

Cabinet

Date: **Monday 4 October 2021**

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://youtu.be/KMRSsREbasA>

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 September 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 Wednesday 29 September 2021. 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 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 Wednesday 29 September 2021.

8 Crowdfund Norfolk

Report by the Executive Director of Community and Environmental Services

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9 Strategic Property Asset Management Framework 2021/22 - 2026/27

Report by the Executive Director of Finance and Commercial Services

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10 Electric Vehicle Strategy

Report by the Executive Director of Community and Environmental Services

Page 62

11 Annual Review of Norfolk Adoption Service 2020-2021

Report by the Executive Director of Children's Services

Page 90

12 Annual Review of Norfolk Fostering Service

Report by the Executive Director of Children's Services

Page 131

13 Annual Review of NCC Residential Children's Homes

Report by the Executive Director of Children's Services

Page 198

14 Modern Slavery Statement

Report by the Director of Governance

Page 209

15 Norfolk County Community Safety Partnership: Safer Norfolk Plan 2021 – 2024

Report by the Executive Director of Adult Social Services

Page 225

- 16 Notification of Exemption under Contract Standing Orders** Page 272
Report by the Executive Director of Finance and Commercial Services
- 17 Finance Monitoring Report 2021-22 P5: August 2021** Page 274
Report by the Executive Director of Finance and Commercial Services
- 18 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 Commercial Services and Asset Management**
- [Letting of Neeps Bridge Farm Grain store, hangars and land at Marshland St James, Stow and Marshland Estate \(2049/112\)](#)

Tom McCabe
Head of Paid Service
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Date Agenda Published: 24 September 2021



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Cabinet

Minutes of the Meeting held on Monday 6 September 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 Bill Borrett	Cabinet Member for Adult Social Care, Public Health & Prevention.
Cllr Margaret Dewsbury	Cabinet Member for Communities & Partnerships.
Cllr Andy Grant	Cabinet Member for Environment and Waste
Cllr John Fisher	Cabinet Member for Children's Services.
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 Transformation and Strategy
Kat Hulatt	Head of Legal Services
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 Helen Edwards, Director of Governance (Kat Hulatt substituting).

2 Minutes from the meeting held on Monday 2 August 2021.

- 2.1 Cabinet agreed the minutes of the meeting held on Monday 2 August 2021 as an accurate record of the meeting.

3 Declaration of Interests

- 3.1 The Chairman declared an interest in relation to item 16, "Disposal, Acquisition and Exploitation of property" as he was a Council appointed director of Repton Properties Ltd.

- 3.2 The Cabinet Member for Commercial Services and Asset Management declared an interest in relation to item 16, “Disposal, Acquisition and Exploitation of property” as he was a Council appointed director of Repton Properties Ltd.

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 Chairman invited the Cabinet Member for Highways, Infrastructure and Transport to discuss the Council’s approach for moving forward with dualling of the A47, noting that the County Council had been instrumental in campaigning for this and the importance of this for Norfolk’s economy.

- 5.2 The Cabinet Member for Highways, Infrastructure and Transport gave a briefing on dualling of the A47:

- The A47 was a very important road for Norfolk, carrying traffic from the Midlands and north of England, catering for residents, visitors and businesses. It had not received enough investment in the past to bring it up to standard and was currently unfit for purpose. Improvements would help bring forward new housing and jobs and the Council had therefore made the case for Government to invest in the road.
- Businesses were asked for their views and 95% said dualling the A47 would reduce inefficiencies and travel delays; 90% said it would attract more customers; and 88% said it would allow them to invest with confidence.
- Norfolk County Council lead the A47 Alliance which brought together business representatives, local authorities and others across the region; the group had successfully lobbied Government to commit to over £300m of investment in the road in 2014.
- National Highways, formerly Highways England, were bringing forward schemes, with dualling between Blofield and Burlingham and North Tuddenham and Easton and a major improvement at the A11 Thickthorn Junction due to be delivered by 2025. The Council were keen for Government to commit to further investment so the aspiration for full dualling with appropriate grade separation could be met and were disappointed by the lack of further announcement by Government when they announced the trunk road programme for 2020-25.
- The Council had set out a strong business case for the priority schemes; the dualling of Peterborough to Wisbech, the Acle Straight and Tilney to East Winch would unlock 125,000 houses and 75,000 jobs, create more than £330m uplift in gross value added from new employment, generate over £200m benefits from enhanced productivity and reduce additional costs to businesses due to delay estimated at £27m for haulage companies.
- The October spending review would provide an opportunity for Government to commit to infrastructure to Build Back Better and the Council would like to see the A47 included in Government plans.
- The Council planned to launch a high-profile campaign for A47 improvements working with MPs, businesses, the media and the A47 Alliance to resurrect the Just Dual It campaign with an additional message

“Just Fund It”. As part of this campaign, the Council would ask Government to provide funding for dualling of the whole route in the comprehensive spending review phased over a number of years, and for National Highways to deliver each section promptly as approved.

5.3 The Vice-Chairman welcomed this initiative, noting that the schemes which received investment in 2014 had not yet been taken forward and benefits which would have been gained through development of these schemes had been lost. He felt Norfolk deserved to have these schemes built to improve the lives of people in Norfolk and to support with building the county’s economy.

