublands, Magdalen Way, Gorleston on Sea NR31 7BP (6009/081C) (part);** this land was in freehold ownership of the County Council. The land in question was a field, part of which was leased to the NHS who had erected a temporary building used as a medical centre. The rest of the field was used by others. Following a review by the Director of property and Corporate Property Strategy Group this piece of land had been confirmed as not required for Council use; the temporary building was at the end of its life and it was proposed to dispose of this land to the NHS to build a new building for medical use. If this did not proceed other options for the site would be explored.
- **Mileham – Former School Site, The Street PE32 2RD (3063/012) And Field, Back Lane, PE32 2PP (3063/011):** These two sites were declared surplus to Council use in 2017 by Business and Property Committee following closure of the school. Properties were in ownership of the Free School Mileham Charity, managed in accordance with a Charity Commission scheme. Norfolk County Council was the only trustee of the charity. The Council was considering whether it should continue to be trustee or if another approach should be taken. Mileham Parish Council wished to become involved in administration of the trust, subject to changes being agreed by the Charity Commission.
- **North Runcton / West Winch - Mill Lane Farm, PE33 0LT (2054/100):** This 51-acre site was part of the County Farms estate. County Farms had agreed that this site could be removed from the County Farms estate. Discussions were being held with King's Lynn and West Norfolk Borough Council around holistic use for this land, and if this did not proceed then it would be disposed of through open market sale by auction or tender.
- **Sedgeford – Former Primary School Ringstead Road, PE36 5NQ (2065/012):** this site was owned by Norfolk County Council and was used as a school until 2020. Children's Services had declared that this site was surplus to their needs. Following a review by the Director of property and Corporate Property Strategy Group this piece of land had been confirmed as not required for Council use. It was proposed to dispose of the site on the open market through auction or tender.

- **Thetford – The former Laburnum Grove Day Care Centre, Elm Road IP24 3HS (3099/059) and adjacent Laburnum Grove Land (3099/056):** this property was a former day centre and land owned by Norfolk County Council, acquired as part of housing with care scheme. This site was retained by the Council when the remainder of the property was transferred to care providers in 1995. The former care centre was leased to Independence Matters from 2014-2020. This site was confirmed as not required for Council use, so it was proposed to offer the freehold to the housing with care scheme; if this did not proceed it was proposed to dispose of it on the open market by auction or tender.
- The Cabinet Member for Commercial Services and Asset Management moved recommendations as set out in report.

19.2 Cabinet **RESOLVED:**

1. To formally declare the Land at Mill Farm, Norwich Road, Acle (5001/01) (Part) surplus to County Council requirements and instruct the Director of Property to dispose of the Land to Repton Property Developments Ltd subject to the agreement of the value in consultation with the Executive Director of Finance and Commercial Services. In the event of the disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
2. To formally declare the Highway Land at Hargham Road, Attleborough surplus to County Council requirements and instruct the Director of Property to dispose of the Land to Repton Property Developments Ltd subject to the agreement of the value in consultation with the Executive Director of Finance and Commercial Services. In the event of the disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
3. To formally declare the former Lawns Day Care Centre, Caister Road, Great Yarmouth NR30 4DQ (6009/089) surplus to County Council requirements and instruct the Director of Property to agree terms and dispose of the land to the adjoining owner. In the event of no agreement then the Director of Property is authorised to sell by auction or tender. In the event of the disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
4. To formally declare the Land at Shrublands, Magdalen Way, Gorleston on Sea, Great Yarmouth NR31 7BP (6009/081C) (part) surplus to County Council requirements and instruct the Director of Property to agree terms and dispose of the land to the NHS. In the event of no agreement then the Director of Property is authorised to sell by auction or tender. In the event of the disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
5. To agree to the County Council relinquishing its trustee role of the Free School, Mileham Charity (charity number 311179) in favour of Mileham

Parish Council subject to the agreement of Mileham Parish Council and the Charity Commission.

6. To formally declare Mill Lane Farm, in North Runcton / West Winch E33 0LT (2054/100) surplus to County Council requirements and instruct the Director of Property to dispose of the property. In the event of the disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
7. To formally declare the Former Primary School Ringstead Road, Sedgeford PE36 5NQ (2065/012) surplus to County Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance & Commercial Services and Cabinet Member for Commercial Services & Asset Management is authorised to accept the most advantageous offer.
8. To formally declare the former Laburnum Grove Day Care Centre, Elm Road IP24 3HS (3099/059) and adjacent Laburnum Grove Land (3099/056) surplus to County Council requirements and instruct the Director of Property to agree terms and dispose of the land to the adjoining owner. In the event of no agreement then the Director of Property is authorised to sell by auction or tender. In the event of the disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.

19.3 Evidence and Reasons for Decision

Property disposals will provide capital receipts for the council to support the capital programme and hence service delivery. The County Council will apply the capital receipts to meet its priorities.

19.4 Alternative Options

Declaring sites and land holdings surplus is a result of the sites no longer being required for service delivery. The alternative would be to retain resulting in incurring holding costs for an asset that is not contributing to service delivery.

20. Mid-Year Treasury Management Monitoring Report 2021-22

- 20.1.1 Cabinet received the report and the attached annex providing details of the 2021-22 treasury activities and highlighting compliance with policy and strategy previously approved in relation to treasury management.
- 20.1.2 The Cabinet Member for Finance introduced the report to Cabinet:
 - The mid-year treasury management monitoring report set out how the Council had performed to date against its treasury management and capital borrowing strategies 2021-22 with an aim to maintain cash, borrowing and investment levels that remained within the prudential indicators outlined in the treasury management strategy paper 2021-22 ensuring compliance with the treasury management code and its principles of security liquidity and yield

- The plan for 21 -22 was for £110m new borrowing and as at 30 September 2021, £60m had been borrowed, mostly in July 2021 when there was a dip in the long-term borrowing rates.
- Since the report was published the remaining £50m had been borrowed in November 2021 where there was a further dip in the long-term interest to below 1.6%
- Reducing long term borrowing required at lower, fixed term interest rates had reduced exposure to interest rate rises and led to £0.5m savings on interest payable cost in 2022-23
- The Cabinet Member for Finance moved the recommendations as set out in the report

20.2 Cabinet **RESOLVED** to endorse and recommend to County Council the Mid-Year Treasury Management Monitoring Report 2021-22

20.3 **Evidence and Reasons for Decision**

One annex is attached to this report, giving details of treasury management activities and outcomes, including:

- Investment activities
- Borrowing strategy and outcomes
- Capital Plan and non-treasury investments
- Prudential indicators

20.4 **Alternative Options**

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

21. **Finance Monitoring Report 2021-22 P7: October 2021**

21.1.1 Cabinet received the report giving a summary of the forecast financial position for the 2021-22 Revenue and Capital Budgets, General Balances, and the Council's Reserves as at 31 March 2022, together with related financial information

21.1.2 The Cabinet Member for Finance introduced the report to Cabinet:

- At the end of October 2021, net overspend was £995,000, largely due to continued overspend in Children's Services where budgets were under significant and increasing pressure much of which was due to the impact of the pandemic and which would continue to increase.
- The budget in Children's Services which continued to cause the greatest concern were those which were demand led such as external social care placements, particularly residential care where the independent care market had control of pricing. Home to school transport for those with special educational needs and disabilities was a growing concern and would continue to be until Government guidance to tribunals changed.
- Pressure on the number of residential placements required since the start of the financial year was because the level of need and availability of foster carers had been impacted by the pandemic
- Table 1 of the report summarised the forecast levels of overspend, the overspend in Children's Services had been mitigated by a one-off reduction

in minimum revenue revision resulting in slippage in the 2020-21 capital programme

- A review of the capital programme would be undertaken to remove or delay unnecessary planned capital expenditure and enable a rigorous benefits realisation analysis to be put in place as part of the continuing determination to manage budgets efficiently
- Shortfall in Adult Social Care savings targets was expected to reduce by the end of the year 2021-22
- The deficit in the dedicated schools grant was now £53.844m; in percentage terms this didn't put Norfolk out of line with similar councils but demonstrated that this system required timely overhaul
- The Covid-19 omicron variant showed the need for continued vigilance and commensurate use of financial resources by the Council when fighting the pandemic.
- Current and new funding was shown in paragraph 5 of the report and showed how all new funding in this area only ran until the end of March 2022.
- Recommendation 1 related to £5m investment with Norse Care to shift the estate towards enhanced care rather than standard residential care. Voids would be reduced, achieving better value for money. The revised Adult Social Care short term hospital offer would be delivered, and all rooms fit for the future.
- The Train Station Mobility Hub would form part of the commitment of the shift towards lower carbon activities where possible
- The Cabinet Member for Finance moved the recommendations as set out in report

21.2 Cabinet **RESOLVED:**

1. To note the uplift of capital programme by a net £2.059m approved by County Council in September 21 to address capital funding requirements as set out in detail in capital Appendix 3, paragraph 1.3 of the report.
2. Given County Council approval of recommendation 1 to delegate:
 - 2.1) To the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any) and the award criteria; to shortlist bidders; to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme); to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary;
 - 2.2) To the Director of Property authority (notwithstanding the limits set out at 5.13.6 and 5.13.7 of Financial Regulations) to negotiate or tender for or otherwise acquire the required land to deliver the schemes (including temporary land required for delivery of the works) and to dispose of land so acquired that is no longer required upon completion of the scheme;
 - 2.3) To each responsible chief officer authority to:
 - (in the case of two-stage design and build contracts) agree the price for the works upon completion of the design stage and direct that the works proceed; or alternatively direct that the works be recompleted
 - approve purchase orders, employer's instructions, compensation events or other contractual instructions

necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope

- subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme or programme budget.
 - That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.
3. To approve the appointment of Scott Norman, Assistant Chief Fire Officer, as a director of Norfolk Safety CIC in accordance with Financial Regulations, to replace Stuart Ruff, Chief Fire Officer, as set out in paragraph 2.2 of the report;
 4. To approve the appointment of Alice Reeve, Chief Executive Officer, Hethel Innovation Ltd, as a director of Hethel Innovation Limited, as set out in paragraph 2.3 of the report;
 5. To recognise the period 7 general fund forecast revenue **net overspend of £0.995m**, noting also that Executive Directors will continue to take measures to reduce or eliminate potential over-spends where these occur within services;
 6. To note the COVID-19 funding available of **£94.572m**, including £22.745m brought forward from 2020-21;
 7. To recognise the period 7 forecast of 91% savings delivery in 2021-22, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
 8. To note the forecast General Balances as at 31 March 2022 of **£22.768m**.
 9. To note the expenditure and funding of the revised current and future 2021-25 capital programmes.

21.3 Evidence and Reasons for Decision

Three appendices are attached to this report giving details of the forecast revenue and capital financial outturn positions:

Appendix 1 of the report summarises the revenue outturn position, including:

- Forecast over and under spends
- Covid-19 grant income
- Changes to the approved budget
- Reserves
- Savings

Appendix 2 of the report summarises the key working capital position, including:

- Treasury management
- Payment performance and debt recovery.

Appendix 3 of the report summarises the capital outturn position, and includes:

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

Additional capital funds will enable services to invest in assets and infrastructure as described in Appendix 3 section 4 of the report.

21.4 Alternative Options

In order to deliver a balanced budget, no viable alternative options have been identified to the recommendations in this report. In terms of financing the proposed capital expenditure, no further grant or revenue funding has been identified to fund the expenditure, apart from the funding noted in Appendix 3 of the report.

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

- 22.1 Cabinet **RESOLVED** to **note** the Delegated Decisions made since the last Cabinet meeting.

23 Exclusion of the Public

- 23.1 Cabinet **RESOLVED** not to exclude the press from the meeting.

24 Exempt minutes of meeting held on 8 November 2021

- 24.1 Cabinet **RESOLVED** to agree the minutes of the meeting.

The Chairman wished everyone a Merry Christmas. He commended all staff for their hard work responding to the pandemic. The Chairman thanked Cabinet Members for their work over the past year and thanked Executive Directors and their staff for producing reports for Cabinet meetings. The Chairman reiterated the importance of individuals being careful to protect themselves, protect others and protect Norfolk.

The meeting ended at 12.01

The Chairman

Cabinet
6 December 2021
Public & Local Member Questions

Agenda item 6	Public Question Time
6.1	<p>Question from Cavan Stewart In answer to my question to Cabinet in September 2020 I was delighted to learn a speed limit of 20 mph was deemed to be appropriate on Wolfe and Quebec Roads. After contacting Cllr. Wilby, I am pleased to learn that officers are finally actively working on this project and would be grateful for reassurance that no time is lost in its implementation. However, there continues to be safety concerns for schoolchildren, especially at the busy junction of Quebec, St Leonard's and Wolfe Roads. Please could Cabinet consider putting in additional safety measures which might include a pedestrian crossing and/or a lollipop person to mitigate the risk to children?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport I am pleased to report that, now that funding has been confirmed, the delivery of a 20mph speed limit project is being progressed and is going through the statutory Traffic Regulation Order process. Being a legal process, which involves statutory consultation, this typically takes around nine to twelve months but will depend on the feedback received from consultation. The scheme has been funded by the Local Member Fund.</p> <p>In terms of additional measures, this would not be considered until the effectiveness of the 20mph, once implemented, can be determined.</p> <p>Supplementary Question from Cavan Stewart Cabinet should also be aware that there are additional risks to children and parents walking to school on Quebec Road where cars frequently mount the pavement in order to pass each other where cars are parked at the kerb-side. What additional road safety precautions, such as pavement bollards, can be brought in to stop this extremely dangerous and daily occurrence?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport It is acknowledged that on occasions some drivers may choose to mount the footway in order to allow oncoming vehicles to pass. However, with good forward visibility and sufficient areas to stop in both directions, this should facilitate traffic to pass safely without any requirement to mount the footway. Quebec Road currently has an excellent safety record (0 incidents recorded in last 5 years) and therefore would not be a priority to investigate further. It is also worth highlighting that pavement bollards can also restrict accessibility for pedestrians, mobility scooters, pushchairs and wheelchair users, so we would not recommend their use here.</p>
6.2	<p>Question from Jamie Pennington On 21 April 21 Norfolk Foster carers were told that from 1 June 21 they must save £5/week in long term savings for each foster child in their care. This was a new policy. SSW were instructed to enforce it, and foster carers were chased. On 19 Nov 21 I was emailed by the Norfolk Complaints team who explained that no such compulsory savings policy exists. If there was no policy, what authority did Children's Services have to pursue foster carers?</p>

	<p>Response from the Cabinet Member for Children's Services Children's Services have not made the expectations within the Looked After Children and Young People's Savings Policy since April 2021 a requirement. However, all Foster Carers have been actively encouraged by Children's Services to adhere to the policy from April 2021 in the best interest of the children and young people in their care. We have been dealing with Mr Pennington's concerns via the Complaints process.</p> <p>Supplementary Question from Jamie Pennington Can the Director of Children's Services please write to apologise to foster carers, repay the money which was taken from them (and replace it in children's savings with council money) and explain why the situation arose?</p> <p>Response from the Cabinet Member for Children's Services We have communicated our approach widely to foster carers, the vast majority have fully understood the rationale and are keen to support this best practice approach on behalf of children in their care, utilising the basic maintenance allowance, which is a specific allowance paid to carers by the Council to meet the needs of children. Carers saving on behalf of children is common practice in LA fostering services nationally, with Norfolk carers seeking for Norfolk to introduce this guidance.</p>
6.3	<p>Question from David Evans An Environmental Hub has been established at Gressenhall to act as a centre for learning about Norfolk County Council environment policy aims, and to empower residents and communities to make positive changes in their own natural environments. Has the Council considered how difficult it is to reach Gressenhall by public transport?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport Located in the centre of the county, and with a range of diverse environmental and built assets including riverside walks, orchards and a working heritage farm, Gressenhall is perfectly placed to operate as the Council's new environmental hub, not least because of its already excellent reputation for learning and access.</p> <p>In terms of public transport, Gressenhall Farm & Workhouse is served by a limited bus service (Konectbus 21/21A) which connect Gressenhall and Beetley villages to Dereham. Beetley and Gressenhall villages are also within easy walking distance of the site.</p> <p>Schools normally use coach travel to visit the site, where there is ample designated coach parking.</p> <p>With regard to Active Travel, Gressenhall is currently located on a National Cycle Route connecting Routes 1 and 13 and there is covered bicycle parking on site.</p> <p>The site currently marks the starting point for both the Wensum Way and Nar Valley Way walking trails. The Wensum Way has a spur linking to Dereham and walkers are welcomed to the site.</p> <p>As part of the Gressenhall Environmental Hub project, it is proposed that an</p>

	<p>improved walking and cycling route is established to connect the site to Dereham, opening up wider access to both the existing and new facilities which Gressenhall offers to Norfolk schools and communities.</p> <p>Supplementary Question from David Evans How do Norfolk County Council plan to communicate their environmental policy and strategy and to engage with their electorate and the community with regard implementation of the strategy and its further development?</p> <p>Response from the Cabinet Member for Environment and Waste The Council recognises that engaging with our communities in terms of the work which is being done around the Environmental Policy is vital.</p> <p>Engagement to date has included press releases, social media and face to face programmes when Covid-19 restrictions have allowed.</p> <p>Major projects such as the 1 Million Trees for Norfolk have involved work with schools and communities, and this will increase significantly in the New Year.</p> <p>The new Environmental Hub at Gressenhall Farm & Workhouse will give many new and exciting opportunities for engagement with a wide range of Norfolk residents, with new, accessible learning spaces being created in the Union building and new schools' programmes focusing on the environment.</p> <p>The November 8th cabinet report "Natural Norfolk: Progress on Delivering the Environmental Policy" included the recommendation that the Natural Norfolk concept be developed as a public-facing communications vehicle for Environmental Policy work, including as a platform to promote engagement opportunities delivered through the Gressenhall Environmental Hub. Our communications officers are currently assessing different options for the delivery of this platform.</p>
6.4	<p>Question from Aiden Watts Following the return of Highways to NCC from the City, how can City residents be sure that sufficient funding is still available for road safety measures and parking issues within residential streets, without being overlooked due to broader County highways projects?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport The return of highways to the County Council has not affected how funding for road safety measures is allocated. Funding for small scale works is available through the Local Member Fund and the Parish Partnership Fund (which operates with the City Council within Norwich). The Local Member Fund has been increased to £10,000 per member this year and the scope widened to include environmental initiatives such as the installation of electrical vehicle charging points and tree planting. We have also launched the new £1m Road Safety Community Fund for small scale safety schemes over the next four years. This increases the amount of funding available for road safety measures.</p> <p>Supplementary Question from Aiden Watts In light of significant safety concerns on a road full of families, when can the</p>

residents of Christchurch Road expect a consultation on permit parking following the impact of permit parking on the “Welsh” streets in January 2020?

Response from the Cabinet Member for Highways, Infrastructure and Transport

Extensions to permit parking zones are controversial, and expensive due to the consultation and legal processes involved. The implications of introducing permit parking need to be carefully considered in order to achieve an effective solution that does not create problems elsewhere. For those reasons, we do not introduce them lightly, and we would need to see widespread community support for any changes before proceeding.

In the case of Christchurch Road, an extension of the existing permit zone would allow people from that zone to continue parking there, so parking problems are likely to persist. Such an extension could also just move the problem elsewhere, so a wider permit parking scheme might be necessary. Initial considerations suggest that it would need to cover the area between Christchurch Road, the ring road (Colman Road), Earlham Road and Unthank Road.

Currently, the only funding for extensions to permit parking schemes is through the Local Member Fund. However, the wider scheme suggested would be more than the LMF could afford but we will explore whether other options are available. However, before investigating further, we would need to see that there is widespread support in the area for permit parking.

**Cabinet
6 December 2021
Local Member Questions**

Agenda item 7	Local Member Issues/Questions
7.1	<p>Question from Alexandra Kemp The price of food is going up. The UK produces only 50% of its food supply. County Farms have a crucial part to play securing the national food supply. But Cabinet wants to declare a County Farm in West Winch, surplus to requirements. The estate is earmarked as green infrastructure and not developable. West Winch is co-located next to King's Lynn, an area of deprivation. Can Cabinet work with NHS partners to turn the estate into Care Farm, to protect food security, and improve health and wellbeing in West Norfolk</p> <p>Response from the Cabinet Member for Commercial Services and Asset Management The site, as Cllr Kemp well knows, is part of a long-term strategic site that will deliver 4,000 homes for the area, which is well supported by local residents and the Local MP and is crucial to the overall scheme. If Cllr Kemp supports the provision of a new road, the wider scheme needs to come forward and withdrawing our site would jeopardise delivery. I'm sure she would not be happy with this outcome. These homes are necessary for the long-term growth of Kings Lynn and I am glad to say that Norfolk County Council has been working closely with colleagues from BKLWN to support this site of regional importance. The site which is allocated in the Local Plan (policy E2.1 – adopted by the inspector back in 2016) – there has been extensive and ongoing consultation.</p> <p>The Norfolk County Council owned land forms part of this overall allocation</p> <p>As Cllr Wilby reported at a recent Cabinet meeting, we are making good progress with the application to DfT for the West Winch Housing Access Road, which will link the Hardwick Roundabout with the A10, this road will only be delivered with the delivery of the housing. What else will it deliver:</p> <ul style="list-style-type: none"> • Two new primary schools and a nursery • Increased secondary education provision • Green infrastructure • A health centre • Sports and community facilities • Habitat creation and allotments <p>All fantastic and strategic outcomes.</p>

	<p>The Councillor asks about Care Farms – can I direct her to the recent County Farms Lettings – six great new ways to get into farming. Ingleborough Farm in West Walton is currently being marketed as an equipped 133 acre Care Farm – providing a fantastic service to this part of the County.</p>
7.2	<p>Question from Cllr Ian Mackie I welcome the NSIDP and the inclusion of the Broadland Business Park station. This would be a fantastic piece public transport infrastructure linking the business park, the park and ride as well as growth areas of housing to the city centre, thereby offering an alternative to car travel, as well as supporting sustainable development and growth.</p> <p>Please could the Cabinet Member reassure me and the community of Thorpe St Andrew that he will do all he can to meet the timescales of starting construction in 2028, if not before. I congratulate the Administration for a excellent report and positive vision for Norfolk</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport The NSIDP pulls together information on the key infrastructure needed to deliver economic growth in Norfolk, setting out the high-level strategic priorities for the next 10 years. This has been compiled in collaboration with stakeholders including the County Council, district councils, utility companies and government agencies. All of the schemes identified in the plan still require funding, and their presence in the plan enables us to co-ordinate implementation, prioritise activity and respond to any funding opportunities.</p> <p>The start dates identified for all the projects including the Broadland Business Park Rail Station are estimated and subject to change depending on the opportunities to progress projects. There are a number of delivery challenges currently affecting the viability of Broadland Business Park Rail Station scheme, and local authority officers will continue to work with Government and the rail industry to explore the potential options to bring this project forward. Its inclusion in the plan recognises it is a priority project which will contribute towards the County's ambition for strategic infrastructure in support of sustainable growth.</p> <p>I am happy to meet and work with the local member on this major piece of infrastructure.</p>
7.3	<p>Question from Cllr Dan Roper There has been media coverage on the possibility of Broadland and South Norfolk District Councils relocating into spare space at County Hall. It is understood that despite ongoing interest the two Councils have since been informed by the leadership of NCC that space will not be available and the option is no longer feasible. Will the cabinet member outline how and why this decision was taken including any representations that were received on the matter?</p> <p>Response from the Cabinet Member for Commercial Services and Asset Management As the Cabinet Member for Commercialisation and Assets – I am often asked how can we make the most of the estate and I am pleased to say that we will look to lease and commercialise parts of the estate where they are underutilised and not needed for service delivery. Indeed, this was a focus of the recent Corporate Select Committee.</p>

	<p>Currently we share County Hall with a number of partners including colleagues from the Police, health, Passport office and a number of other key partners across the County. We will continue to have discussions with partners around the colocation and use of property – one of the foundations of the very successful Norfolk One Public Estate programme.</p> <p>Norfolk County Council has always been clear that it will discuss with partners where we can co-locate – very often these will be commercially confidential and / or at an early stage of option analysis. This was very much the case with the discussions with South Norfolk District Council (SNDC) / Broadland District Council (BDC) - where any space that could be available was one of several options to be explored by both SNDC / BDC.</p> <p>Unfortunately, some of the public reports, following on from internal staff briefings to SNDC / BDC were incorrect. In the briefing SNDC / BDC did not say that County Hall was ‘where they were moving to’ but rather one of several option. As the year progressed - it became clear that the organisations were working to different timescales and that County Hall – for a number of reasons would not be a viable option.</p> <p>Second Question from Cllr Dan Roper</p> <p>The Local Government Association are warning that there could be a winter double whammy due to a shortage of gritter drivers and road salt ahead of Christmas, how is Norfolk faring on this?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport?</p> <p>I am pleased to report that Norfolk County Council has replenished salt stocks over the summer period ready for use this winter season. This equates to 15,000t held across the county and includes a 5,000t salt stock contingency should it be required. In addition, further salt orders have been placed to replace what has already been used this winter. Salt stocks are monitored on a regular and routine basis to ensure that we have sufficient stock and orders placed as required.</p> <p>The winter service operation is delivered via Norse Highways. The winter service team have daily contact with Norse Highways to review their available resource in order to plan our winter service treatments effectively. Should there be resource challenges, strategies are in place to ensure routes are covered, although so far this winter period, crews have already completed 8 gritting runs given the recent cold weather.</p>
7.4	<p>Question from Cllr Rob Colwell</p> <p>With insurers raising the alarm about the number of homes being built where owners were at risk of experiencing “traumatic and devastating losses”, and following last weeks Flood Action Week, together with warnings issued by the Environment Agency after Met Office warns of another above average wetter winter, will Councillor Grant join me in expressly opposing any new residential developments on Flood Zone Risk 3 in Norfolk, with Norfolk County Council as Lead Local Flood Authority and in particular the proposed Parkway development of 226 new homes on such land in Gaywood, King's Lynn.</p> <p>Response from the Cabinet Member for Environment and Waste</p>

	<p>Norfolk County Council as Lead Local Flood Authority have a role as Statutory Consultee to Planning for major development with surface water drainage. As such we provide advice (in line with our thresholds) on the local flood risk and drainage strategies. We do not comment on strategic flood risk (indicated in the Flood Zone mapping) as these matters are determined by the Local Planning Authority with advice from the Environment Agency, who have been consulted on the Planning Application that you mention.</p>
7.5	<p>Question from Cllr Brian Watkins</p> <p>It is estimated that 1.5 million children and young people will need support for their mental health as a direct result of the pandemic over the next three to five years. It is crucial that early intervention and prevention services such as school counselling are able to help children avoid reaching crisis point in the first place. Can the Cabinet member say how the Council may be able to help assist in the development of these services in Norfolk schools?</p> <p>Response from the Cabinet Member for Children's Services</p> <p>Many thanks for the question. Children's Services continue to work with Norfolk school leaders on a 'Learning Recovery' plan focussed on activities whilst we remain in the pandemic and looking beyond. This plan recognises that individual schools and Multi Academy Trusts are best placed to develop their individual plans with the LA playing a key role in co-ordinating support across our early support teams and those within the CCG. The CAMHS transformation programme which began prior to the pandemic is responding to school requirements that exist now and school leaders have welcomed their new approach. We have supported schools with an enhanced wellbeing programme and have delivered trauma -informed practice sessions across the county to enable schools to identify those children and young people who have been most affected by the pandemic. I have built close relationships with schools in my local area throughout the pandemic and would encourage Cllr Watkins to take the same opportunity.</p> <p>Second Question from Cllr Brian Watkins</p> <p>Many small and medium sized businesses in Norfolk are reeling from the repercussions of Brexit. They are absorbing unwanted costs, paying hidden tariffs, moving operations to within the EU, shedding workers and seeing a big decline in orders. How is the Council working with New Anglia Local Economic Partnership (LEP), other district councils, and organisations representing the business community, to try and mitigate the worst effects of this growing crisis?</p> <p>Response from the Cabinet Member for Growing the Economy</p> <p>I do not recognise any of the description of business in Norfolk, can Cllr Watkins provide any evidence of his unfounded comments. Businesses in Norfolk are actually hiring at a fast rate, with the number of people claiming support for job seeking in Norfolk falling 29% between March and October this year. This is indicative of the demand-led recovery, with recruitment a primary concern rather than job losses. 73% of Norfolk firms entering the British Chamber of Commerce's Quarterly Economic Survey tried to recruit staff in Q3 2021.</p> <p>Although the number of firms exporting in the region did decrease slightly between 2019 and 2020 (ONS), much of this will be due to the pandemic and subsequent global supply chain disruption.</p> <p>In fact, Norfolk businesses entering the Chamber of Commerce's Quarterly Economic</p>

	<p>Survey did not report any change in export sales in first quarter of 2020 (with the UK's exit of the EU taking effect on 31 January 2020), although there was a small decline in export orders reported in that quarter, when the pandemic impact had begun to take effect.</p> <p>The most recent data shows a manufacturing sector in Norfolk that has been strongly increasing its export orders and sales this year (46% rebound growth in Q2 2021, a further 6% in Q3), recovering the ground lost in 2020. The service sector is still reporting weaker export recovery, but the picture has been improving rapidly in 2021.</p> <p>To support further growth, we provide full business support services through New Anglia's Growth Hub, which provides comprehensive guidance and support (https://newanglia.co.uk/eu-exit/) for businesses regarding the exit from the EU; the LEP also leads a regional approach to inward investment. This support complements the work of the Federation of Small Businesses (FSB) and Norfolk Chambers of Commerce.</p>
7.6	<p>Question from Cllr Tim Adams</p> <p>The Police will be reporting areas where people feel uncomfortable due to street lights being turned off back to Councils - will the Cabinet member commit to turning them back on where requested?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport</p> <p>To reduce CO2 emissions and save money, we have adopted part night lighting in low crime areas where there are low levels of through traffic. It also complements other actions we have taken such as modernising lights to make them more energy efficient. The process involved consultation with all stakeholders which included residents and Norfolk Police.</p> <p>We will of course review locations if there is a proven safety issue and we liaise closely with Norfolk Constabulary on this. However, this needs to be carefully considered given the negative environmental impact it would have on reducing carbon emissions.</p>
7.7	<p>Question from Cllr Lucy Shires</p> <p>How many families in the rural areas of Norfolk is the Early Childhood and Family service currently reaching?</p> <p>Response from the Cabinet Member for Children's Services</p> <p>Thank you for your question. Norfolk's Early Childhood and Family Service (ECFS) is comprised of 3 distinct but interlocking elements:</p> <ul style="list-style-type: none"> • Targeted early help support for families • Online and digital services and support • Community funding to enable new local early childhood groups to operate <p>At any one time the service provides targeted support to up to 800 families. We know on average that just under 40 % of the families receiving targeted support live in areas defined as 'rural' (not a city or larger town).</p> <p>The online and digital information and advice support has proven very valuable during the last 18 months with thousands of families accessing this resource. Over a</p>

	<p>thousand families who have accessed the digital offer have requested additional support from ECFS, with over 40% coming from rural areas.</p> <p>The community fund, coordinated via our Early Childhood Advisory Boards, has been used to support the development of local networks of support for families within their communities. We are aware of 440 parent and toddler groups currently running across the County, 117 of which have received support via this fund to either start up or expand their offer to families, with approximately 3500 spaces being created. I am happy to follow up with a breakdown of this split across urban and rural areas.</p>
7.8	<p>Question from Cllr Steffan Aquarone What help is given to those applicants who are not computer literate in completing the Blue Badge application process?</p> <p>Response from the Cabinet Member for Communities and Partnerships The Blue Badge scheme is a national scheme, using national criteria, run by the Department for Transport. Locally, paper applications are available on request for customers who need them. These can be picked up from a local library or posted on request.</p> <p>Customers can also visit a library and receive assistance to use the online application process.</p> <p>Supplementary Question from Cllr Steffan Aquarone Has there been an analysis of how to make the process easier following difficulties experienced by some people?</p> <p>Response from the Cabinet Member for Communities and Partnerships Yes. We monitor customer feedback on a regular basis as part of our continuous improvement approach and a full end to end review took place in 2019. Customer feedback suggests the new process implemented as a result of that has been extremely well received. The % of applications completed online is now 86%. Prior to the review it was 67%.</p> <p>The DfT continually review applications and support groups feedback to develop and enhance the scheme.</p>
7.9	<p>Question from Cllr Saul Penfold Following a question on twitter about why County Hall lights are left on overnight, Councillor Peck said "The lights are LED and are automatically switched on and off when staff enter or leave each area. So probably triggered by cleaners or security staff." Yet the lights on each floor are all on at the same time so can you please provide more details about who these staff are and what they are doing to cause the lights to be on all the time?</p> <p>Response from the Cabinet Member for Commercial Services and Asset Management I would draw Cllr Penfold's attention to the second part of my response on twitter – that "Also, critical staff, social workers and partners work out of the building 24/7".</p> <p>Put simply the building is used in the evening by a variety of staff. A number of these roles are essential functions serving the people of Norfolk, with County Hall acting as</p>

	<p>their base often providing cover and support for vulnerable people.</p> <p>I am more than welcome for him to come to County Hall one evening to see how the PIR system works and how the lights will turn off when people are not present on the floors.</p> <p>To be frank, the operation of low energy use LED lights controlled by movement sensors at County Hall, supporting for staff who are working in the evenings is a minor issue. Instead we should note that since the Conservatives took over in 2016/17 – we have reduced the carbon footprint of our built estate by 68% and we’ve reduced carbon emissions from water consumption by 52%.</p>
7.10	<p>Question from Cllr Ben Price</p> <p>The county council leader has called Norfolk “car county”. Can the Cabinet Member for Highways give me a straight yes or no answer – does he accept that carbon emissions from transport are rising in Norfolk and that this correlates with the continued dominance of cars as the main mode of transport?</p> <p>Response from the Leader and Cabinet Member for Governance and Strategy</p> <p>Thank you for the question. Norfolk’s rural nature means that cars are an essential part of our transport mix- allowing those in the most rural settings to travel and work throughout our county and beyond. That is why I referred to Norfolk as a Car County and we must support those who need to use this method of transport. At the same time we will continue to strive to improve our bus services to provide alternative, more environmentally friendly options. For many in our county we must recognise that cars will be their only viable transport option. We all expect to see the change to using electric or other power means in the near future which will contribute to our carbon reduction ambitions.</p> <p>According to the latest carbon emissions data from BEIS (2005-2019) on local authorities; it shows a reduction in emissions in transport in the two years leading up to 2019 for road transport. Within the county as whole over all roads, there is wide variability, with some districts remaining relatively consistent over this period with regard to road transport. Road transport emissions in Norwich are significantly below its 2005 levels – 18%. So, the data shows relatively consistent levels over the 15 years covered in the latest report; with the last few years showing slight year on year reductions.</p> <p>Second Question from Cllr Ben Price</p> <p>The draft Transport for Norwich Strategy refers to the promise in the Joint Core Strategy (JCS) of a bus rapid transit network for Norwich, but nowhere else does it commit to the creation of such a network. Will the Cabinet Member for Highways and Infrastructure commit to the creation of a bus rapid transit network for Norwich?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport</p> <p>The proposed Transport for Norwich (TfN) strategy, due to be considered by Cabinet on 6 December, gives strong policy backing for public transport with the relevant policy setting out that it will continue to be a vitally important transport solution, and that the council will work in partnership with operators to deliver services that meet people’s travel needs. The key action associated with the policy is that, through the Bus Service Improvement Plan (BSIP), we will continue to work in partnership with</p>