5.4 The meeting was adjourned for 5 minutes due to technical issues.

6 Public Question Time

6.1 No public questions were received.

7 Local Member Questions/Issues

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

7.2.1 Cllr Alison Thomas asked a supplementary question

- Cllr Thomas was speaking on behalf of residents in her Division of Long Stratton.
- Cllr Thomas thanked the Cabinet Member for the response to her question. She welcomed that there was a possibility of enforcement as a last resort but queried when this point would be, noting that there had been flooding in 2020 and a report published into this, however thirteen months on, no action had been taken from the recommendations set out in the report and riparian owners had not taken the action needed.
- She asked when enforcement would be taken and how long a situation like this would be left before enforcement was undertaken.

7.2.2 The Cabinet Member for Environment and Waste replied that he would have to look into the specific situation being discussed to see when it would hit the trigger points for enforcement; he shared Cllr Thomas’ frustration about the speed of enforcement however noted this was a problem with the law rather than enforcement by officers.

7.3.1 Cllr Brian Watkins asked a supplementary question

- Government had recently been told that measures such as a ventilation were important in school settings to reduce transmission of Covid-19.
- Cllr Watkins believed that this had been downplayed in favour of less effective methods such as washing hands and cleaning surfaces.
- Cllr Watkins asked if Cabinet was confident that the Government was putting in place ventilation measures to protect children in schools

7.3.2 The Chairman replied that the Council had done lots of work in the last 18 months with Children’s Services and throughout the pandemic had learned a lot; as a result of this they were ready if another emergency pandemic related situation occurred over the winter period.

8. Point of order

- 8.1 Cabinet agreed to start at agenda item 9, “NCC Apprenticeship Strategy 2020-2023 (and Action Plan)” then follow the running order of the agenda, returning to agenda item 8, “Norfolk County Council in an Integrated Care System”, at the end, after agenda item 16 “Disposal, Acquisition and Exploitation of Property”.

9. NCC Apprenticeship Strategy 2020-2023 (and Action Plan)

- 9.1.1 Cabinet received the report detailing the Norfolk County Council Strategy for Apprenticeships 2020-2023 and demonstrating the importance of Apprenticeships being at the core of our goal of supporting the Norfolk economy and people living in Norfolk to prosper.

- 9.1.2 The Vice-Chairman introduced the report:

- The strategy showed the strategic vision for apprenticeships across all areas of Norfolk County Council, bringing together the three strategic strands identified by the Local Government Association Review.
- The Vice-Chairman highlighted the vision for Children’s Services within the apprenticeship strategy as set out on page 68 of the report.
- The Recruit Retrain Reward incentive, as set out on page 71 of the report, had benefited from funding from the Norfolk Strategic Fund and would provide an opportunity to stimulate new apprenticeships. There was a target to achieve 437 incentive grants by July 2022.
- On page 76 of the report, the strategic aims for the apprenticeship action plan were set out for delivery of apprenticeships externally to employers and individuals, and internally to employees.
- A 4-year decline in apprenticeship starts had been seen in Norfolk, made worse by the Covid-19 pandemic. The age group worst affected had been those aged 16-19.
- The themes for work for each directorate were shown in the action plan set out in the report.
- Information and support sessions for young people and parents would be provided in schools, and support put in place for vulnerable young people and care leavers.
- Growth and Development had increased support for non-levy businesses to recruit new apprenticeships; this initiative would be extended in 2021 to also support travel expenses and cost of equipment.
- Increasing the digital presence was important to support with the promotion of vacancies and awareness of apprenticeships.
- Human Resources were focussing on increasing apprenticeship starts, monitoring quality of apprenticeships and apprenticeship completions.
- The Vice-Chairman moved the recommendations as set out in the report.

- 9.2 The Cabinet Member for Children’s Services supported the strategy, noting the many aspects in the action plan related to Children’s Services. The corporate parenting responsibility put more emphasis on the Council as corporate parents to ensure no children were left behind. Children’s Services would work with schools and SMEs (Small and Medium Enterprises), and the improved website would help SMEs find information on apprenticeships and link apprentices and apprenticeships together.

- 9.3 The Cabinet Member for Finance welcomed the approach, especially strand two.

He agreed with the Cabinet Member for Children's Services that publicity was important to reach out to individuals. Item 6.4 in the report was something he would like to be budgeted for and therefore included in the ongoing budget analysis.

- 9.4 The Cabinet Member for Innovation, Transformation and Performance noted that apprenticeships provided another route for young people into meaningful employment.
- 9.5 The Cabinet Member for Communities and Partnerships added that adult learning provided a range of apprenticeship courses, and courses had also been provided by the fire service.
- 9.6 The Chairman was pleased to see Cabinet Members' support for this project and noted that it would be important to see the action plan followed through. It was important to provide SMEs with as much help as possible to support economic recovery.
- 9.7 The Vice-Chairman gave detail of the support being provided across the county to help SMEs, such as the Chances Project, the youth pledge for employers, the Kickstart project and the employer training incentive project. A partnership was also being developed with offshore energy providers to provide apprenticeships.
- 9.8 Cabinet **RESOLVED** to agree the proposed Apprenticeship Strategy and Action Plan.