	<p>operators to develop bus services that meet people's requirements.</p> <p>Whilst the BSIP doesn't specially mention bus rapid transit (BRT) as a concept, the proposals within it aim to deliver the component elements that form the basis of this, namely high frequency, accessible bus services utilising extensive bus priority infrastructure, providing quick and reliable bus journey times, complemented by high quality passenger information and convenient, competitive fares.</p> <p>Once we know the funding settlement from the BSIP we will commence work on identifying the specific improvements on the key public transport corridors., rolling out the approach that is in the TfN strategy and the BSIP, the latter of which sets out the following:</p> <ul style="list-style-type: none"> • The County Council will conduct a Bus Network Review Study and a Bus Priority Study for the county between April 2022 and October 2022, in readiness to identify, design and mobilise delivery of the interventions and measures where bus priority should be delivered • More buses on time/faster journey times will be delivered by our bus priority programme, which will build on the investment already happening in Norwich through the Transforming Cities Fund and expanded to address bus delays across the whole county • In Norwich, we have bus lanes that run into Norwich along key corridors – Newmarket Road, Dereham Road and Sprowston Road – totalling 4.5 miles. As part of our Transforming Cities Fund, we will be introducing an additional 3 miles of bus lane. • Traffic light priority will be introduced in Norwich as part of the Transforming Cities Fund programme, and then also rolled out to King's Lynn and Great Yarmouth, Norfolk's other two urban centres. We are working on an approach that provides a green signal to buses irrespective of whether they are running early, on time or late, but is tailored to each individual junction. We are currently working with operators to ensure that the respective technologies are able to communicate seamlessly. • To ensure free flowing bus services on key routes at peak times we have identified, as part of our Permit Scheme for the authorisation of works on the highway, a network of Traffic Sensitive Streets. On these roads, limitations are applied to carrying out works on the highway so that, apart from emergencies, they have to be carried out outside traffic sensitive hours (i.e., between 0930-1600) • We work closely with the District Councils to ensure that off-street parking is monitored and controlled and will be applying for moving traffic offence enforcement powers to improve bus punctuality • The county council also collects data through the GPS functionality of operators' ticket machines. This data includes dwell time on stops, average vehicle speed, journey time between stops, all of which we can use to assess where bus priority measures could be successfully deployed to optimise congestion relief for buses • On specified corridors where bus priority and bus vehicle investment is made during the lifetime of this BSIP, we will ensure that average journey times for buses between specified points are decreased compared to before the measures were implemented. Location specific targets will be agreed in Enhanced Partnership Schemes on a corridor by corridor basis, based on bus operator bus tracking data
7.11	<p>Question from Cllr Jamie Osborn</p> <p>The River Wensum SAC could have serious planning implications for the Norwich</p>

	<p>Western Link, and details of this should be on the risk register. Opposition councillors have repeatedly asked for assurance regarding the legal advice sought by the council on the implications of the SAC, but have not received it. Can the Cabinet Member please provide details of the legal opinion obtained by the council, via a private email if it is impossible for this to be made public?</p> <p>Response from the Cabinet Member for Environment and Waste The Council has appointed external legal representatives to provide ongoing legal support in relation to its emerging planning and statutory order proposals for the NWL project. The Council does not routinely publish the legal advice it receives.</p> <p>Second Question from Cllr Jamie Osborn The Norfolk Strategic Infrastructure Development Plan discussed by the Infrastructure and Development Committee in November includes a number of major road projects, including the Norwich Western Link. Yet the report does not mention the carbon impact of these roads at all. Does the Cabinet Member agree that it is a major omission to discuss an infrastructure plan to build more roads without considering the carbon impact?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport The Norfolk Strategic Infrastructure Delivery Plan recognises the importance of and supports the transition to Net Zero. There is a dedicated section detailing sustainability projects, and the work to accelerate the roll out of Electric vehicles. There are a number of sustainable projects included such as Weavers Way and the Green Loop, and schemes to promote active travel are also mentioned in the Up-and-Coming projects section of the plan.</p> <p>Norfolk currently has an infrastructure “deficit” and the projects within the plan are aiming to bring Norfolk up to the level of infrastructure investment seen across the rest of the Country. Much of the emphasis of the NSIDP is around the transport infrastructure needed to support the planned growth across the county and projects will contribute towards active travel and improving public transport provision.</p> <p>The NSIDP outlines the current stage and next stage of each project, and as each project progresses towards delivery it will be subject to necessary assessments, where environmental matters including carbon emissions will be thoroughly considered. Future iterations of the NSIDP will be reviewed and developed to place greater emphasis on projects that would enable reduction of carbon emissions and sustainability that would facilitate transition to Net Zero.</p>
7.12	<p>Question from Cllr Paul Neale At the recent meeting of the People & Communities Select Committee we had some non-residential personal care representatives speaking regarding the handling of the charging policy that had discriminated against those that were in their care. Apart from the anguish of this affair, they were very annoyed that the Cabinet Member for Adult Services had been invited but not attended any of their meetings during this long running issue. With the assistance of the Director of Adult Services some Members will now be attending some of their meetings so we can understand first hand issues that affect them. Will the Cabinet Member now also meet with these groups and listen?</p>

	<p>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention</p> <p>Thank you for your question. As you will be aware this project is led independently and designed by people who use the services and not the Officers or Members. I have asked Cllr Shelagh Gurney the Deputy Cabinet Member for Adult Social Care to be the lead Member for this very important area of work. She has been working with Cllr Tony White, the Member Champion for Disability and has regularly met with the representatives. You will of course know that she was present at the meeting of the Peoples and Communities Select Committee and explained her role there as well. This teamwork ensures the department has good links into the work and feedback from it. As you would expect the Council remains active in lobbying central Government for more fundamental changes in line with the ambitions of this project.</p> <p>Supplementary Question from Cllr Paul Neale</p> <p>The Integrated Care System (ICS) will be one of the largest public spenders in Norfolk and Waveney. If the ICS agrees to improve social value in its procurement and pay the Real Living Wage of £9.90 an hour, there could be a significant boost to Norfolk's economy and living standards. Will the Council commit to working towards that goal of paying a Real Living Wage and ensuring improved conditions?</p> <p>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention</p> <p>Thank you for your question. As you are already aware Norfolk County Council is one of many partners in the Integrated Care System (ICS) for Norfolk and Waveney. We will be working closely with all the organisations to help ensure that the aims and objectives of the ICS can best support the people of Norfolk and Waveney. The Council's own strategy "Better Together for Norfolk" sets out our vision and what we want to do to support levelling up for people in Norfolk across all services, partnerships and businesses. The way we procure services is just one part of this. We are committed to ensuring that we pay fair prices for the services that we commission. Our Health Partners are of course part of our review of prices that we collectively pay for care. We make sure that everyone pays at least the National Living Wage. Every 1p rise in the pay rates for Adult Social Care provision costs the Council an extra £200,000. So this years 40p proposed rise in the National Living Wage equates to an additional £8m. The Council fully recognises the value of the social care sector for Norfolk people, its economy and for the wider health system and the need as part of this to ensure that social care staff are appropriately paid.</p>
7.13	<p>Question from Cllr Webb</p> <p>At full council last week the Leader said there was no need to include a passage in the Better Together for Norfolk seeking a whole system review of the pandemic in Norfolk because it was already happening. Will he tell us who is leading and carrying out the whole system review, what it's terms of reference are, and when it will report?</p> <p>Response from the Leader and Cabinet Member for Governance and Strategy</p> <p>Thank you for your question. As Cllr Webb will be aware Government have announced that there will be a National review of the response to the pandemic and all partner organisations will be contributing to this. We would anticipate that this review would have a focus particularly on vulnerable people and how the response has affected them.</p>

	<p>The Local Resilience Forum (NRF) and Public Health teams constantly review how the local system is responding to the Pandemic here in Norfolk to ensure we are taking the right action at the right time.</p>
7.14	<p>Question from Cllr Alison Birmingham At council last week Cllr Peck said he had information on the future letting of County Hall he would share when we reached the motion on the agenda. Unfortunately council ran out of time so will Cllr Peck share that information now including how it was that offers of use of county hall to be the headquarters of other councils were made without prior consultation with the county council?</p> <p>Response from the Cabinet Member for Commercial Services and Asset Management Please see response to question 7.3, above.</p>
7.15	<p>Question from Cllr Brenda Jones Has Cllr Peck the number of vehicles that have used the newly constructed car park at County Hall since it opened, and will he tell us what they are?</p> <p>Response from the Cabinet Member for Commercial Services and Asset Management The number of vehicles using the County Hall car park varies each day – we do not record on a daily basis the use of specific parts of the County Hall car-park.</p> <p>However as Cllr Jones is fully aware, the occupation of County Hall is low at the moment, as we continue to keep a number of social distancing measures in place. As we continue to consolidate staff, partners and functions onto County Hall and occupation returns to pre-pandemic levels – there is a need – as was very clearly demonstrated within the planning application to provide sufficient parking, particularly for staff who need access to their vehicle as part of their job.</p>

Cabinet

Item No: 8

Report Title: ASSD Service Review – Transformation and Prevention in Adult Social Care

Date of Meeting: 12 January 2022

Responsible Cabinet Member: Cllr Bill Borrett (Cabinet Member for Adult Social Care, Public Health & Prevention)

Responsible Director: James Bullion (Executive Director of Adult Social Care)

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 5th December 2021

Executive Summary / Introduction from Cabinet Member

Adult Social Care currently spends over £1million per day on meeting the eligible needs of Norfolk residents. It is our duty to be ambitious and progressive in how we meet these needs in a sustainable way. If not, we risk being overwhelmed by demand in the future.

The department has a programme of transformation – Promoting Independence, based around its vision which is “to support people to be independent, resilient and well.”

Promoting Independence has, to date, largely focused on managing demand. Through a changed model of social work, investment in reablement and assistive technology, we have slowed the rate of admissions to residential care for all ages, bringing Norfolk County Council (the Council) closer in line with its family group, and achieving £61m of savings over the last five years.

Looking ahead these gains will be sustained through a step change in prevention, based on risk stratification, and targeted interventions to address known life risks, and a re-purposed ‘front door’ for adults.

Alongside this, we will continue to lead and shape independent providers to develop choices for people at all stages of life – disabled people who want to leave the family home, people who want support at home which fits their lives, people who want access to training, learning and employment.

The policy and operating context for Adult Social Services (ASSD) is complex and will be significantly influenced by the legacy of Covid which has seen an increase in the number of people needing care and support, and more complex needs. Nationally, there is policy change signalled through the White Paper – People at the Heart of Care, published December 2021, and further white paper on integration expected in the New Year.

An external partner, Newton Europe, was procured in June 2021 to undertake a detailed diagnostic specifically around our Front Door and prevention. This highlighted major opportunities to change, and the proposal is now to take up the option of continuing this collaborative strategic partnership into the next phase of transformation.

Specifically, to develop:

- a) A new target operating model for the department which radically transforms our digital capacity to engage with people and providers in the light of charging reform that is guaranteed using a 100% contingent commercial fee model
- b) A new deal brokered through the Integrated Care System to support people at a place level with excellent community services, driven by population-based health
- c) A step change in prevention, led by people with need directing their own care choices, and based on risk stratification, and targeted interventions to address known life risks, and
- d) A re-purposed 'front door' for adults which put people at the heart of how we work with them.

This next phase of transformation is in line with the Council's overall strategy Better Together, For Norfolk. It will be a significant invest to save programme for the Council and a unique opportunity for major transformational, generational change, within Adult Social Services, delivered collaboratively with a highly experienced strategic partner, with a one-off cost of £6.3m that is 100% contingent on the delivery of better outcomes for people and Newton would guarantee to deliver at least 1.5 times the one-off fee in recurrent, annual financial benefit. We are confident that a targeted value of £18m of recurrent savings will be deliverable against this fee. To ensure the benefits are maximised across the Council, there will need to be collaboration and joint working with the corporate strategy and transformation team.

Recommendations:

Cabinet is recommended to:

- a) **Agree the aims and objectives of the next phase of Promoting Independence – Adult Social Services Transformation programme, as set out at section 1.8**
- b) **Agree to the engagement of Newton Europe as a strategic change partner to implement a new target operating model for Adult Social Services as set out in section 2.0, section 6.5 and section 8.1**
- c) **Agree that ASSD will work in partnership with the corporate Strategy and Transformation Team to ensure the benefits of transformation are fully realised for Norfolk, as set out in section 5.0**

1. Background and Purpose

- 1.1 Adult Social Services has had a long-standing, effective transformation programme based on its strategy Promoting Independence with the focus of that transformation on: Living Well, strengths based social work; housing; enablement model for Learning Disabilities; improving digital efficiency; expanding reablement in the community and out of hospital.
- 1.3 In March 2021 Adult Social Services sought a strategic partner to work with Adult Social Care to undertake a forensic diagnostic look at our Services with a focus on

our 'Front Door' and Prevention Services. Newton Europe, following a procurement tendering process, were successful.

- 1.4 The diagnostic provided Adult Social Services with the evidence upon which we could envisage and build a future programme of transformative change to improve services, improve outcomes and manage existing and future pressures.
- 1.5 Newton Europe worked alongside Adult Social Services to use the evidence to produce a sustainable, measurable and outcome focused transformation strategy and implementation plan. A plan that is grounded in data and evidence and one that will set out the opportunities for the medium to long term in Adult Social Care.
- 1.6 Developed in close collaboration with front line staff and senior leaders, it maps a clearly articulated plan that is underpinned by strong performance management and financial monitoring principles. This plan focuses on developing a sustainable Adult Social Care service for residents to support people to be more independent for longer.
- 1.7 This is an ambitious proposal that embraces the fundamental challenges in Adult Social Care and sets out a clear vision for the future. The programme is grounded in the core principles of the Promoting Independence Programme and underpinned by the Strategic vision of Norfolk County Council, focusing on preventing, reducing and delaying formal Adult Social Care and supporting people to live as independently as possible with the right support at the right time.
- 1.8 **Promoting Independence**
 - 1.8.1 Improving our preventative offer is fundamental in our obligation to ensure citizens have access to universal advice and information as part of a vision to prevent, reduce and delay the need for formal care. This is a key priority in not only providing a high-quality service, but an efficient service that invests in long term and sustainable prevention. This work is supported by the existing Promoting Independence Strategy, and Programme of Transformation within Adult Social Services.
 - 1.8.2 The transformation plan will deliver tangible benefits and outcomes for residents and for the Council and will help us deliver long term sustainable change that has prevention and communities at its heart.
 - 1.8.3 We have already achieved a great deal in the first phase of our Promoting Independence journey, and we are committed to continuing this work to ensure we provide support for people who need it and reforming our services to meet current and future challenges.
 - 1.8.4 The Promoting Independence Programme to date has seen the:
 - a) Roll out across 630 staff of Living Well strengths-based social work
 - b) Expansion of both home-based and accommodation-based reablement
 - c) Expansion of assistive technology from 919 people supported in 2017 to 4,000 today
 - d) Mobile device roll-out for staff, providing anywhere, anytime working (this was delivered before the pandemic and allowed us to successfully adopt full remote working)
 - e) Supported Living refresh for people with Disabilities
 - f) Development of a new Day Opportunities framework and the implementation of a pilot

- g) Employment service established
- h) Learning from disabled and older people about how we give entitlement to welfare rights and charging arrangements.
- i) Preparing for Adult Life established as a joint service across Adults and Children's services
- j) Extra Care Housing £29m capital fund established to support development of 1,135 affordable rental units of independent living by 2028
- k) Reviews deliver better outcomes and savings

- 1.8.5 Promoting Independence has largely focused on managing demand. Through a changed model of social work, investment in reablement and assistive technology, we have slowed the rate of admissions to residential care for all ages, bringing the Council closer in line with its family group, and achieving £61m of savings over the last five years.
- 1.8.6 Alongside this, we will continue to lead and shape independent providers to develop choices for people at all stages of life – disabled people who want to leave the family home, people who want support at home which fits their lives, people who want access to training, learning and employment.
- 1.8.7 Looking ahead these gains will be sustained through a step change in prevention, based on being led by people in how they direct their choices about care and support, on risk stratification, and targeted interventions to address known life events, and a re-purposed 'front door' for adults.
- 1.8.8 Promoting Independence phase two is about Living Well and Changing Lives with eight core ambitions for Adult Social Care:
1. **Prevention and early help** – a clear strategy, targeted interventions and a re-purposed 'front door' which put people and their family carers at the heart
 2. **Integrated Health and Social Care Offer** – integrated health and social care offer in each locality to help people retain independence
 3. **Living Well social work** – being led by people who direct their own choices, addressing holding lists, reviews and practice quality
 4. **A stable, modern care market** where 85% of providers are good or outstanding
 5. A step change in **housing choices** for older people and disabled people and through our building programme
 6. **Transformation of the Norse Care estate** to match market needs and ensure it remains a leader in the sector
 7. Driving the '**Eight technologies that will change the face of health and social care**'
 8. **Workforce Development** – Developing skills and capacity in social care and the care market

1.9 Wider Policy Context

- 1.9.1 The policy context under which our recommendation sits and is aligned to within the Council and the wider health and social care system:

Corporate Strategy

In November 2021 the Council launched Better Together, for Norfolk, a strategy for the County that outlines our priorities and how we will work with partners to boost the economy, support our communities, and protect our environment. In July 2021, Norfolk County Council held the 'Rising to the Challenge Together', an event bringing together key stakeholders from across Norfolk to talk about the challenges Norfolk faces and how we can overcome them to ensure a long-term sustainable future. As

part of the summit outcomes, Prevention and Early Help, with a shift to an integrated approach to prevention, was identified as a priority that is underpinned by data and evidence while building strong, engaged communities.