9.9 **Evidence and reasons for Decision**

The proposed NCC Strategy and Action Plan provides a cohesive and collaborative approach from three key directorates to provide an agile response to the ever-changing apprenticeship landscape. Regular monitoring of progress through the NCC Apprenticeship Board provides a robust and pragmatic mechanism to support achievement of the objectives set out within the Action Plan.

9.10 **Alternative Options**

N/A

10 £1m Road Safety Community Fund

- 10.1.1 Cabinet received the report proposing the introduction of a new Road Safety Community Fund (RSCF) which would aim to deliver 100 new road safety schemes in local communities over the next four years.
- 10.1.2 The Cabinet Member for Highways, Infrastructure and Transport introduced the report to Cabinet:
- The report proposed the introduction of a new Road Safety Community Fund. This fund would deliver 100 new road safety schemes over the next four years, rolled out on a geographical basis.
 - The community focussed, capital schemes would be small scale, up to £10,000, such as speed limit changes or signing and lining changes to address local issues and concerns. Larger schemes would need to be

considered as part of the wider capital programme.

- Paragraph 2.6 of the report showed the identified geographic areas.
- This proposal would deliver on manifesto pledges.
- The Cabinet Member for Highways, Infrastructure and Transport moved the recommendations as set out in the report.

10.2 The Cabinet Member for Finance endorsed the scheme and supported the community based, bottom-up approach to addressing problems in communities. He liked the proposal to batch schemes in geographic areas which would provide a financial benefit.

10.3 The Vice-Chairman endorsed the proposal; he noted that the Parish Partnership fund was a good scheme which worked well, however, in unparished areas this new scheme would help address issues.

10.4 The Cabinet Member for Innovation, Transformation and Performance endorsed the approach, noting that a geographic approach was the right route to take as it would allow results to easily be seen.

10.5 The Chairman felt this was a positive report, highlighting positive actions to be taken forward.

10.6 Cabinet **RESOLVED:**

1. To agree to recommend to Full Council an increase in the capital programme to include the allocation of £1m capital funding to establish a new Road Safety Community Fund (RSCF) to enable delivery of 100 community identified local road safety schemes across Norfolk.
2. To agree that the RSCF will be delivered over four years and will focus on different geographical areas for each of these four years, as set out in paragraph 2.6 of the report.

10.7 **Evidence and Reasons for Decision**

The RSCF will help address local concerns and improve road safety for communities by enabling local schemes to be delivered which otherwise may not meet the criteria for funding.

10.8 **Alternative Options**

It is unlikely that capital funding of this amount (£1m) for a programme of county-wide local road safety schemes could be obtained from any alternative Council or local community source, particularly under the present economic climate.

Members could decide not to establish this fund. However, this means it is unlikely that issues and concerns identified by local communities would be able to be addressed.

11 £10m Highways Maintenance Pothole Fund

11.1.1 Cabinet received the report seeking approval to recommend the fund to Full Council and setting out the proposed distribution of the £10m Highways Maintenance Pothole Fund for 2021/22 (£2.5m allocated) and the proposed reporting process for future years.

- 11.1.2 The Cabinet Member for Highways, Infrastructure and Transport introduced the report to Cabinet Members
- This fund would meet a manifesto pledge.
 - The highway network was crucial to keep businesses connected and support economic growth and recovery. It was relied on for walking, cycling, access to services and commuting.
 - One of the priorities of the Cabinet Member for Highways, Infrastructure and Transport was to keep the highways safe and reliable.
 - Appendix A of the report showed the allocation of this fund for this financial year, 2021-22. The rest of the spend would be rolled out in the following 3 years.
 - The Cabinet Member for Highways, Infrastructure and Transport moved the recommendations as set out in the report
- 11.2 The Vice-Chairman asked whether the Council would continue to apply for Government grants to fund pothole repairs. The Cabinet Member for Highways, Infrastructure and Transport replied that the Council had a good track record in relation to pothole funding and in the last financial year, 2020-21, received the highest amount in the East of England. The Council would continue to apply for this funding; the fund set out in the report would be in addition to Government funding.
- 11.3 The Cabinet Member for Finance agreed with the proposal for the £10m from capital funding for this purpose and noted it would be beneficial in addition to Government funding.
- 11.4 The Cabinet Member for Innovation, Transformation and Performance noted that Norfolk's roads were kept in a good state of repair and endorsed the proposal set out in the report.
- 11.5 Cabinet **RESOLVED:**
- 1) To recommend to Full Council to increase the Capital programme by £10m to create a Pothole Maintenance Fund.
 - 2) To approve the distribution of the £2.5m allocation for 2021/22 from the £10m Highway Maintenance Pothole Fund, as detailed in Appendix A of the report.
 - 3) To agree that the future reporting arrangements for this fund should form part of the Annual Highways Capital Programme Report to Cabinet.
- 11.6 **Evidence and Reasons for Decision**
- The funding allocated under the proposed £10m Highways Maintenance Pothole fund is capital funding, intended for the maintenance of highway infrastructure to extend the life of these assets.
- The proactive use of intermediate treatments to seal the road surface is an integral part of our Asset Management Policy and Strategy and incorporated into the Transport Asset Management Plan which was approved by Cabinet on 13 January 2020.
- 11.7 **Alternative Options**
- The funding could be used elsewhere and so Full Council may decide not to allocate

these monies. However, it is clear that the intended purpose of the allocation is the repair of and the prevention of potholes.

The Cabinet Member for Adult Social Care, Public Health and Prevention arrived at 10:57

12 Flood Reserve Fund and Norfolk Strategic Flood Alliance Update

- 12.1.1 Cabinet received the report detailing the vision and objectives of the Norfolk Strategic Flood Alliance, the Alliance's progress in line with the overall strategy, progress towards delivering the top 16 priority flooding sites and the proposed distribution of the £1.5m Flood Reserve Fund.
- 12.1.2 The Executive Director for Community and Environmental Services discussed that Norfolk had experienced a number of flood events that had negatively impacted the lives of those affected and more were likely to be seen in future. The Norfolk Strategic Flood Alliance coordinated the efforts of agencies with local people to address issues impacting on flooding.
- 12.1.3 The Cabinet Member for Environment and Waste introduced the report to Cabinet:
- The Norfolk Strategic Flood Alliance (NSFA) was established by Norfolk County Council in February 2021 and chaired by Lord Dannatt; it brought together agencies, organisations and councils who created the Norfolk Strategic Flood Alliance Strategy. This multi-agency approach was the only way to deliver and improve flood resilience in Norfolk with the effects of climate change now being seen.
 - The floods of winter 2020 had a huge impact on people's homes and lives and it was hoped that the strategy would help to reduce the impact of future flooding events.
 - Norfolk County Council had committed a £1.5m flood reserve fund on top of £650,000 funding provided in January 2021.
 - The Council had helped deliver on improvements set out by the NSFA including a "one number for Norfolk", leaflets for all households, an improved website and better drainage for Council assets, and would continue to work with the NSFA to deliver the top 16 priorities for 2021 and seek improved funding from Government, Anglian Water, and other organisations.
 - The Cabinet Member for Environment and Waste thanked all organisations and Lord Dannatt for the work carried out so far.
 - The Cabinet Member for Environment and Waste moved the recommendations as set out in the report.
- 12.2 The Chairman noted that the NSFA were meeting in September and hoped that Norfolk County Council endorsing the strategy would help move things forward. The NSFA had brought organisations together and Lord Dannatt had done a good job chairing the alliance and working with organisations.
- 12.3 The Vice-Chairman discussed that it was important to react quickly to flooding events. Page 125 of the report showed the priority areas of work; issues had been recognised through the NSFA and organisations had worked together to take schemes forward. There were many organisations who had an important part to play in addressing these issues.

- 12.4 The Cabinet Member for Children's Services welcomed the strategy and noted the issues raised by Cllr Thomas about enforcement. He felt it was important that the council had influence over this to ensure work was undertaken by riparian owners and enforce action to reduce flood risk.
- 12.5 The Chairman hoped that NCC and Anglian Water putting forward money would encourage other partners to do the same.
- 12.6 The Cabinet Member for Communities and Partnerships reported that the fire service was working with Norfolk Association of Local Councils to provide training on preventative work, monitor areas which caused flooding in past years and put in place emergency plans for dealing with flooding in the future. A pilot scheme would be put in place in Saham Toney to help identify what further training might be needed by local councils.
- 12.7 The Cabinet Member for Highways, Infrastructure and Transport welcomed the report and allocation of funding. One of the 16 priority tranche 1 sites set out in the report was Redenhall which was in his division; he had met with residents who told him about the devastating and dangerous flooding here. He noted the progress taken so far and thanked Lord Dannatt for his work
- 12.8 The Cabinet Member for Finance endorsed the strategy which he noted was coherent, forward looking and fast moving. Noting the £1.5m committed by the Council so far, he agreed that other organisations would need to provide assistance.
- 12.9 The Cabinet Member for Environment and Waste reassured members and residents that this was a "living" strategy that would be revisited on a regular basis, with officers looking for issues and ways to address them, and action being taken on the owners of water courses.
- 12.10 The Cabinet Member for Innovation, Transformation and Performance noted the large number of organisations involved in this work as highlighted at paragraph 1.5 of the report, indicating the importance of the overarching alliance. The Chairman noted that the main challenge moving forward would be keeping all organisations together
- 12.11 Cabinet **RESOLVED:**
1. To endorse the Norfolk Strategic Flood Alliance Strategy and action plan, asset out in Appendices A and B of the report.
 2. To agree the allocation of the £1.5m flood reserve fund for 2021/22, as set out in Appendix C of the report.
- 12.12 **Evidence and Reasons for Decision**

In the last 3 years, Norfolk County Council has received over 10,000 flooding related enquiries and 215 flooding related complaints (63 formal complaints and 152 Member representations). There have also been numerous media publications on the subject of flooding. The council has also experienced a number of flooding events (see section 1 above). There is a clear need for a more collaborative approach for dealing with the challenge of flooding. Further investment in the service over the next 4 years is required to both protect and reassure Norfolk communities.