Digital Strategy

Advancing the digital capability of the service in line with our Digital Roadmap will be key to unlocking this opportunity, including using analytical techniques such as population segmentation to inform and target prevention strategies and services for maximum impact across the communities. We will continue to strengthen our digital resilience in Norfolk through this transformation programme. We want to ensure that every Norfolk resident can take advantage of the opportunities and benefits digital solutions can offer.

Health and Well Being Strategy

The Health and Wellbeing Board (HWB) agreed and launched its Joint Health and Wellbeing Strategy in 2018 with partner organisations signed up to the strategy through their governing bodies/boards. The strategy stands as our shared commitment to taking collective responsibility for health and wellbeing with its vision of a single sustainable system, working together, leading the change and using our resources in the most effective way. The priorities include Prevention, supporting people to be healthy, independent and resilient throughout life and offering help early to prevent and reduce demand for specialist services; Tackling inequalities in communities – providing support for those who are most in need and address wider factors that impact on wellbeing, such as housing and crime and integrating ways of working.

White Paper – People at the Heart of Care

Nationally, there is policy change signalled through the White Paper – People at the Heart of Care, publicised December 2021, and further white paper on integration expected in the New Year. The vision for adult social care is underpinned by three key objectives and set out that government wants to make sure people:

- a) have the choice, control and support they need to live independent lives,
- b) can access outstanding quality, as well as, tailored care and support,
- c) find adult social care fair and accessible.

The White Paper is a beginning of reform. It is welcome to have a 10-year vision for Adult Social Care to put alongside the NHS Plan, and our own strategy, Together for Norfolk. The vision reaffirms the Care Act as the cornerstone of how we operate, but also calls for reform and innovations with a strong emphasis on developing change with people with lived experience.

The focus on choice, control, independence, quality, and fairness are important foundations for how we support people in need. The initiatives to support the workforce, develop housing, improve advice, and increase the use of technology are all in line with our Promoting Independence Strategy for Adult Social Care.

NHS Long Term Plan

The NHS Long Term Plan confirmed that all parts of England would be served by an integrated care system from April 2021, building on the lessons of the earliest systems and the achievements of earlier work through sustainability and transformation partnerships and vanguards.

2. Proposal

- 2.1 This proposal focuses on working with a strategic partner on an invest to save basis to design and implement changes which focus on our Front Door and wider prevention.
- 2.2 This programme will need to be delivered at a time of reform of charging (the white paper on reform anticipated soon) and reform of the health system.
- 2.3 The diagnostic work with Newton Europe has identified the need for these elements:
 - a) A new target operating model for the department which radically transforms our digital capacity to engage with people and providers in the light of charging reform, that is guaranteed using a 100% contingent commercial fee model
 - b) A new deal brokered through the Integrated Care System to support people at a place level with excellent community services, driven by population-based health
 - c) A step change in prevention, based on being led by people who direct their own choices for carers and support, on risk stratification, and targeted interventions to address known life risks
 - d) A re-purposed 'front door' for adults
- 2.4 Consolidating this level of change whilst sustaining and improving outcomes for people and managing within a tight financial envelop will require a range of skills and capacity.
- 2.5 To support us, Adult Social Services seeks agreement to take up the option of a further phase of work with Newton Europe to work with us to implement a new target operating model for Adult Social Services and work collaboratively with Partners to deliver an ambitious programme of transformation. Through a competitive process we sought a partner who had extensive transformation experience in transforming Adult Social Care and one that would use a strong evidence base while working in close collaboration to identify opportunities and work with us to deliver those outcomes, as set out in more detail in Section 8.1
- 2.6 Implementation would follow a tried and tested methodology that focuses on front line led change with solutions and opportunities being rigorously tested, piloted, implemented and embedded over a period of 18 months to ensure that they are sustainable in the longer term.
- 2.7 The key outputs expected include, but are not limited to the following:
 - a) A targeted prevention strategy that proactively leverages community support to promote independence and working to ensure the right community capacity and relationship with services – a new collaborative relationship with Norfolk's community and voluntary sector to replace existing commissioned approaches
 - b) A deeper understanding of Norfolk's residents, their needs, and the local support they require through the use of advanced analytical techniques such as machine learning and geospatial visualisations
 - c) Re-engineered social care pathways and new ways of working to achieve better outcomes for individuals and maximise the number of people able to benefit from both technology-enabled care and responsive, effective short-term services
 - d) Digital tools and platforms that better connect at-risk residents to community support, thereby improving their independence and reducing their reliance on formal social care
 - e) Refreshed "Departmental Blueprint" target operating model, that sets clear scope and boundaries for each team and transforms how initial access to

Norfolk Adult Social Services is structured within communities and pathways then flow through into engaging formal Social Care support

- f) New ways of working that improve the experience for staff
- g) A framework that describes the key elements of the ways of working that are essential to maintain the improved KPI performance, monitored to identify where more support may be needed and where change has been successfully embedded
- h) An upskilled workforce (transformation methodology, transformation, continuous improvement, performance management). Investment in our workforce underpins this positive change for Adult Social Care and, as part of this work, Adult Social Care senior leaders are committed to developing the skills and experience of our staff while working alongside them to manage change as well as maximising the opportunities to share knowledge and best practice across the organisation

3. Impact of the Proposal

- 3.1 Adult Social Services asked Newton Europe, following a full and open market tendering process, as set out in section 8.1, to work with us to understand our front door which is facing long delays, backlogs and increased demand. The forensic diagnostic established that the front door, in isolation, could not be addressed independently but that the issues pointed to the need for more fundamental review of how the department works.
- 3.2 Newton, with Adult Social Services, engaged with over 170 people, analysed over 500k data lines and reviewed 145 anonymised service user journeys with members of the Council's front line teams and managers from both Community and Environmental Services and Adult Social Care and we found that, in summary:
 - a) 49% of people who present at the front door show the potential to have their need prevented, reduced or delayed
 - b) 39% of preventable cases could have been more independent through the use of community resources
 - c) 51% more per year could be supported to maximise their independence
 - d) 1,500 more people per year could be supported to maximise their independence through short term interventions like Reablement
 - e) 9,400 more people per year contact the Social Care Centre for Excellence (SCCE) than four years ago
 - f) 36% of our front door practitioner capacity could be freed up by holistic service re-design
- 3.3 The diagnostic work outlined and defined a scope and identified these areas of impact for people using our services:
 - a) **Community Support:** Having the right community capacity and relationship with services to support people to be as independent as possible within resilient communities. A prevention strategy focus and way of working that proactively leverages the community support to maintain independence and reduce demand on formal Social Care support. A new relationship with Norfolk's voluntary sector as an equal partner to the change

- b) **Initial engagement with the authority (front door):** Redefining how initial access is structured within communities, and how pathways then flow through in engaging formal Social Care support. Including the expertise at the right point in the pathways, the operational teams and ways of working to support this
- c) **Short term offers to maximise independence:** Re-engineer pathways, ways of working and processes to maximise ideal volumes to enable a responsive and effective short-term service and foster independence
- d) **Social work and achieving the ideal outcome:** Working through pathways, ways of working and processes – ensuring more effective links to communities – to enable ideal outcomes for individuals. Pulling together the full social care pathway from the initial engagement through to proactively managing long term service users. Having a clear and equitable process for managing allocations and workflow

3.4 As well as better outcomes for residents, the diagnostic identified these further wider impacts:

- a) Significant recurrent financial benefits which are set out in section 4
- b) A strong platform to prepare and grow into the Integrated Care System as well as an important step in the journey of integration
- c) Working with Corporate Transformation and Strategy colleagues and Childrens Services to develop our understanding a person's whole life journey from childhood to adulthood and embed change across the authority
- d) Performance metrics, embedded improvement cycles to drive performance and auditable ways of working that collectively will give greater assurance and improve organisational resilience and responsiveness to emergent day to day operational, policy or regulatory challenges
- e) Accelerated progress along the organisation's digital roadmap, including a better understanding of and wider use of the latest technology-enabled care
- f) An embedded change methodology based on a sound understanding, supported by training modules and skills transfer to ensure a sustainable legacy for the department and – if appropriate – the Council's wider transformation community

4. Evidence and Reasons for Decision

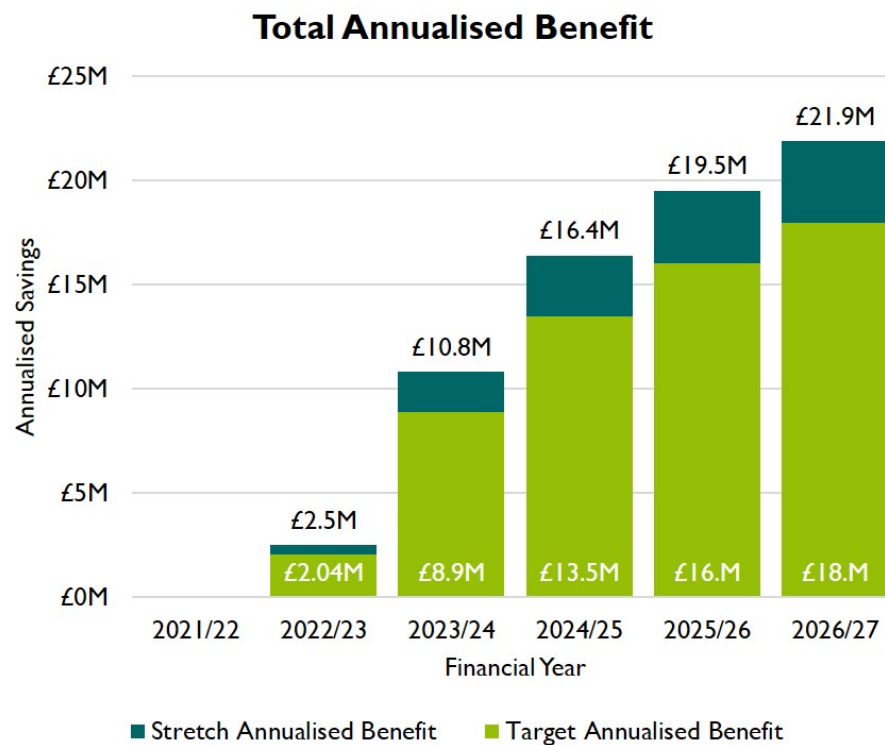
- 4.1 Through the diagnostic work completed to date, we have identified that the potential to achieve better, more independent outcomes for people are possible. Arising from improved outcomes is the potential for delivering significant recurrent financial benefits against the Adult Social Services budget. The anticipated volume changes as a result of the transformation proposed would achieve a targeted recurrent annual benefit by year five of £18m. The financial benefits have been captured in an "Opportunity Matrix" described in Table 1 below. Benefits will be a combination of revenue savings through reduced spending on commissioned care, productivity gains and mitigation of pressures.
- 4.2 The sustainable annualised benefit is broken down in Table 1 below. As part of the Diagnostic Phase, a likely "targeted" value was derived. This targeted value considers our relative starting position and itself represents a major step change. However, at the same time we derived a "stretch" figure that would show us the potential if we maximised all aspects of model.

Table 1: Opportunity Matrix: Sustainable annualised benefit

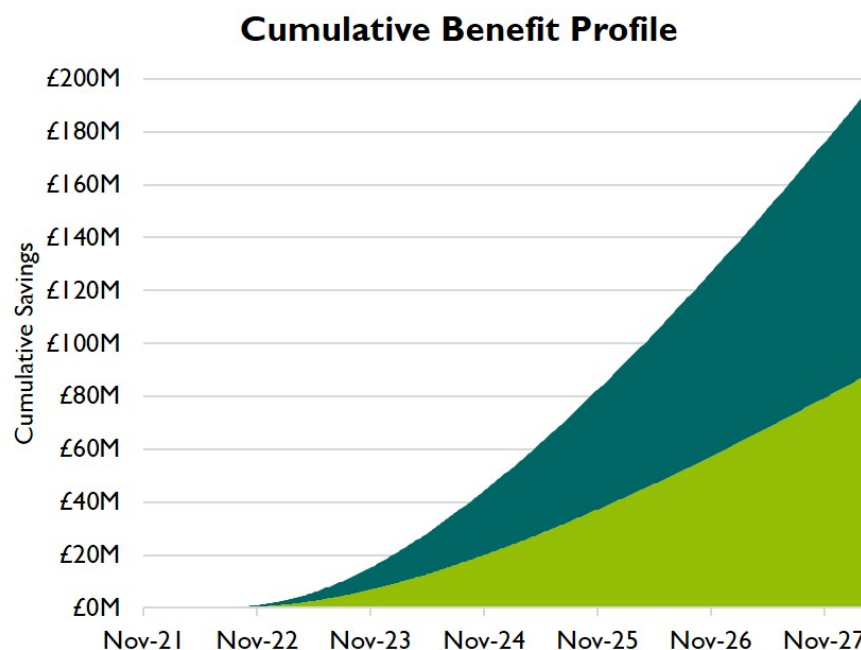
Area	Summary of Opportunity	Target	Stretch
Ideal Outcomes	Working through pathways, ways of working and processes – ensuring more effective links to communities – to enable ideal outcomes for individuals. Target Financial Benefits derived from the reduced purchasing of Residential and Homecare	£9.8m	£11.8m
Short Term Offer	Reengineer pathways, ways of working and processes to maximise ideal volumes to a responsive and effective short-term service to foster independence. Target Financial Benefits derived from the reduced purchasing of Homecare	£6.3m	£7.9m
Community Support	Having the right community capacity and relationship with services to proactively leverage the community support to maintain independence and reduce demand on formal Social Care support. Target Financial Benefits derived from the reduced purchasing of Residential and Homecare	£1.5m	£1.8m
Front Door Engagement	Redefining how initial access is structured within communities, and how pathways then flow through in engaging formal Social Care support. Productivity gain	£0.6m	£0.7m
		£18.3m	£22.2m

- 4.3 The Opportunity Matrix values are indicative of the benefit discovered in the Diagnostic Phase from proposed improvements to the service and outcomes for people. While the opportunity is summarised as four project workstreams, interdependencies exist between each of them.
- 4.4 Given the opportunities identified, the anticipated delivery plans and the profile of benefits from improved performance, the benefit delivery profile for the programme has been constructed. This shows the collective savings delivered by year up to the full realisation of the benefit and the cumulative benefit received over time as a result of completing the work. These benefits offer the choice of savings and further investment in preventative approaches and do not yet constitute definite decisions beyond the current Departmental savings proposals in the 2022-23 budget round.

Graph 1: Total Annualised Benefit



Graph 2: Cumulative Benefit Profile



- 4.4 The benefit will be achieved through improving service quality, in line with Adult Social Services overarching Promoting Independence Strategy, to achieve greater independence for the people of Norfolk. This will involve enhancing and delivering the prevention strategy, expanding the use of short-term services to maximise independence and using less formal support including fewer residential placements.

- 4.5 The key drivers for service transformation are to improve outcomes for residents, but there is also a pressing need to develop a plan that is financially sustainable and one that takes budget challenges on board.
- 4.5 Detailed findings and opportunities identified from the diagnostic phase are set out in **Appendix A**.

5 Alternative Options

- 5.1 The aim of Adult Social Care is to help ensure that some of the most vulnerable residents in the Country are empowered and enabled to have as much control over their lives as possible and live as independently as possible. The proposal is focused on modernising Adult Social Care and identifying opportunities for change that improve outcomes for people. We want people to have the skills and confidence to make a positive change in their lives which this programme of change seeks to do.
- 5.1 Our recommended method is to appoint a strategic delivery partner. This approach is different to having general consultancy support offering advice and insight. Rather it is an approach to implementing change that sees an external organisation working alongside in partnership with our own staff.
- 5.3 A strategic delivery partner with a track record of achieving results brings a rapid and sustained injection of capacity as well as consistent experience and tried and tested models of change delivered at scale. Integrated working with a delivery partner reduces the risks of benefits not lasting and can support the development of in-house capability.
- 5.4 To capitalise on the advantages of this method the recommendations in section 10 reflect the desire to embed and co-ordinate governance and resources within the delivery team and across the organisation.
- 5.5 Consideration has been given to a whole in-house programme of transformation based on the diagnostic findings. There is, within the Council, considerable knowledge and experience in change, however, given the scale and pace of change needed in the current challenging environment, as well as the complexity of change required, it was felt that this would be strongly supported by continuing to work with Newton Europe as our Strategic Partner.
- 5.6 Newton Europe as a leading partner in Adult Social Care and Local Government will complement the existing resource, skills and capacity within NCC to support the implementation and long-term sustainability of this major transformation change within Adult Social Care. The proposal will bring opportunities for extending our own in-house capability and identify opportunities to extend benefits more widely across the organisation. This will, in turn, benefit our residents by providing a more efficiently run service.
- 5.7 The Promoting Independence Team within Adult Social Services will work in close collaboration with corporate Strategy and Transformation, Childrens Services and Support Services officers, to lead and deliver this programme of transformation as well as ensuring the wider strategy is, achieved, maintained, and embedded in Adult Social Services.
- 5.8 The ambitions of this review are building on a solid Corporate ambition of service improvement and transformation activity that is underway in Norfolk County Council. This will not only reduce cost pressures but will improve outcomes for residents in

Norfolk. This work is aligned to and complements existing work and will provide the necessary resource to ensure the delivery at pace of major positive change.