12.13 **Alternative Options**

The NSFA strategy details the goals, approach, and vision and identifies the requirement for a collaborative and coherent approach across Norfolk with a view of making maximum use of public sector cooperation. A 'do nothing' approach is not considered appropriate.

13 **Corporately Significant Vital Signs**

- 13.1.1 Cabinet received the new style report providing Cabinet with an update on the Council's performance towards achieving its strategic outcomes set out in Together, For Norfolk.
- 13.1.2 The Cabinet Member for Innovation, Transformation and Performance introduced the report to Cabinet Members:
- This new-style report gave an update on the Council's performance towards achieving strategic outcomes set out in Together, For Norfolk.
 - It allowed Cabinet Members to validate actions being taken to address performance deviation and identify opportunities.
 - Norfolk County Council set ambitious targets often exceeding national targets. Further restriction imposed during the Covid-19 pandemic had affected some of the performance results, as shown in the report.
 - The report did not only show good performance but showed performance across the board so that areas for improvements could be seen.
 - The vital signs aligned to the 4 principals in Together, For Norfolk, as set out in the report.
 - The Cabinet Member for Innovation, Transformation and Performance moved the recommendations as set out in the report.
- 13.2 The Chairman noted that paragraph 1.9 of the report referred to people indicators which were within targets at that time but highlighted in the report as needing to be "viewed with caution" as this "may not be reflected in future trends". Page 173 onwards included commentary about strategy and transformation and showed that measures had varied results of red, amber and green. The Chairman highlighted the three red rated results in Strategy and Transformation: "% of employees with written and agreed goals"; "absence due to mental health as a % of all absence"; and "Children's Social Worker Vacancies - % establishment filled (Grade I - L)".
- 13.3 The Cabinet Member for Commercial Services and Asset Management reported that "Capital receipts for land sold, that will be counted as part of overall capital receipts" on page 172 of the report was shown as £816,150. Since the report was published, further capital receipts had come in, making this figure £3.5m; most of this was from the sale of land at Hopton. It was hoped that the sale of Carrow House would complete that week, bringing the total under target, and with other disposals due to be delivered it was hoped that the target would be met or exceeded.
- 13.4 The Cabinet Member for Children's Services discussed the indicators related to Looked After Children, set out on page 169 of the report. There had been a knock-on effect from the Covid-19 pandemic meaning courts had been slow to act. A meeting had been held with the Family Justice Board to try to address this and now that the country was moving out of pandemic restriction it was hoped

that the courts would increase speed and start to operate fully again.

13.5 Cabinet **RESOLVED** to:

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

13.6 **Evidence and Reasons for Decision**

N/A

13.7 **Alternative Options**

N/A

14 Risk Management

14.1.1 Cabinet received the report setting out key messages and the latest corporate risks.

14.1.2 The Chairman introduced the report to Cabinet:

- The report set out key messages and corporate risks. Paragraph 2.1 and appendix A of the report set out the key changes to risks, closing of risk RM028, “Risk of any failure to monitor and manage health and safety standards of third party providers of services”, reducing the risk score for RM010, “The risk of the loss of key ICT systems” and introduction of a new corporate risk RM033, “failure to receive the necessary funding or statutory approvals to enable the Norwich Western Link (NWL) project (at £198m) to be delivered to the agreed timescales (target opening by late 2025)”, which was set out on page 212.
- Appendix C of the report set out corporate risks; these were well managed with key risks identified and mitigations set out. Some of these were red rated but leading towards amber.
- The refreshed risk management strategy was set out in appendix D of the report.

14.2 **RM023, Failure to respond to changes to demography, funding, and government policy, with particular regard to Adults Services:** The Cabinet Member for Adult Social Care, Public Health and Prevention reported that the Council had been lobbying Government over the last years about funding for adult social care; this was a national issue and the risk score that the council had highlighted as having the biggest risk of failure. Government was taking about a sustainable future for social care and proposals were being awaited.

14.3 **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 was happy with the direction of this risk which was red at that time but moving towards an amber rating.

14.4 **RM031, NCC Funded Children's Services Overspend:** the Cabinet Member for Children's Services was confident with the direction of travel of this risk score.

- 14.5 **RM032a, Effect of COVID-19 on NCC business continuity (staff, service users, and service delivery):** this risk was currently rated red however the tolerance target was amber and the prospect of meeting the target risk score by the target date was green so the Chairman was comfortable that a green rating would be achieved.
- 14.6 **RM010, the risk of the loss of key ICT systems:** The Cabinet Member for Innovation, Transformation and Performance reported that the risk score for this had been reduced from 4 to 3. He noted the importance of this given the reliance on ICT over the past 18 months of the pandemic and complemented staff on achieving this.
- 14.7 **RM022b, Implications of Brexit for a) external funding and b) Norfolk businesses:** the Vice-Chairman reported that a Norfolk Investment Framework was being developed, providing focussed support for businesses. Plans were in place for the council to take over from Interreg; the risk rating was currently amber as this was a work in progress.
- 14.8 Cabinet **RESOLVED**
1. To agree the key messages in paragraph 2.1 of the report and Appendix of Key Changes (Appendix A of the report) to corporate risks since the last risk management report in July 2021.
 2. To agree the corporate risks as at September 2021 (Appendix C of the report).
 3. To note the refreshed risk management strategy in Appendix D of the report, incorporating the recommendations from the recent routine independent risk management health check.
- 14.9 **Evidence and Reasons for Decision**
- Not applicable as no decision is being made
- 14.10 **Alternative Options**
- There are no alternatives identified.
- 15 Finance Monitoring Report 2021-22 P4: July 2021**
- 15.1.1 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 at 31 March 2022, together with related financial information.
- 15.1.2 The Cabinet Member for Finance introduced the report to Cabinet Members:
- As stated in previous reports to Cabinet, after taking into account bringing forward of £19.274m against estimated ongoing Covid-19 related pressures, this year a balanced position was estimated for the end of the financial year 2021-22
 - At the end of the previous financial year, 2020-21, the council took a decision to bolster departmental reserves in anticipation of pressures hitting departments, particularly children's services and adult social services.
 - Additional business risk reserves were provided of £10.949m in adult social services £5.765m in children's services and £1.636m in community and environmental services. Total departmental reserves were shown in table 3