- 5.9 While capacity is not currently at a level to undertake the proposal internally, through the Corporate Transformation and Strategy Team, officers will ensure a strategic view on the wider corporate improvement activity and are committed to working closely with Adult Social Services to ensure both a strategic alignment to the corporate ambitions for improvement and change as well as providing an assurance role to ensure accurate realisation of benefits.

6 Financial Implications

- 6.1 Our current ASSD financial forecast for 2021/22 is one that whilst being reported as a breakeven position, is likely to require one-off funding to achieve this. It is being explored as to whether this is likely to be an ongoing gap (notably, impacting 2022/23) or will, at least in part, be managed downwards. We also know that into 2023/24 and beyond the Council's financial position may well be under even greater pressure. ASSD, as the largest single controllable budget in the Council, will likely need to play its part in delivering sustainable financial change.
- 6.2 Alongside financial challenges we recognise that our service performance is not where we need it to be and that within Government's Social Care reforms there will be a new annual assurance regime for Adult Social Care. There is a likelihood that this process will identify the requirement for improvements. It is therefore an imperative that we seek to make change as soon as possible and apply the necessary investment required to transform services and improve our outcomes.
- 6.3 In order to contract with a Newton Europe, there is a one-off fee of up to £6.3m. This fee will be part of an invest to save proposition that will deliver, at a minimum, £9.45m of recurrent financial savings for ASSD but upwards of a targeted £18m of recurrent sustainable financial benefit. In order to compare a one-off fee against a recurrent benefit, a more comparable measure would be to contrast the one-off fee against the cumulative benefits delivered within the first five years of the change. In building towards the £18m recurrent benefit we will deliver £55m of benefits during the first five years, and when compared to the fee, offer a return on investment of 8:1.
- 6.4 In recognising the financial risk of any investment, the contract will be structured to make all attempts to minimise any downside risk, whilst enabling us to maximise upside potential. There are therefore a number of accompanying assurance mechanisms, including rigorous KPI monitoring, robust programme governance, contractual mechanisms to enable early termination and invoicing check points with the ability to pause payments should delivery and benefits fall significantly behind plan.
- 6.5 Engagement of Newton Europe to support the delivery of the Adult Social Care Promoting Independence Programme would be based on the following core principles:
- a) 100% of fee is contingent on delivery of outcomes. In the Design and Implementation phase Newton would guarantee to deliver at least 1.5 times the one-off fee in recurrent, annual financial benefit. This means at a minimum the partnership needs to deliver at least £9.45m for Newton Europe to attract their full fee. However, we are confident that a targeted value of

£18m of recurrent savings will be deliverable against this fee

- b) The programme, as a whole, would be planned and resourced to deliver the full target benefits value of £18m, not the minimum £9.45m. At the end of the design and implementation phase, if the final benefits are less than the guaranteed savings, then Newton will rebate its fees until the 1.5 times ratio is achieved. For clarity, in the unlikely event that only £3m of recurrent benefit is delivered, the fee would be proportionately reduced to £2m. In the extreme worst-case scenario, if nothing is delivered, then NCC would pay nothing with monthly invoicing schedule with checkpoints agreed
- c) With the fixed maximum fee, if circumstances require Newton to put more resource into delivering the target financial benefit than originally planned, they do so at our own risk and at no additional expense to NCC
- d) Newton included a mechanism to allow NCC to terminate our contract at any time, by giving a few weeks' notice, for any reason, paying only for work done to date

6.6 Newton Europe brings a delivery methodology that includes a focus on using data and evidence to deliver insight, which drives decision-making and continuous improvement, working alongside front line teams, and an ability to get to the root cause of complex problems.

6.7 **Benefit Realisation and Programme Assurance**

6.7.1 A rigorous and robust methodology for tracking and assuring benefit delivery will be developed to monitor the impact and benefit realisation of the plan and will be owned by Norfolk County Council.

6.7.2 There are a number of benefit realisation mechanisms that will be put in place, including rigorous KPI monitoring, robust programme governance, contractual mechanisms to ensure delivery of expected benefits.

6.7.3 The programme will be delivered within the corporate framework for strategy and transformation. This will ensure alignment with other major programmes of change for the council. We will ensure the learning from this ambitious piece of work is shared not only across the Council but with the wider sector. It will be delivered in parallel, and in collaboration with, the Council's existing transformation programmes to ensure maximum benefits are realised.

6.7.4 Measuring the operational and cost impact of the transformation with performance and finance colleagues is a core part of this programme. We will put in place and develop the right set of operational metrics to ensure progress is on track and assurance of financial impact is met.

6.7.5 There will be a systemised system of operational metrics together with finance equations to track the performance of transformation. We will use measured performance to inform BAU financial monitoring and Newton contractual delivery. This will be part of monthly review sessions.

6.7.6 To ensure long term sustainability the Council and Newton will continue to track both operational performance and financial benefit as the Newton support reduces, to give confidence in long-term sustainability of results.

- 6.7.7 There will be dedicated Newton health-check days with both operational and financial/performance staff to help address any issues beyond the end of formal, full-time programme support.
- 6.7.8 Formal end-of-programme review provides opportunity to recover payments made to Newton in the event of non-delivery.

7. Resource Implications

7.1 Staff:

- 7.1.1 This transformation proposal supports a new way of working within in Adult Social Care to deliver better outcomes for people and provide residents with improved options to help people live as independently as possible for longer.
- 7.1.2 The proposal will provide opportunities for staff development and skills transfer in both Adult Social Care as well as much widely across the Council. This work will provide staff with opportunities to expand their skills and learning. The Promoting Independence Team will play a lead role in supporting Newton Europe with this proposal's implementation alongside Corporate Transformation, Finance and Performance, and Support Services colleagues.
- 7.1.3 The transformation programme will be front line led and will work alongside officers in Adult Social Care to design, pilot and implement a new operating model for Norfolk. The Newton methodology ensures that staff and teams are inextricably linked to the design of improvements and their implementation and Adult Social Services are committed to ensuring the right resources are available to support its implementation.
- 7.1.4 The ambitions of this programme are based on a solid foundation of service improvement activity across the Council to improve outcomes for residents and manage cost pressures. The work is aligned to existing corporate strategies and rather than duplicating resources, the introduction of a strategic partner will provide the capacity to expedite the transformation of Adult Social Care.

7.2 Property

- 7.2.1 None identified

7.3 Information Technology

- 7.3.1 Newton Europe will work closely with our IT colleagues as well as the Business and Technology service in Adult Social Services to ensure strong IT integration and support for the realisation of our digital ambitions through this programme.
- 7.3.2 This programme will strengthen the wider corporate digital transformation ambition. Advancing the digital capability of the service in line with our Digital Roadmap, including using analytical techniques such as population segmentation to inform and target prevention strategies and services for maximum impact across the communities.
- 7.3.3 The proposal will identify opportunities for residents to live more independently through targeted interventions including access to reablement and use of assistive technology and we will continue to strengthen our digital resilience in Norfolk. We want to ensure that every Norfolk resident can take advantage of the opportunities and benefits digital solutions can offer as part of a comprehensive and inclusive Adult

Social Care offer.

- 7.3.4 Officers will ensure that any digital access or provision can be accessed by all, as we understand that not all residents in Norfolk have good access to broadband or use digital alternatives, and that face to face, letters, phone are retained as viable access channels. This means ensuring that any digital solution is accessible for targeted audiences and consideration put in place around how people who can't use digital solutions can still access services on an equal level. Although the move to digital solutions can be a positive evolution, it's been identified that digital solutions in some areas is a barrier. We will keep this under review and will proactively engage and work with Equality, Diversity and Inclusion colleagues in the development of digital solutions.

8. Other Implications

8.1 Procurement

- 8.1.1 The Procurement team considered both open tender and framework procurement route to seek a Strategic Partner to undertake a deep dive forensic look at our services. An open tender route was proposed that would allow the entire marketplace to submit a bid, enabling greater competition. Through this competitive process we sought a partner who had extensive transformation experience in transforming Adult Social Care and one that would use a strong evidence base while working collaboratively to look at:
- a) **Partner and Community Links** - we wanted a partner to look at how we can work with partners, providers, and community organisations to make sure people live the best possible life
 - b) **Person experience** – we wanted to understand how easily accessible Adult Social Care is to all the people who need us. Looking at what the journey is like for someone who comes to us for our help – how many hand offs do they get, how long do they spend waiting to be contacted, do they feel listened to?
 - c) **Prevention and Independence** – we wanted to look at whether Adult Social Care support people before they hit a time of crisis and understand how much we are supporting our people to be as independent as possible. Are we making the right decisions for each and every person who needs our help?
- 8.1.2 Through this procurement process, ASSD also sought a partner who, in line with our vision for long term sustainable and deliverable outcomes, had the capability and capacity to continue in partnership with us beyond the diagnostic on a further period of transformation work to implement opportunities identified during the diagnostic. The procurement process attracted a number of strong applicants, Newton Europe was successful with the Contract awarded in June 2021.
- 8.1.3 Newton specialises in designing and delivering large-scale, complex, operational transformation programmes. They have worked with over 100 public sector organisations across adult social care, children's services, health providers and with whole health and social care systems. They take an evidence led approach to reimagine and redesign ways of working, and deliver services which are better for people, better for staff and deliver significant, sustainable and guaranteed financial benefit.

8.2 Phase 1 - Diagnostic

- 8.2.1 During the months June to October 2021 Newton Europe undertook, at pace, a forensic analysis of our prevention and front door services. The diagnostic stage concluded in October 2021 and has given senior leaders within Adults Social Services a sound evidence base, and data driven rationale for the need for wider change within Adult Social Care that has real potential to improve outcomes for residents.
- 8.2.2 Newton's methodology relies on close work and collaboration with front line staff as well as senior leaders, using real cases to help explore the outcomes for residents. Newton Europe worked closely with our Information and Analytics Team to use the data in our health and social care systems to understand our services and the opportunities for improved outcomes.
- 8.2.3 As part of this work Newton engaged with 170 plus people, analysed over 500k data lines and reviewed 145 service user journeys with members of the Council's front line teams and managers from both CES and ASC.
- 8.2.4 As this work progressed, staff, managers and leaders have increasingly engaged and participated; remarked on the need to take a different approach to realise the opportunities; and are motivated for it to move forward as evidenced in Newton Europe's work on how ready for change our staff are.
- 8.2.5 Through their diagnostic work Newton identified four cornerstones of opportunity for Norfolk as set out previously in Section 3.6.
- 8.2.6 As well as better outcomes for people the diagnostic identified improved ways of working that identified significant recurrent financial savings.
- 8.2.7 Newton Europe has provided excellent service delivery for Phase 1 diagnostic and have worked at pace and in a highly collaborative manner to ensure staff are fully engaged and the full spectrum of benefit is realised and articulated in an opportunity's matrix.

8.3 Phase 2 - Implementation

- 8.3.1 As part of the open market tender process for the diagnostic, we also sought a Strategic Partner who may wish to continue in partnership with us beyond the diagnostic on a further period of transformation work to implement the opportunities identified during the diagnostic. This was entirely at Norfolk County Council's discretion based on performance within the diagnostic.
- 8.3.2 It is therefore our recommendation that Norfolk County Council, Adult Social Services continue to work with Newton to implement and realise the full spectrum of opportunities identified through the diagnostic for the following reasons:
 - a) Newton Europe have displayed a high level of collaboration evidenced with front line staff ensuring enthusiasm with front line staff in taking this work forward
 - b) The outputs of the diagnostic provided ASSD with high quality data and information to clearly understand and articulate a sustainable way forward
 - c) Positive work practices were embedded in phase 1 and strong collaboration in how phase 2 will be managed is evident

- d) Working with Newton to implement their findings will ensure pace of delivery and a quicker mobilisation of teams and resources
- e) Newton have provided details of their history of working with other Local Authorities to deliver large scale change and transformation in complex environments
- f) Newton Europe has a strong history of working in Adult Social Care systems including Northamptonshire County Council, Royal Borough of Greenwich, and Leicestershire County Council. Norfolk County Council officers undertook due diligence conversations with all the above authorities following the diagnostic completion and in the due diligence conversations when preparing this report for Members
- g) Newton will provide a core team that blend a combination of expertise and experience in analytics; digital tools and capabilities; people centred change management and strategic communications; coaching and mentoring; rigorous programme management; a proven approach to delivery; training; and design methodology to deliver sustainable new ways of working. This team will flex over time to respond to the emerging needs of the programme and critically is designed to provide the necessary capability and capacity to ensure the successful delivery of the programme
- h) Newton will provide expertise to bring together the right data and the right systems to promote insight-driven design-making and, where appropriate, harness the power of advanced data science. Ensuring digital capabilities are maximised for the Council and there is a clear link to delivered value as well as access to other Local Authority clients and extended peer reviews
- i) Newton are also committed to delivering bespoke training to develop Norfolk's internal change capacity, including formal training in our proven core methodology, coaching and on-the-job skills transfer working alongside managers and leaders in the organisation to train and mentor in the Newton approach and elements of the new ways of working to ensure the programme outcomes are achieved

8.4 Human Rights Implications

8.4.1 The Strategic Partner will be required to comply with the Council's policies.

8.5 Equality Impact Assessment (EqIA)

8.5.1 Public authorities are required by the Equality Act 2010 to give due regard to equality when exercising public functions. This is called the 'Public Sector Equality Duty'.

8.5.2 The purpose of an equality impact assessment is to consider the potential impact of a proposed change or issue on people with protected characteristics. If the assessment identifies any detrimental impact, this enables mitigating actions to be developed.

8.5.3 It is not always possible to adopt the course of action that will best promote the interests of people with protected characteristics. However, equality assessments enable informed decisions to be made that take every opportunity to minimise disadvantage.

8.5.4 The full Equality Impact Assessment is included in **Appendix B**.

8.6 Data Protection Impact Assessments (DPIA)

8.6.1 The Strategic Partner will be required to comply with the Council's policies, and we will continue to work with our Data Compliance team to ensure good practice in all areas supported by a comprehensive data sharing agreement.

8.7 **Any Other Implications:** None identified

9. Risk Implications / Assessment

9.1 Norfolk County Council is seeing an increase in demand for services with that pattern likely to continue. While pressures for 2020/21 were managed, there is a risk that the Council will face continued increased costs and demands into 2022/23.

9.2 The Plan will be measured using a robust performance management framework with regular reporting to the Departmental Leadership Team, and other appropriate corporate governance boards on benefit realisation and ensuring long term sustainability.

9.3 Strategic and Operational Risks

9.3.1 Risk 1: Capacity and Resource

At peak periods, the very high numbers of people seeking support puts strain on the capacity we have to prevent and reduce the need for formal care. The department is still coping with the on-going pandemic and which brings increased workloads and urgent demands. There is a risk that these continue and the legacy which Covid leaves will become the priority for staff and will leave little capacity to drive and embed change.

Mitigation:

While the demand is not expected to reduce in the next 18 months of programme design and implementation, the proposal itself is set to design a new way forward to manage this demand within Adult Social Care. The transformation programme has been designed to give the flexibility to react nimbly to changes in capacity and to react quickly to any unexpected increases in demand. With close collaboration with the Corporate Strategy and Transformation team and ensuring a pragmatic strategic and operational approach to resource and capacity, we are confident this risk can be mitigated.

9.3.2 Risk 2: Benefit Realisation

While the commercial proposal is linked to the benefit realisation there is a risk that the potential benefits are not fully realised. Due to the assurance and commercial mechanisms this risk is expected to remain low.

Mitigation:

This risk has been robustly mitigated to minimise any financial risk to the Authority through a series of commercial mechanisms that guarantee a minimum level of financial benefit that is greater than the fee paid. There are therefore a number of accompanying assurance mechanisms, including rigorous KPI monitoring, robust programme governance, contractual mechanisms to enable early termination and invoicing check points with the ability to pause payments should delivery and benefits fall significantly behind plan. The strengthened corporate strategy and transformation framework will provide strengthened oversight and council-wide assurance.

9.3.3 Risk 3: National Reform

The Policy and operating context for Adult Social Services continues to be complex and continues to shift direction. Most significantly with two White Papers that will have a fundamental impact on how we deliver services. There is a risk that new legal requirements within the White Papers will conflict with planned changes or delay the achievements of benefits.

Mitigation:

National reform has been expected and ASSD continue to be strategically engaged with key policy makers on reform. ASSD has a track record in adapting to unexpected and urgent changes. The changes signalled through the first phase (the Newton Europe diagnostic) are in line with the White Paper "Putting People at the Heart of Care," and Newton Europe's method of working and designing alongside teams will ensure changes from legislation and integrated in front line practice.

10. Select Committee Comments

10.1 None

11. Recommendations

11.1 Cabinet is recommended to:

- a) Agree the aims and objectives of the next phase of Promoting Independence – Adult Social Services Transformation programme, as set out at section 1.8
- b) Agree to the engagement of Newton Europe as a strategic change partner to implement a new target operating model for Adult Social Services as set out in section 2.0, section 6.5 and section 8.1
- c) Agree that ASSD will work in partnership with the corporate Strategy and Transformation Team to ensure the benefits of transformation are fully realised for Norfolk, as set out in section 5.0

White Paper – People at the Heart of Care

<https://www.gov.uk/government/publications/people-at-the-heart-of-care-adult-social-care-reform-white-paper>

Adult Social Care Reform for Local Government Association

<https://www.countycouncilsnetwork.org.uk/new-report-thousands-of-people-could-live-more-independently-if-councils-continue-to-deliver-social-care/>

NHS Long Term Plan

<https://www.england.nhs.uk/integratedcare/what-is-integrated-care/>

Officer Contact

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

ASSD Service Review

Transformation and Prevention in Adult Social Care

To support our work **Promoting Independence: *Living Well, Changing Lives***, Norfolk County Council are embarking on a transformation programme in partnership with Newton Europe to redesign our **front door and prevention services**, and help our communities to stay **independent, resilient and well**.



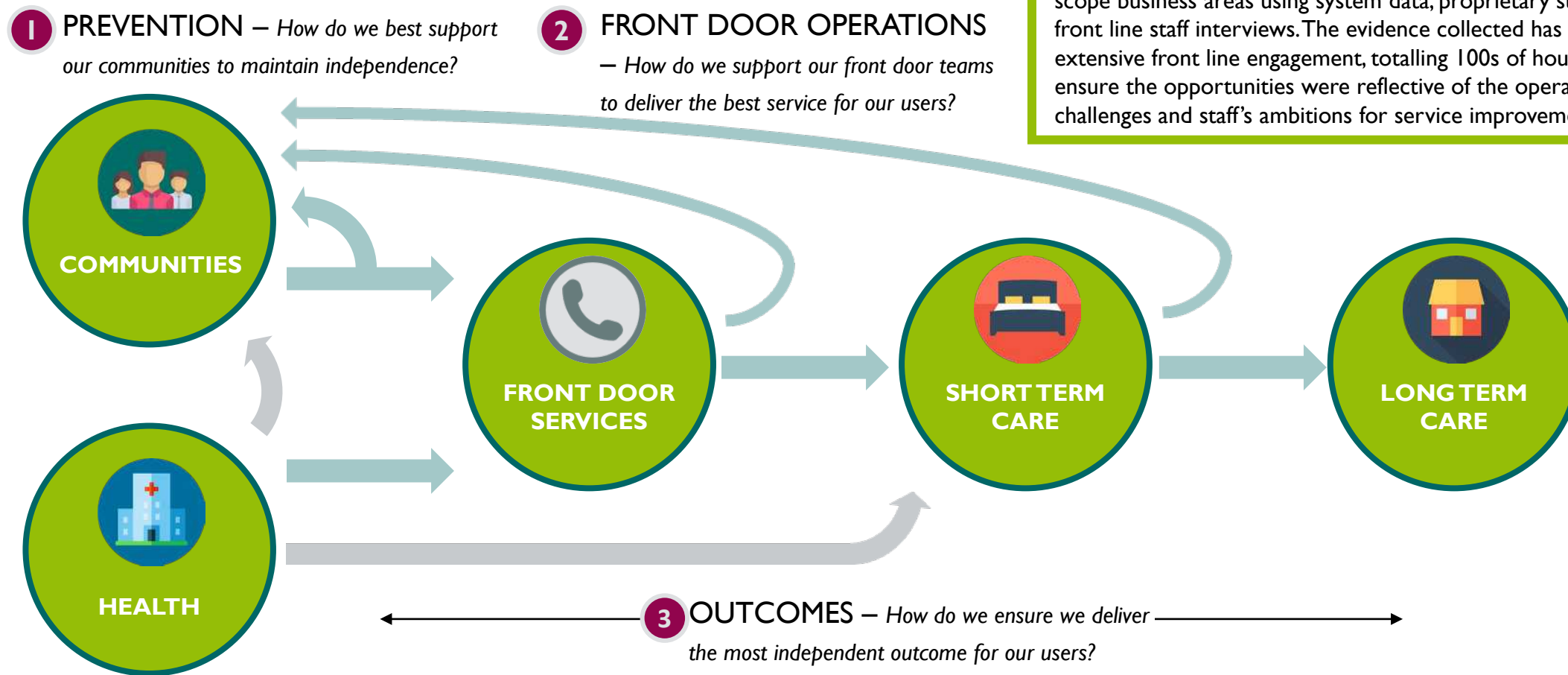
**Promoting
Independence**

***Living Well &
Changing Lives***

Diagnostic Scope

Rigorous, Evidence based, Prioritised

The diagnostic phase has focused on developing a rigorous evidence base to support the opportunities for improvement. This has included a significant depth of insight across the in-scope business areas using system data, proprietary studies and front line staff interviews. The evidence collected has relied on extensive front line engagement, totalling 100s of hours, to ensure the opportunities were reflective of the operational challenges and staff's ambitions for service improvement.



Value Proposition

People opportunities



Community & Prevention Summary



Controlling for demographic differences, where a person lives heavily impacts their likelihood of interacting with the Council. This suggests an opportunity for prevention, reducing variation and improving outcomes.



Case reviews with front line staff showed **49% of cases could have had their increase in need prevented, reduced or delayed** before presenting at the front door.



39% of preventable cases could have been more independent through the use of **community resources**.



We can make better use of community resources through a combination of **better connecting people to resources** and **improved available capacity** in the voluntary sector.



To connect people to the right community support at the right time, we need to understand them. **Effective use of segmentation and linking it to operations is the first step** in helping us understand the likely needs and engagement preferences per community and location.



The benefit of resilient communities lies not only in prevention, but **throughout the user pathway**. At each step we want to support individuals **returning to strong resilient communities** through the right resources and capacity across services.

Front Door Operations Summary



The volumes and pressures at our Front Door are very high. Despite multiple line closures this year, average **new contacts each month are still 36% higher than May 2017.**



Closing the Care & Assessment line is not ideal for customer experience and **only reduces cases into SCCE by 37%.**



6 in 10 people contacting SCCE are professionals and our Front Door pathway is not optimised for them.



Our focus groups suggest that we can **reduce the current volume of cases referred into SCCE by a quarter** by resolving them at the first point of contact.



58% of cases that are resolved at the SCCE (IAG, NFA or signposting) **return within 8 weeks**, with individuals who've been referred to another agency returning 29% faster than people who just have IAG.



By benchmarking team members we see that ways of working improvements could improve average **time spent on each case by 9%.** We can also save time by removing duplicative steps in the transfer process.



By resolving eligible calls at the first point of contact, improving ways of working and removing duplication, we can **improve capacity by 36.4% to support 13.8k additional people.**

Outcomes Summary



Controlling for demographic differences, where a person lives heavily impacts their likelihood of being placed in residential or nursing care, instead of homecare



According to case reviews, **51% of cases could have had a more independent outcome**, either in a different setting or reducing the level of homecare



32% of outcomes were non-ideal due to **decision making pressures**. **19%** of outcomes were non-ideal due to **service constraints**



The biggest pressure that drives variation in decision making was identified as the **accountability practitioners felt if something went wrong**



An additional **1200 - 1600 people could benefit from reablement each year**, but we are already at capacity. Lack of available homecare is a big driver, causing reablement capacity to be used for those who do not need it



There are also people within the community who would benefit from additional services to increase their level of independence. Most specifically **OT, AT & Community Services**

Plan Generation

Enabling effective transition to implementation



DISSEMINATION

Ensuring everyone across the authority who has either been involved in the work or has a part to play in delivering the opportunities has been actively engaged in the output of the diagnostic



STRATEGIC DESIGN PRINCIPLES

Working through the alignment of the service's ambition and strategy, alongside the operational challenges of today, to construct a set of objectives and principles for the delivery of the programme



DESIGN & IMPLEMENTATION APPROACH

Using a combination of the readiness for change output, the scope and opportunities to be delivered and the design principles to shape the approach for the implementation programme to ensure sustainable impact



BENEFIT PROFILE

Developing a detailed and rigorous understanding of the outcomes and financial benefits over time, net of any one off and recurrent costs, to show the ROI for the programme over time

Programme Scope defined by the evidence

Critical Enabling Scope:

- Building on the **segmentation, data and insight**, as well as the potential through technology, to turn help redefine ways of working and potential outcomes
- Fostering **partnerships**, with a focus on our connection with communities (Incl. Health, Districts, community groups and leaders)
- **Commissioning** (Incl. Homecare capacity, community capacity, technology)
- **Performance management** and reporting (Incl. establishing improvement cycles)
- Oversight of **engagement** approach (embedded through all streams)
- **Capability** and training in methodologies and approach to change, enabling front line led design
- Proactive management of **HR** Implications (resulting from any changes through design into implementation)

FOUR-PART SCOPE

Community Support

Having the right community capacity and relationship with services to support people to be as independent as possible within resilient communities.

A prevention strategy, focus and way of working that proactively leverages the community support to maintain independence and reduce demand on formal Social Care support.

Initial engagement with the authority (front door)

Redefining how initial access is structured within communities, and how pathways then flow through in engaging formal Social Care support. Including the expertise at the right point in the pathways, the operational teams and ways of working to support this.

Short term offer to maximise independence

Reengineer pathways, ways of working and processes to maximise ideal volumes to a responsive and effective short term service to foster independence.

Social work and achieving the ideal outcome

Working through pathways, ways of working and processes – ensuring more effective links to communities – to enable ideal outcomes for individuals.

Pulling together the full social care pathway from the initial engagement through to proactively managing long term service users. Having a clear and equitable process for managing allocations and workflow.

The Principles by which we will design the service

based on the evidence and lived experience of our staff, managers and leaders

1. **Designed by staff. Led by managers. Enabled by leaders.** All with a shared understanding of and commitment to the goal.
2. **Data and evidence led.** Well-defined KPIs guide the process of designing and trialling solutions. Avoid the temptation to measure success by inputs.
3. **Community co-production.** Working with communities and our services users, carers and community leaders to help develop the communities our people live in.
4. **Effective governance** that holds people to account, actively drives progress and keeps us focus on the ambition, without emergent work interfering with it.
5. **Challenge conventions:** approaches, processes, structures, ways of working.
6. **Strive to simplify.** Holding ourselves to account to add only what's truly meaningful and valuable, to optimise adoption.
7. **Innovative.** Use digital tools and technology when it enables services to be reimagined and accelerates our improvement.
8. **Person focussed.** Always start with what service users want, recognising what they want is not always what they need. Do not think services-first.
9. **Winning & Losing Together.** Being willing to fail, testing until we get it right and not jumping to solutions or a single-minded focus on proving a theory.
10. **Pragmatic.** Balancing ambition and transformation with the reality of the day-to-day pressures that we face operationally.

The programme will be delivered using a proven programme delivery methodology over an eighteen month period. The approach includes discrete programme phases which are agile and responsive to the emergent needs of the programme. The phases will move through a design period with front line teams and live trials to develop and test new ways of working, before building the enhanced working practises into sustainable BAU operations across the service.

Opportunity Matrix

AREA	SUMMARY OF OPPORTUNITY	TARGET	STRETCH
Ideal Outcomes	<ul style="list-style-type: none"> Working through pathways, ways of working and processes – ensuring more effective links to communities – to enable ideal outcomes for individuals. Target reduction in existing cost: Residential and Homecare 	£9.8m	£11.8m
Short Term Offer	<ul style="list-style-type: none"> Reengineer pathways, ways of working and processes to maximise ideal volumes to a responsive and effective short term service to foster independence. Target reduction in existing cost: Homecare 	£6.3m	£7.9m
Community Support	<ul style="list-style-type: none"> Having the right community capacity and relationship with services to proactively leverage the community support to maintain independence and reduce demand on formal Social Care support. Target prevention of future cost: Residential and Homecare 	£1.5m	£1.8m
Front Door Engagement	<ul style="list-style-type: none"> Redefining how initial access is structured within communities, and how pathways then flow through in engaging formal Social Care support. Productivity gain (non-cashable unless staff reduction) 	£0.6m	£0.7m
		£18.3m	£22.2m

In order of opportunity size

PLEASE NOTE:

- The Opportunity Matrix values are indicative of the benefit discovered in the Diagnostic Phase from proposed improvements to the service and outcomes for people. The exact values, and the approach to unlock this benefit should be refined through the Design Phase.
- While the opportunity is summarised as four project workstreams, interdependencies exist between each of them.

Summary

- This programme has been **jointly scoped** and planned by the NCC Adults Leadership team and Newton, to deliver the opportunities identified in the Front Door and Prevention diagnostic.
- This represents the opportunity to deliver **£55m in benefit** to the authority over the next five years.
- The benefit will be achieved through **improving service quality**, in line with the ASC strategy, to achieve greater independence for the people of Norfolk. This will involve enhancing and delivering the prevention strategy, expanding the use of short term services to maximise independence and using less formal support including fewer residential placements.
- Advancing the **digital capability** of the service will be key to unlocking this opportunity, including using analytical techniques such as population segmentation to inform and target prevention strategies and services for maximum impact across the communities.
- The programme will see **NCC and Newton form a partnership** to deliver the benefits. This enables an outcome based delivery model, using the capabilities and skills of NCC officers and complimenting that with Newton's delivery model, IP, capacity and capabilities. The result being a programme where NCC can be both assured of the delivered result and skill transfer to internal staff, to ensure the legacy of the programme and retained knowledge for future transformation.
- There is a one-off fee to deliver the £55M benefits of £6.3M (an ROI of >x8), which will be fixed and **set 100% at risk against measurable, sustainable, programme benefits**. There are a number of accompanying **assurance mechanisms**, including; rigorous KPI monitoring, robust programme governance, contractual mechanisms to enable early termination and invoicing check points with the



Norfolk County Council

ASSD Service Review – Transformation and Prevention in Adult Social Care

Equality Impact Assessment – Findings and Recommendations

December 2021

Craig Visser

Equality impact assessments enable decision-makers to consider the impact of proposals on people with protected characteristics.

You can update an assessment at any time to inform service planning and commissioning.

For help or information please contact equalities@norfolk.gov.uk.

1. The proposal ASSD Service Review – Transformation and Prevention in Adult Social Care

- 1.1 Due to the policy and operating context for Adult Social Services (ASSD) having shifted significantly with two White Papers due for publication – one on integration and one on charging reform, ASSD wants to transform the way people access support and target support at the earliest opportunity to prevent need and ensure we build on people's strengths and promote independence. Alongside this, the impact of COVID has left a legacy of increased demand, high complexity of needs, and a care sector which has been made even more unstable.
- 1.2 While the Council needs a wholesale review of its services before 2023/24 and has just launched its "Better Together, For Norfolk" strategy and nationally Adult Social Care is being reformed, ASSD needs to invest to ensure a generational difference and levels up Adult Social Care.
- 1.3 A step change will look to address the next five years for Adult Social Services to level up and transform its service for the future. This includes:
 - a) A new target operating model for the department which radically transforms our digital capacity to engage with people and providers in the light of charging reform
 - b) A new deal brokered through the Integrated Care System to support people at a place level with excellent community services, driven by population-based health
 - c) A step change in prevention, led by people with need directing their own care choices, and based on risk stratification, and targeted interventions to address known life risks, and
 - d) A re-purposed 'front door' for adults which put people at the heart of how we work with them.
- 1.4 Promoting Independence has largely focused on managing demand through a changed model of social work, investment in reablement and assistive technology, resulting in a slowed rate of admissions to residential care for all ages, bringing the council closer in line with its family group. Looking ahead these gains will be sustained through a step change in prevention, based on risk stratification, and targeted interventions to address known life risks, and a re-purposed 'front door' for adults.
- 1.5 Alongside this, ASSD will continue to lead and shape independent providers to develop choices for people at all stages of life - disabled people who want to leave the family home, people who want support at home which fits their lives, people who want access to training, learning and employment.
- 1.6 Looking forward, Promoting Independence phase two is about Living Well and Changing Lives with 8 core ambitions for Adult Social Care over the next four years:

1. **Prevention and early help** – a clear strategy, targeted interventions and a re-purposed ‘front door’ which put people and their family carers at the heart
 2. **Integrated Health and Social Care Offer** – integrated health and social care offer in each locality to help people retain independence
 3. **Living Well social work** – being led by people who direct their own choices, addressing holding lists, reviews and practice quality
 4. **A stable, modern care market** where 85% of providers are good or outstanding
 5. A step change in **housing choices** for older people and disabled people and through our building programme
 6. **Transformation of the Norse Care estate** to match market needs and ensure it remains a leader in the sector
 7. Driving the **‘Eight technologies that will change the face of health and social care’**
- 1.7 Workforce Development – Developing skills and capacity in social care and the care market and improving ASSD’s preventative offer is a key part of its obligation to ensure citizens have access to universal advice and information as part of a vision to prevent, reduce and delay the need for formal care. This is a key priority in not only providing a high-quality service, but an efficient service that invests in long-term and sustainable prevention. This work is strongly underpinned by the existing Promoting Independence Strategy and Programme of Transformation.
- 1.8 The key outputs expected from this second phase of transformation include but are not limited to the following:
- 1.8.1 A targeted prevention strategy that proactively leverages community support to promote independence and working to ensure the right community capacity and relationship with services.
 - 1.8.2 A deeper understanding of Norfolk's residents, their needs and the local support they require through the use of advanced analytical techniques such as machine learning and geospatial visualisations
 - 1.8.3 Reengineered social care pathways and new ways of working to achieve better outcomes for individuals and maximise the number of people able to benefit from both technology-enabled care and responsive, effective short-term services.
 - 1.8.4 Digital tools and platforms that better connect at risk residents to community support, thereby improving their independence and reducing their reliance on formal social care.
 - 1.8.5 Refreshed "Departmental Blueprint", target operating model, that sets clear scope and boundaries for each team and transforms how initial access to Norfolk Adult Social Services is structured within communities and pathways that then flow through in engaging formal Social Care support.
 - 1.8.6 New ways of working that improve the experience for staff.
 - 1.8.7 A Sustainability Table that describes the key elements of the ways of working that are essential to maintain improved KPI performance, monitored to identify where more support may be needed and where change has been successfully embedded.