of the report including these additional reserves. This decision was taken in response to a forecast made by executive and senior directors on the likely impact of pressures in this period. The forecast was based on use of these reserves and other Covid-19 funding brought forward from 2020-21.

- The Children's Services forecast outturn was an overspend of £5.285m. Areas of concern for this department were external residential social care placements and home to school transport, particularly in the area of special educational needs and disability (SEND). Three new special schools were being built and a fourth being repurposed as part of the SEND transformation programme. The first of these would open in autumn 2021, and these would contribute to a reduction in independent placements and facilitate shorter journey times.
- Adult social care was forecasting pressures coming out of the pandemic due to an increase in weekly referrals and a surge in hospital discharges, for which the funding from 1 October 2021 was unknown. As a result, adult social care was forecasting an additional overspend of £13.458m, most of which would be covered by the use of the business risk reserve.
- Community and environmental services were forecasting use of £1.3m business risk reserve to cover loss of income in museums, libraries and parking. Ongoing PPE, staff and premises costs were balanced by the use of the Covid-19 reserve fund.
- Ongoing covid pressures were shown in table B of the report.
- Recommendation 3 asked for the allocation of £2.2m proceeds from the sale of Carrow House to be added to the Norwich Western Link capital reserve. This would mean that £5.061m was set aside to cover underwriting contingency of £19.321m, the Council's contribution of the project.
- Recommendation 4 sought to delegate authority to the executive director of adult social services to use ringfenced funds available for targeted support for care providers experiencing financial risk.
- Recommendation 5 would delegate authority to the director of community information and learning to approve, in consultation with the Leader, additional use of hardship board funding, which was set up in December 2020.
- Recommendation 1 asked for £4.521m to be added to the capital programme; both projects described here would be funded by the Department for Transport.
- The Cabinet Member for Finance moved the recommendations as set out in the report.

- 15.2 The Cabinet Member for Adult Social Care, Public Health and Prevention discussed that steps were being taken to ensure reserves were in place to cover the known increases in pressures in adult social care. The service continued to be under pressure with demands to service which had been increased due to Covid-19, increased referrals from health partners and increased holding lists. Upcoming winter pressures were also a factor to bear in mind.
- 15.3 The Chairman commented that a consistent use of reserves for budgets under pressure was appropriate however noted that this source of funding was finite.
- 15.4 The Cabinet Member for Children's Services noted that the children's services transport budget was under pressure. Five special resource bases had been opened and three more would open in September; this would go some way to

alleviating the pressure of transporting children with special educational needs. The department was looking at reducing the number of high-cost placements however children coming into care at that time tended to have higher needs. The New Roads project would support this ambition. The Cabinet Member for Children's Services also noted that the impact of the pandemic had also impacted on the ability to recruit foster carers.

15.5

Cabinet **RESOLVED:**

1. To recommend to County Council the addition of **£4.521m** to the capital programme to address capital funding requirements as set out in detail in capital Appendix 3, paragraph 4.2 of the report as follows:
 - £2.173m for the 2021-22 Highways project for the Foundry Bridge junction funded by the Department for Transport
 - £2.348m for the 2021-22 Highways project for the St. Stephens-Red Lion-Castle Meadow funded by the Department for Transport
2. Subject to County Council approval of recommendation 1 above, 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 recompeted
 - 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 allocation of capital receipts from the sale of Carrow House for the Norwich Western Link capital reserve. (Appendix 3 paragraph 3.6 of the report).
4. To approve the delegation of authority to the Executive Director of Adult Social Services to approve the utilisation Provider Risk and Resilience Fund (as described in Appendix 1, note 5.13 of the report) to support Adult Social Care (ASC) providers when the situation arises and in line with the criteria established for this fund.
5. To approve the delegation of the authority to the Director of Community Information and Learning in consultation with the Leader to approve the utilisation of the Council's Hardship Board fund which was set up to address the unexpected consequences of the pandemic (as described in Appendix 1, note 5.11 of the report)
6. To note the period 4 general fund forecast revenue **balanced position**, noting also that Executive Directors will continue to take measures to reduce or eliminate potential over-spends where these occur within services;
7. To note the COVID-19 funding available of **£71.280m**, including £19.274m brought forward from 2020-21;
8. To note the period 4 forecast 100% 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;
9. To note the forecast General Balances at 31 March 2022 of **£23.763m**.
10. To note the expenditure and funding of the revised current and future 2021-25 capital programmes.

15.6 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.

The use of capital receipts for the creation of a capital receipts reserve to partially fund the Norwich Western Link will reduce the borrowing need and will consequently reduce the revenue costs associated with funding the project.

15.6 **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 2.

16 **Disposal, Acquisition and exploitation of property**

16.1.1 Cabinet received the report setting out proposals 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.

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

- The council's property portfolio was actively managed in line with the asset management plan. When an asset was surplus to departmental need, processes were followed to identify if another department had a need for the asset before moving to disposal of the asset.
- Most disposals would be by tender or auction however sometimes it was appropriate to consider selling an asset directly to a seller or partner if this provided benefits, such as community benefits.
- All recommendations in this report followed a detailed assessment of all options available.
- **Former John Grant Playing Field, St Nicholas Drive, Caister on Sea NR30 5Q (6005/020C):** this was part of the playing field at John Grant school and had been declared surplus to council requirements by Policy and Resources Committee in 2016. Since then, the council had obtained planning permission for alternative residential use on the site. A review of options was carried out to look at whether to dispose of the site on the open market or to Repton Property Developments Ltd for development. Repton Property Developments Ltd had completed a site assessment and agreed the site was suitable for them to take forward. The council proposed to dispose of the site to Repton Property Developments Ltd subject to agreement of value. It was expected the value would be between the delegated limits (laid out in the Council's financial regulations) for a decision to dispose to be made by the Cabinet Member for Commercial Services and Asset Management, however as board member of Repton Property Developments Ltd, the Cabinet Member for Commercial Services and Asset Management declared that it was appropriate for Cabinet to consider this decision.

- **Hunstanton – Former Infant School, James Street PE36 5HE (2043/016).**
The site was a former infant school which was vacant following a merger with Redgat Infant School in 2015. Policy and Resources Committee declared the site surplus to council requirements in 2016. Since then, covenants which would have limited use of the site had been removed. Public sector partners had been consulted with and options for disposal of the site on the open market or to Repton Properties Ltd for development had been reviewed. There had been no interest from the public sector. Repton Property Developments Ltd had completed a site assessment and agreed the site was suitable for them to take forward. The council proposed to dispose of the site to Repton Property Developments Ltd subject to agreement of value. It was expected the value would be between the delegated limits (laid out in the Council's financial regulations) for a decision to dispose to be made by the Cabinet Member for Commercial Services and Asset Management, however as board member of Repton Property Developments Ltd, the Cabinet Member for Commercial Services and Asset Management declared that it was appropriate for Cabinet to consider this decision.
- **Lingwood & Burlingham – Land East of Station Road (5014/111 (part)):**
This land was part of the County Farms estate. County Farms had confirmed they did not need the site for operational use and a review by the Director of Property had confirmed it was not needed by NCC for Council use. Public sector partners had been consulted with and options for disposal of the site on the open market or to Repton Properties Ltd for development had been reviewed. Repton Property Developments Ltd had completed a site assessment and agreed the site was suitable for them to take forward. The council proposed to dispose of the site to Repton Property Developments Ltd subject to agreement of value. It was expected the value would be between the delegated limits (laid out in the Council's financial regulations) for a decision to dispose to be made by the Cabinet Member for Commercial Services and Asset Management, however as board member of Repton Property Developments Ltd, the Cabinet Member for Commercial Services and Asset Management declared that it was appropriate for Cabinet to consider this decision.

- 16.2 The Cabinet Member for Adult Social Care, Public Health and Prevention supported the proposals; the money Repton Property Development Ltd would make in development of the sites would support service delivery for the rest of Norfolk. If there was an opportunity for greater return for the council this should be taken forward.
- 16.3 The Cabinet Member for Finance was pleased to see the Hunstanton property disposal being taken forward, which fell within his division. He had worked with the Director of property looking at uses for the building; he hoped that developing the site would be a positive addition to Hunstanton.
- 16.5 Cabinet **RESOLVED:**
1. To instruct the Director of Property to dispose of the Former John Grant Playing Field, St Nicholas Drive, Caister on Sea NR30 5QW (6005/020C) 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 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.

2. To instruct the Director of Property to dispose of the Former Infant School, James Street, Hunstanton PE36 5HE (2043/016) 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 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.
3. Cabinet is asked to formally declare the Land East of Station Road, Lingwood & Burlingham (5014/111 (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 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.

16.6 Evidence and Reasons for Decision

Declaring the sites and land holdings surplus to County Council use means that the Corporate Property Team can consider options for the disposal and exploitation of these sites.

16.7 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.

17. Norfolk County Council in an Integrated Care System

- 17.1.1 Cabinet received the report seeking to update Cabinet on integrated Care System (ICS) developments and the local ICS plan to understand and build on key opportunities and risks for NCC in a statutory ICS.
- 17.1.2 The Executive Director for Adult Social Services reported that the proposals for the ICS were important to bring collaborative working on to a firmer legal footing.
- 17.1.3 The Cabinet Member for Adult Social Care, Public Health and Prevention introduced the report to Cabinet:
 - This was a large and important piece of work which would change the way the council worked as an organisation; the paper aimed to update cabinet

on the development of the ICS and the local ICS plan.