1.8.8 Upskilled workforce (transformation methodology, transformation, continuous improvement, performance management etc.). Investment in our workforce underpins this positive change for Adult Social Care and as part of this work Adult Social Care senior leaders are committed to developing the skills and experience of our staff while working alongside them to manage change.

1.9 The impact then that these proposals will leverage over the longer term and in turn on people with protected characteristics are examined under Sections 3 and 4 of this document. However, it must be stressed that without the full scope of what this change means making a meaningful equality impact assessment is hampered but there are key considerations and actions that the programme will need to consider with its development and formation.

2. Legal context

2.1 Public authorities are required by the Equality Act 2010 to give due regard to equality when exercising public functions¹. This is called the 'Public Sector Equality Duty'.

2.2 The purpose of an equality impact assessment is to consider the potential impact of a proposed change or issue on people with protected characteristics. If the assessment identifies any detrimental impact, this enables mitigating actions to be developed.

2.3 It is not always possible to adopt the course of action that will best promote the interests of people with protected characteristics. However, equality assessments enable informed decisions to be made that take every opportunity to minimise disadvantage.

3. Information about the people affected by the proposal

3.1 Since the proposal in effect is looking at a wholesale review of Adult social Services it is inevitable that anyone receiving or accessing services will be impacted. While the intention in the longer term is to ensure a sustainable and much improved delivery that is based on people's needs and requirements as opposed to the current systems focussed delivery, this means a more customer defined and driven service.

3.2 As service provision is on the whole blind to certain protected characteristics (and data on certain protected characteristics is not always recorded) there are protected characteristics i.e., age or disability which may be used to define specialisms and in turn the type of service delivery. However, it favours equal treatment to all who receive or access services, and this EqIA Report stresses that change in any form may unknowingly and unintentionally disfavour people with specific protected characteristics.

3.3 In all the total population estimate for Norfolk is 914,039, all who may at some point access or receive services from Norfolk County Council. However, it is worth bearing in mind that age-related and age-appropriate solutions would need to be developed in terms of cohort size and age. In all active people using services from Adult Social Services (on 14 December 2021 – extracted from Norfolk BI Power Server) are detailed as follows:

Cohort / Specialism	Total	18 - 64	65 - 74	75 - 84	85 and over
All Service Users	13,212	5,208	1,631	2,606	3,767
Learning Disability	2,743	2,197	214	67	11

Mental Health	1,262	1,209	245	200	133
Older People	7,033	217	1,104	2,329	3,473
Other	253	118	24	42	69
Physical Disability	1,553	1,321	201	20	11

- 3.4 As protected characteristics are universal and / or specific to certain groups – age (detailed below as services for specific age groups would need to consider age-appropriate solutions); gender reassignment; being married or in a civil partnership; being pregnant or on maternity leave; disability; race including colour, nationality, ethnic or national origin; religion or belief; sex; and sexual orientation, the magnitude and change envisioned by this proposal will inevitably impact on all people who access and receive services, but with the goal of providing significant benefits for people using services including:
- 3.4.1 An ambitious and impactful programme that will deliver a significant and measurable performance improvement for the people of Norfolk and the authority, that the authority can use as a platform to share as best practice across the sector
 - 3.4.2 A more resident-centric Adult Social Care service, supported by richer and better-connected data platforms overlayed with the digital tools and analytics required to understand evolving resident needs
 - 3.4.3 Robust performance metrics, embedded improvement cycles to drive performance and auditable ways of working that collectively will give greater assurance and improve organisational resilience and responsiveness to emergent day to day operational, policy or regulatory challenges
 - 3.4.4 A meaningful step along the organisations digital roadmap to achieving its vision and strategy, including a better understanding of and wider use of the latest technology-enabled care
- 3.5 The programme has been designed to deliver a step change in service quality, outcomes and experience for the people of Norfolk, whilst improving the working lives of staff. This will result in fewer people living in residential care and more people living more independent lives in the community.

Norfolk population by age and accessing services			
Age	Total	% of population	% of age group accessing services
18 - 64	516,514	56.5%	1%
65 – 74	117,782	12.9%	1.38%
75 – 84	76,148	8.3%	3.42%
85 and over	31,413	3.4%	12%

4. Potential impact

- 4.1 Considering the scale of change proposed but as yet not fully defined i.e. there is an overarching proposal but the details in terms of individual service changes have not been fully scoped, recommendations in terms of shaping that programme and ensuring any service changes do not directly or indirectly discriminate against any individual with protected characteristics are included below.
- 4.2 Therefore, assessing impact on people with protected characteristics, both recorded on systems and unrecorded, should form a significant element of the scope in particular:
 - 4.2.1 Ensure any changes to services or provision does not unfairly discriminate i.e., that the replacement or changed service is in effect better or of equal quality
 - 4.2.2 Ensure any digital access or provision can be accessed by all i.e., not all residents in Norfolk have good access to broadband or use digital alternatives, and that face to face, letters, phone are retained as viable access channels. This means ensuring that any digital solution is accessible for targeted audiences and consideration put in place around how people who can't use digital solutions can still access services on an equal level. Although the move to digital solutions can be a positive evolution, it's been identified that digital solutions in some areas i.e. banking and debit card transactions to access services has a disbenefit for those who manage their budgets with cash. Once work on specific projects starts the programme will need to link in with the Equality, Diversity and Inclusion Team
 - 4.2.3 That cessation of services is clearly communicated and does not impact negatively on those accessing that service and is not simply part of cost cutting exercises
 - 4.2.4 When a new service is being considered an EqlA should form an essential part of the scoping activity to assess appropriately how people with protected characteristics will be impacted
- 4.3 This list is not exhaustive but should be considered in light of the proposal and where relevant individual EqlAs should be undertaken.

5. Conclusion

- 5.1 As outlined in the documentation related to this proposal there is no legal impediment to deliver on the change proposed, which is in effect confirming the procurement of Newton Europe to support the change. However, any changes that are scoped as a result of this proposal should be subject to individual EqlAs.
- 5.2 It is too early to tell how people with protected characteristics will be impacted but with the scale of proposed change there is in all likelihood an impact that will be felt across the county, which is intended to improve for both people who access and use services and those who deliver the services.

6. Recommended actions

	Action	Lead	Date
1.	Ensure that additional EqlAs are conducted for each scoped project and workstream that the proposed programme of work will deliver.	NCC Programme Manager / Newton Europe	As required

7. Evidence used to inform this assessment

- Norfolk County Council's [Equality, Diversity & Inclusion Policy](#)
- Norfolk County Council's [Equality, Diversity & Inclusion Objectives](#)
- Norfolk County Council [Area Reports](#) on Norfolk's JSNA relating to protected characteristics:
- Business intelligence and management data, as quoted in this report
- Equality Act 2010 and Public Sector Equality Duty codes of practice
- Cabinet Report - ASSD Service Review – Transformation and Prevention in Adult Social Care for 12th January 2022

8. Further information

For further information about this equality impact assessment please contact Claire Sullivan, Programme Manager, Adult Social Services.



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Annex 1 – table of protected characteristics

The following table sets out details of each protected characteristic.

Remember that people with multiple characteristics may face the most barriers:

Characteristic	Who this covers
Age	Adults and children etc, or specific/different age groups
Disability	<p>All disabled people including but not limited to:</p> <ul style="list-style-type: none"> • People with mobility issues (e.g. wheelchair or cane users; people of short stature; people who do not have mobility in a limb etc) • Blind and partially sighted people • People who are D/deaf or hearing impaired • People with learning disabilities • People who have mental health issues • People who identify as neurodiverse (this refers to neurological differences including, for example, dyspraxia, dyslexia, Attention Deficit Hyperactivity Disorder, the autistic spectrum and others).
People with a long-term health condition	People with long-term health conditions which meet the criteria of a disability.
Gender reassignment	<p>People who identify as transgender (defined as someone who is proposing to undergo, is undergoing or has undergone a process or part of a process to reassign their sex. It is not necessary for the person to be under medical supervision or undergoing surgery).</p> <p>You may also want to consider the needs of people who identify as non-binary (a spectrum of gender identities that are not exclusively masculine or feminine).</p>
Marriage/civil partnerships	People who are married or in a civil partnership. They may be of the opposite or same sex.
Pregnancy & Maternity	
Race	<p>Race can mean colour, nationality (including citizenship), or ethnic or national origins, which may not be the same as current nationality.</p> <p>A racial group can be made up of two or more distinct racial groups, for example black Britons, British Asians, British Sikhs, British Jews, Romany Gypsies and Irish Travellers.</p>
Religion/belief	<p>Belief means any religious or philosophical belief or no belief. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and</p>

Characteristic	Who this covers
	behaviour. Denominations or sects within a religion can be considered a protected religion or religious belief.
Sex	This covers men and women. You may also want to consider the needs of people who identify as intersex (people who have variations in sex characteristics).
Sexual orientation	People who identify as straight/heterosexual/lesbian, gay or bisexual.

¹ The Act states that public bodies must pay due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between people who share a relevant protected characteristic¹ and people who do not share it;
- Foster good relations between people who share a relevant protected characteristic and people who do not share it.

The full Act is available [here](#).

Cabinet

Item No: 9

Report Title: Admission Arrangements for the School Year 2023/24

Date of Meeting: 12 January 2022

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

Responsible Director: Sara Tough – Executive Director of Children's Services

Is this a Key Decision? No

If this is a Key Decision, date added to the Forward Plan of Key Decisions: N/A

Executive Summary / Introduction from Cabinet Member

Recommendations:

1. To determine the Admissions arrangements for the school year 2023/24.

1. Background and Purpose

- 1.1 Each year the County Council is required to determine the admissions co-ordination scheme for all schools and to determine the admissions policy for all Community and Voluntary Controlled schools, being the admission authority for these schools.
- 1.2 The co-ordination scheme has been developed following annual consultations over a number of years. The proposed schemes and timetable for 2023/24 meet the requirements imposed by the School Admissions Code and associated legislation to ensure a fair and consistent process for parents.
- 1.3 As required by the School Admissions Code, where changes are proposed to admission arrangements an admissions consultation must run for at least six weeks between 1 October and 31 January. No consultation was run this year as no changes were proposed to the Local Authority's admission arrangements or over-subscription criteria.

- 1.4 Admission Authorities must determine their admission arrangements every year, even if these have not changed from previous years and a consultation has not been required.

2. Proposal

- 2.1 To maintain the current co-ordinated admission arrangements for all schools and the existing admission policy for Community and Voluntary Controlled Schools. For reference the admission arrangements, timetable and revised policies are attached.

3. Impact of the Proposal

- 3.1 The School Admissions Code sets out statutory requirements to ensure a fair and equitable process for all families seeking a mainstream school place.

4. Evidence and Reasons for Decision

- 4.1 The co-ordination scheme follows the model scheme set out in the School Admissions Code and admission policies for Community and Voluntary Controlled Schools have been developed to fully comply with the School Admissions Code.
- 4.2 Norfolk County Council is under a statutory duty to determine admission arrangements by 28 February each year. If these cannot be determined, the Secretary of State has the power to impose a co-ordination scheme.
- 4.3 Parents who are refused admission are entitled to appeal to independent admission appeals panels. Since 2010 appeal panels have been required to consider the legality of admission arrangements as part of this process. Our arrangements have not been referred by the Independent Appeal Panels to the Office of the Schools Adjudicator (OSA) as part of this regular review.
- 4.4 Additionally, parents can refer our determined arrangements to the OSA. This has not occurred since 2014 when our arrangements were confirmed as compliant. Parents dissatisfied with the outcome of their appeal can refer concerns to the Local Government Ombudsman but again no concerns have been expressed regarding the co-ordination scheme or admissions policies.
- 4.5 The majority of parents gain a place at a preferred school for their children.

5. Alternative Options

- 5.1 None

6. Financial Implications

- 6.1 The admissions function is funded from the Dedicated Schools Grant and all costs associated with the function are covered by this grant. The proposed admission arrangements do not add to the current costs.

7. Resource Implications

7.1 **Staff: None**

7.2 **Property: None**

7.3 **IT: None**

8. Other Implications

8.1 **Legal Implications: None**

8.2 **Human Rights Implications: None**

8.3 **Equality Impact Assessment (EqIA) (this must be included):** Admission Authorities must ensure that their arrangements will not disadvantage unfairly, either directly or indirectly, a child from a particular social or racial group.

8.4 **Data Protection Impact Assessments (DPIA): None**

8.5 **Health and Safety implications (where appropriate): None**

8.6 **Sustainability implications (where appropriate): None**

8.7 **Any Other Implications: None**

9. Risk Implications / Assessment

9.1 **None applicable**

9.2

10. Select Committee Comments

10.1 Not applicable

10.2

11. Recommendations

1. To agree to the continuation of the current Admission arrangements, timetable and policies
- 2.
- 3.

12. Background Papers

- 12.1 Appendix A: Admissions Round Co-ordination 2023/24
- 12.2 Appendix B: 2023/24 Admissions Co-ordination Timetables
- 12.3 Appendix C: 2023/24 Norfolk In-Year Co-ordination Scheme
- 12.4 Appendix D: Oversubscription rules for Community and Voluntary Secondary Schools

Officer Contact

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

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Norfolk Admission Arrangement 2023/24 – Appendix A

2023/24 Admission Round Co-ordination Scheme

(First admission to Reception, Transfer to Junior School and Transfer to Secondary School)

1. Parents are offered the opportunity to express up to three preferences.
2. All Norfolk parents will complete a common application form either on-line or by a paper form which must be returned direct to us at Norfolk County Council.
3. Any parents seeking to apply direct to Foundation schools, Voluntary Aided schools and Academies must be provided with a common application form inviting three preferences which must be forwarded to the Local Authority.
4. For first admission to school, details of the application process will be sent to parents using data supplied by Norfolk health authorities and Early Year Providers in accordance with the published timetable. For transfers to Junior or Secondary school, application packs will be sent to parents of all Norfolk children attending Norfolk state funded schools and applications will be invited online. Application forms will also be available on the County Council's website.
5. Closing date for applications will be as per the published timetable.
6. The governing bodies for Foundation, Voluntary Aided schools, Free Schools and the Trust for Academies manage their own admissions. If an own admission authority school is oversubscribed, details of all preferences cast for the school will be forwarded to the governing body/trust so that their oversubscription rules can be applied. Parents will be advised to complete a supplementary application form or forward appropriate additional information as required by those own admission authority schools where this is required to apply their oversubscription rules.
7. The County Council applies the published admission rules in the event of oversubscription at Community and Voluntary Controlled schools to prioritise all applications.
8. Applications for school places in other Local Authorities will be forwarded to the relevant authority in accordance with our timetable. Other Local Authorities will forward their applications which will be considered by the relevant Norfolk admission authority.

9. Academies, Foundation schools, Voluntary Aided and Free Schools are required to return all applications sorted in rank order to the County Council as per the timetable.
10. Other Local Authorities notify Norfolk of potential offers for their schools and Norfolk notifies potential Norfolk offers for their applications.
11. Where more than one place could potentially be offered the single offer will be for the school that the parent has ranked the highest. Lower ranked preferences will be withdrawn. This process will be undertaken until all potential duplicate offers are resolved.
12. Where no preference can be met, the County Council will, whenever possible, allocate a place at the next nearest school with a space to ensure an offer is made to all parents living in Norfolk.
13. Norfolk County Council will post offers of school places for all Norfolk schools via our online system for applicants who applied online or by second class post for those who applied via a paper application as per the timetable.
14. Parents will be advised of their right of appeal against any refusal and to whom their appeal should be lodged for each preference that is refused.
15. Norfolk County Council will make the final allocation of school places to be notified on offer day on the date identified in the timetable. Any changes after this date will be considered in a “mini” admission round which will be undertaken after the initial offer of places, as per the timetable.
16. We will ensure all admission authorities maintain a waiting list until 31 December 2023 for all Norfolk schools and co-ordinate any changes which occur after the offer date. Waiting lists will be maintained in strict over-subscription criteria order for each individual school. No waiting lists will be maintained after this date.
17. Late applications are considered a lower priority than all on time applications when offers are made on the offer date and for the mini admission round. After these initial allocations, applications will then be prioritised solely on the basis of the oversubscription criteria.

Norfolk Admission Arrangements 2023/24 – APPENDIX B

2023/24 Admissions Co-ordination Timetable

1. Admission to Reception classes

Round opens: 26 September 2022

Round closes: 15 January 2023

Applications forwarded to other admission authorities: 8 February 2023

Applications returned by other admission authorities: 15 March 2023

Data exchange with other local authorities 16-21 March 2023

Co-ordination scheme applied (no further changes until after offer day):
3 April 2023

National Offer day: 17 April 2023

Appeals closing date: 12 May 2023

Late application closing date: 12 May 2023

Mini admission round to consider changes: 20 May 2023

Late appeals closing date: 1 June 2023

Appeals hearings: June/July 2023

Waiting lists maintained until: 31 December 2023

2. Junior Schools

Round opens: 7 November 2022

Round closes: 15 January 2023

Applications forwarded to other admission authorities: 6 February 2023

Applications returned by other admission authorities: 16 March 2023

Data exchange with other local authorities 17-21 March 2023

Co-ordination scheme applied (no further changes until after offer day):
3 April 2023

National Offer day: 17 April 2023

Appeals closing date: 28 April 2023

Late application closing date: 5 May 2023

Mini admission round to consider changes: 16 May 2023

Late appeals closing date: 22 May 2023

Appeals hearings: June/July 2023

Waiting lists maintained to: 31 December 2023

3. Secondary Schools Timetable

Round opens: 9 September 2022

Round closes: 31 October 2022

Applications forwarded to other Local Authorities: 5 December 2022

Applications forwarded to other admission authorities: 5 December 2021

Applications returned by other admission authorities: 13 January 2023

Co-ordination scheme applied (no further changes until after offer day):
3 February 2023

Offer day: 1 March 2023

Appeals closing date: 22 March 2023

Late application closing date: 22 March 2023

Mini admission round to consider changes: 3 April 2023

Late appeals closing date: 19 April 2023

Appeals hearings: May/June 2023

Waiting lists maintained to: 31 December 2023

Norfolk Admission Arrangement 2023/24 - APPENDIX C

2023/24 Norfolk In-Year Co-ordination Scheme

1. Parents seeking a Norfolk school place are offered the opportunity to express up to three preferences.
2. Parents will complete an in-year common application form that must be returned direct to the Admissions Team at Norfolk County Council.
3. Any parents seeking to apply direct to a school will be provided with an in-year common application form inviting up to three preferences which is then forwarded to the Admissions Team.
4. Closing date for applications will be as per the published timetable below.
5. Applications will be considered in advance of the published timetable where families can demonstrate that there are exceptional reasons why an earlier transfer is required. Where the Local Authority and the relevant admission authority accepts that there is sufficient evidence and all parties support an earlier transfer the application will be considered without delay.
6. Applications will be considered immediately when families have moved a distance which makes travel to the current school unreasonable (more than statutory walking distance from the current school and no existing home to school transport available to support continued attendance at the current school).
7. The Local Authority will contact preferred school(s) to check on availability of place(s). Where a Foundation school, Voluntary Aided school, Free School or Academy has more applications than places available details of the preferences will be forwarded to the school to prioritise the applications using their published over-subscription rules.
8. The published admission limit only applies to the intake year at a school. However this number will be considered for in year admissions unless a school is significantly undersubscribed. In this situation schools will be considered full in a year group when they reach an appropriate operational limit within their existing class organisation.
9. Academies, Foundation, Voluntary Aided and Free Schools must return all applications sorted in rank order to the County Council within 10 school days of the request.

10. The County Council applies the published admission rules in the event of oversubscription at Community or Voluntary Controlled schools to prioritise all applications.
11. Where more than one place could potentially be offered the single offer will be for the school that the parent has ranked the highest. Lower ranked preferences will be withdrawn.
12. Where no preference can be met, and the child is not already attending a local school, a place will be allocated at a school in accordance with Norfolk's Fair Access Protocol.
13. Norfolk County Council will send out offers of school places for Norfolk schools by second class post as per the timetable.
14. Parents will be advised of their right of appeal against any refusal and to whom their appeal should be lodged for each preference that is refused.
15. One application will be considered each academic year unless there has been a material change in the pupil's or family's circumstances.
16. No waiting lists will be maintained by the Local Authority as part of the in-year co-ordination scheme.
17. Own admission authority schools are not required to take part in the in year co-ordinated admission scheme and parent/carers can apply direct to these schools. Those not taking part in the scheme are listed on the Council's website. These schools are required to confirm to the Local Authority applications received and the decision made.

Timetable for In-year Admissions:

We expect transfers to take place at the beginning of each school term and **will only consider applications which are received by the Admissions team on or before:**

- 31 October for a transfer at the beginning of the spring term (i.e. after Christmas)
- 28 (29) February for a transfer at the beginning of the summer term (i.e. after Easter)
- 31 May for a transfer at the beginning of the autumn term (i.e. after the summer holiday). Late applications will be accepted until 3 July for a transfer at the beginning of the autumn term (i.e. after the summer holiday)

Applications received after the specified dates will not be considered until the next closing data for admission.

Norfolk Admission Arrangement 2023/24 – APPENDIX D

Admission arrangements for Community and Voluntary Controlled schools

Oversubscription rules for Community and Voluntary Secondary Schools

If there are more requests for places than places available, the Authority will admit children in the following order of priority:

1. children with an Education, Health and Care Plan or Statement of special educational needs naming the school;
2. children in public care, have been adopted from public care or adopted from abroad who are due to transfer;
3. children who are due to transfer and live in the catchment area;
4. children who are due to transfer who have been allocated a permanent place at a Specialist Resource Base attached to the school (Places allocated by Norfolk County Council's Placement Panel);
5. children who are eligible for the service premium. A pupil is eligible for the service premium if:
 - a) one of their parents is serving in the regular armed forces (including pupils with a parent who is on full commitment as part of the full time reserve service);
 - b) they have been registered as a 'service child' on the January school census at any point since 2016;
 - c) one of their parents died whilst serving in the armed forces and the pupil receives a pension under the Armed Forces Compensation Scheme or the War Pensions Scheme.
6. children who are due to transfer and live outside the catchment area, who have an older brother or sister attending the school at the time of admission (but not the sixth form);
7. children who are due to transfer who live outside the catchment area and attend a feeder school at the opening date of the admission round i.e. 9 September 2022;
8. children of staff at the school
 - a) where the member of staff has been employed at the school for two or more years at the time at which the application for admission to the school is made, and/or
 - b) the member of staff is recruited to fill a vacant post for which there is a demonstrable skill shortage children who are due to transfer and live outside the catchment area;
9. children who are due to transfer and live outside the catchment area.

If all children within any of the above rules cannot be offered a place, the highest priority will be given to children living nearest to the school within that rule. To determine who lives nearest, distance will be measured on a straight line 'crow fly' basis, using Ordnance Survey data. If following the application of admission rules and distance two applicants cannot be separated for a final place at a school the authority will use random allocation to determine the priority for the remaining place.

Oversubscription rules for admission to Reception classes in community and voluntary controlled schools for children due to start school in September 2023

If there are more applications for places than there are places available, the Local Authority will give priority to children living nearest to the school, according to the following rules in this order of priority:

Children who are due to start school and:

1. have an EHCP or statement of special educational needs naming that school
2. children in public care, have been adopted from public care or adopted from abroad who are due to transfer
3. live in the catchment area and who have a sibling attending the school at the time of their admission
4. live in the catchment area who have a brother or sister attending the feeder junior school
5. have a disability and live in the catchment area (Appropriate professional evidence will be required to confirm the disability)
6. live in the catchment area
7. have been allocated a permanent place at a Specialist Resource Base attached to the school. (Places allocated by Norfolk County Council's Placement panel)
8. children eligible for the service premium. A pupil is eligible for the service premium if:
 - a. a) one of their parents is serving in the regular armed forces (including pupils with a parent who is on full commitment as part of the full time reserve service);
 - b. b) they have been registered as a 'service child' on the January school census at any point since 2016;
 - c. c) one of their parents died whilst serving in the armed forces and the pupil receives a pension under the Armed Forces Compensation Scheme or the War Pensions Scheme.
9. live outside the catchment area who have a brother or sister with a statement of special educational needs attending the school at the time of their admission
10. live outside the area served by the school who have a brother or sister attending the school at the time of their admission
11. live outside the catchment area who have a brother or sister attending the feeder junior school
12. have a disability and live outside the catchment area (Appropriate professional evidence will be required to confirm the disability)

13. children of staff
 - a. where a member of staff has been employed at the school for two or more years at the time at which the application for admission to the school is made and/or
 - b. the member of staff is recruited to fill a vacant post for there is a demonstrable skill shortage
14. live outside the catchment area

If all children within any of the above rules cannot be offered a place, the highest priority will be given to children living nearest to the school within that rule. To determine who lives nearest, distance will be measured on a straight line “crow fly” basis, using Ordnance Survey data. The address will be measured from the post office address point on the property.

In the unlikely event that distance does not separate the final two or more pupils seeking the last remaining place, a random allocation will be used to determine who is offered the final place.

NOTE: Criteria 7 only applies to schools which have a Specialist Resource Base on site.

Feeder school priority will only apply in the first year of entry to the school.

Oversubscription rules for pupils transferring to community and voluntary controlled junior schools (Year 3) for children in their last year at an Infant or First school.

If there are more applications for places than there are places available, the Local Authority will give priority to children living nearest to the school, according to the following rules in this order of priority:

1. children with an EHCP or statement of special educational needs naming that school
2. children in public care, have been adopted from public care or adopted from abroad who are due to transfer
3. children who are due to transfer, living in the catchment area who have a brother or sister attending the school at the time of their admission
4. children who are due to transfer, living in the catchment area who have no brother or sister connection with the school
5. children who are due to transfer and have been allocated a permanent place at a Specialist Resource Base attached to the school. (Places allocated by Norfolk County Council's Placement panel).
6. Children eligible for the service premium. A pupil is eligible for the service premium if:
 - a. one of their parents is serving in the regular armed forces (including pupils with a parent who is on full commitment as part of the full time reserve service);
 - b. they have been registered as a 'service child' on the January school census at any point since 2016;
 - c. one of their parents died whilst serving in the armed forces and the pupil receives a pension under the Armed Forces Compensation Scheme or the War Pensions Scheme.

7. children who are due to transfer, living outside the catchment area who have a brother or sister attending the school at the time of their admission
8. children who are due to transfer, living outside the catchment area and attend a feeder school at the opening date of the admission round.
9. children of staff
 - a. where a member of staff has been employed at the school for two or more years at the time at which the application for admission to the school is made and/or
 - b. the member of staff is recruited to fill a vacant post for there is a demonstrable skill shortage
10. children who are due to transfer, living outside the catchment area served by the school who have no brother or sister or feeder school connection with the school.
11. children attending primary schools with a brother or sister at the junior school
12. children attending primary schools with no brother or sister at the junior school.

If all children within any of the above rules cannot be offered a place, the highest priority will be given to children living nearest to the school within that rule. To determine who lives nearest, distance will be measured on a straight line “crow fly” basis, using Ordnance Survey data. The address will be measured from the post office address point on the property. In the unlikely event that distance does not separate the final two or more pupils seeking the last remaining place, a random allocation will be used to determine who is offered the final place.

Important Note

‘School’ is defined as the main school and not a learning support centre or nursery class attached to the school. This means that no priority would be given to a child from outside the catchment area who had either a brother or sister at the attached nursery class or in temporary or part-time attendance at the attached learning support centre. The address given on the application form will be used to decide the catchment school.

Children in their last year (Year 2) at an Infant will be considered due to transfer. Children attending a primary school are considered as not due to transfer and therefore their applications have the lowest priority for a place even if they live in the catchment area of the school.

Feeder school priority will only apply in the first year of entry to the school.

NOTE: Criteria 5 only applies to schools which have a Specialist Resource Base on site.



Norfolk County Council

Admission Arrangements 2023/24

Equality Impact Assessment – Findings and Recommendations

3 December 2021

Eric Clarke, Admissions Manager

Equality impact assessments enable decision-makers to consider the impact of proposals on people with protected characteristics.

You can update an assessment at any time to inform service planning and commissioning. For help or information please contact equalities@norfolk.gov.uk

1. The proposal: Norfolk County Council Admission Arrangements 2023/24

- 1.1 To determine the Admission Arrangements for Voluntary Controlled and Community Schools for which Norfolk County Council is the Admissions Authority and the Co-ordination of all admission applications for relevant year groups

2. Legal context

- 2.1 Public authorities are required by the Equality Act 2010 to give due regard to equality when exercising public functions¹. This is called the 'Public Sector Equality Duty'.
- 2.2 The purpose of an equality impact assessment is to consider the potential impact of a proposed change or issue on people with protected characteristics (see Annex 1 for information about the different protected characteristics).
- 2.3 If the assessment identifies any detrimental impact, this enables mitigating actions to be developed.
- 2.4 It is not always possible to adopt the course of action that will best promote the interests of people with protected characteristics. However, equality assessments enable informed decisions to be made that take every opportunity to minimise disadvantage.

3. Information about the people affected by the proposal

3.1 This proposal will impact on everyone who lives and learns in Norfolk

This proposal will primarily impact on parents/carers and children due to start school for the first time, due to transfer within education phases and those families who move to, or within Norfolk.

- 3.2 This includes residents and service users with a range of protected characteristics, in relation to disability, sex, gender reassignment, marital or civil partner status, pregnancy and maternity, race, religion/belief, age and sexual orientation.

The Local Authority receives around 28000 admission applications each year which are processed in line with the proposed admission arrangements as described in the proposal for determination.

4. Potential impact

- 4.1 Based on the evidence available, this proposal is likely to have a positive impact on people with protected characteristics/a particular group of people with protected characteristics ensuring that all applicants are treated fairly and equally. The proposal complies with the necessary legislation associated with the School Admissions Code (September 2021)
- 4.2 This is because admission authorities must not discriminate on the grounds of disability, gender reassignment, pregnancy and maternity, race, religion or belief,

sex, or sexual orientation, against a person in the arrangements and decisions it makes as to who is offered admission as a pupil.

5. Conclusion

- 5.1 There is no legal impediment to going ahead with the proposal. It would be implemented in full accordance with due process, national guidance and policy. Similar proposals have been implemented elsewhere in the UK.
- 5.2 It is possible to conclude that the proposal may have a positive impact on some people with protected characteristics, for the reasons set out in this assessment. It may also have some detrimental impacts, also set out in the assessment.
- 5.3 Decision-makers are therefore advised to take these impacts into account when deciding whether or not the proposal should go ahead, in addition to the mitigating actions recommended below.

6. Recommended actions

Number	Action	Lead	Date
1.			
2.			
3.			


7. Evidence used to inform this assessment

Reference any other evidence your analysis has drawn upon:

- [Equality, Diversity and Inclusion Policy](#)
- Equality Act 2010 and Public Sector Equality Duty codes of practice
- Human Rights Act 1998
- School Standards and Framework Act 1998

8. Further information

For further information about this equality impact assessment please contact **Eric Clarke Admissions Manager – 01603 223489**

	If you need this document in large print, audio, Braille, alternative format or in a different language please contact xxx on xxx or xxx (Text relay)
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Annex 1 – table of protected characteristics

The following table sets out details of each protected characteristic. Remember that people with multiple characteristics may face the most barriers:

Characteristic	Who this covers
Age	Adults and children etc, or specific/different age groups
Disability	<p>A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities.</p> <p>This may include but is not limited to:</p> <ul style="list-style-type: none"> • People with mobility issues (eg wheelchair or cane users, people of short stature, people who do not have mobility in a limb etc) • Blind and partially sighted people • People who are D/deaf or hearing impaired • People with learning disabilities • People who have mental health issues • People who identify as neurodiverse (this refers to neurological differences including, for example, dyspraxia, dyslexia, Attention Deficit Hyperactivity Disorder, the autistic spectrum and others) • People with some long-term health conditions which meet the criteria of a disability.
People with a long-term health condition	People with long-term health conditions which meet the criteria of a disability.
Gender reassignment	<p>People who identify as transgender (defined as someone who is proposing to undergo, is undergoing, or has undergone a process or part of a process to reassign their sex. It is not necessary for the person to be under medical supervision or undergoing surgery).</p> <p>You may want to consider the needs of people who identify as non-binary (a spectrum of gender identities that are not exclusively masculine or feminine).</p>
Marriage/civil partnerships	People who are married or in a civil partnership. They may be of the opposite or same sex.
Pregnancy and maternity	Maternity refers to the period after birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination

Characteristic	Who this covers
	is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.
Race	<p>Race refers to a group of people defined by their race, colour, or nationality (including citizenship) ethnic or national origins.</p> <p>A racial group can be made up of two or more distinct racial groups, for example a person may identify as Black British, British Asian, British Sikh, British Jew, Romany Gypsy or Irish Traveller.</p>
Religion/belief	<p>Belief means any religious or philosophical belief or no belief. To be protected, a belief must satisfy various criteria, including that it is a weighty and substantial aspect of human life and behaviour. Denominations or sects within a religion can be considered a protected religion or religious belief.</p>
Sex	<p>This covers men and women. Also consider the needs of people who identify as intersex (people who have variations in sex characteristics) and non-binary (a spectrum of gender identities that are not exclusively masculine or feminine).</p>
Sexual orientation	<p>People who identify as straight/heterosexual, lesbian, gay or bisexual.</p>

Document review

Reviewed and updated:	Reviewer
October and November 2016	Corporate Planning & Partnerships Manager
December 2017	Equality & Diversity Manager
October 2018	Equality & Diversity Manager
May and November 2019	Equality & Diversity Manager
May and November 2020	Equality & Diversity Manager
June and September 2021	Head of Equality, Diversity and Inclusion

¹ The Act states that public bodies must pay due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between people who share a relevant protected characteristic¹ and people who do not share it;
- Foster good relations between people who share a relevant protected characteristic and people who do not share it.

[The full Equality Act 2021 is available on legislation.gov.uk.](https://www.legislation.gov.uk)