- ICS's were developing across the country to improve population care and support social and economic development by bringing together providers of health and care. There were 42 ICS's nationally and 4 in the Eastern Region.
- Norfolk lobbied to have the footprint changed to match county boundaries however this had not materialised
- Norfolk's ICS had three priorities: "To make sure that people can live as healthy a life as possible"; "To make sure that you only have to tell your story once"; and "To make Norfolk and Waveney the best place to work in health and care"
- The key aim as a local authority was to shape place, as outlined in paragraph 2.5 of the report. Norfolk County Council had a strong history of working at place, and there was an opportunity to build existing infrastructures based around council footprints.
- Health was also about housing, employment, life choices, mental health and other holistic factors as well as healthcare. It was therefore important to engage with all partners in Norfolk, and District Councils also had an important part to play in this prevention ambition.
- Governance was important moving forward to ensure the system was sustainable and would work; there was an ambition for the County Council to use the Health and Wellbeing Board as the ICS partnership board, assuming agreement of partners.
- The ICS would provide opportunities around joint procurement to deliver better value for money and reduce bureaucracy.
- The Cabinet Member for Adult Social Care, Public Health and Prevention moved the recommendations as set out in the report.

- 17.2 The Chairman noted the focus on health outcomes and endorsed the report. It would be important to ensure financial resources were properly organised and deployed to ensure the Council would get value from this work.
- 17.3 The Vice-Chairman highlighted the benefits of embracing the ICS structure as set out in paragraph 1.9 of the report.
- 17.4 The Cabinet Member for Children's Services supported the report and noted the importance of collaboration and for Norfolk County Council to be an influential partner in the ICS to ensure its success.
- 17.5 The Cabinet Member for Finance noted that there were no new immediate financial implications arising from this. Closer working between institutions in Norfolk was a vital way forward to deliver better and more financially, economically acceptable solutions to residents and therefore endorsed the elements in the report related to governance.
- 17.6 Cabinet **RESOLVED** to **AGREE** NCC support for the following key strategic approaches:
- a) Leadership - Delegate the Executive Directors of Adult Social Services in partnership with the Cabinet Member for Adult Care, Health and Prevention, and fellow Executive Directors to revise partnership and leadership arrangements in line with this report
 - b) Place - Develop senior council leadership for each ICS Place and supporting officer structures, with the ambition to provide leadership

- within new ICS Places, and conduct a review across NCC of operational and commissioning service models for alignment to new Place forms
- c) Governance - Given the cross-over of statutory duties, priorities, membership and scope between the Health and Wellbeing Board (HWB) and the Integrated Care Partnership (ICP), NCC propose the HWB take on the ICP role from April 2022. Accordingly, commence a review of the HWB scope and terms of reference
 - d) Procurement - Explore opportunities for the council and the ICS, as anchor institutions, to attain procurement, transport and estates savings and social and environmental benefits through joint procurement of non-clinical goods and services with the ICS. Continue to engage with national bodies on public procurement and NHS provider selection regime changes and develop a Memorandum of Understanding to support procurements between ICS and NCC
 - e) Commissioning & Transformation - Revise the Better Care Fund arrangements in line with new agreements at place level, whilst maintaining County level commitment to equality of access, and consistent service models. Develop a deeper strategic relationship with health services which builds on the potential for public service reform, based on a strong commitment to primary and community health prevention. Adapt existing agreements and contractual arrangements in line with a strong place-based approach, whilst maintain system level consistency and economies, and explore opportunities for broader joint contracting. Explore further opportunities for join-up in IT and analytics
 - f) Finance - Continue and expand NCC engagement in joint financial planning in an ICS, whilst retaining ultimate control and accountability for NCC budgets

17.7 **Evidence and Reasons for Decision:**

These risks must be weighed against the potential benefits, and the alternative of an ICS without NCC aims embedded in its purpose and approach. If navigated with care, these risks can all be mitigated to a degree that could result in a significant net benefit to the local authority, our partners and our citizens. The recommendations in this paper attempt to find a manner in which to navigate through these opportunities and challenges.

17.8 **Alternative Options**

N/A

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

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

The meeting ended at 12:08am

Chairman

Cabinet
6 September 2021
Local Member Questions

Appendix A

Agenda item 7	Local Member Issues/Questions
7.1	<p>Question from Cllr Alison Thomas The NSFA (Norfolk Strategic Flood Alliance) refers to the education and encouragement of riparian owners to undertake essential maintenance works. What action will be taken against riparian owners if they fail to respond to education and encouragement and complete essential work before this coming winter?</p> <p>Response from the Cabinet Member for Environment and Waste To reduce the risk of flooding Norfolk Strategic Flooding Alliance is encouraging riparian owners to work towards an effective watercourse system through a process of co-operation, liaison, advice and assistance wherever possible. Alongside this, the NSFA has set up a working group to look at catchment wide options for improving the co-ordination of maintenance regimes for rivers and watercourses.</p> <p>However, under the Land Drainage Act 1991, Risk Management Authorities (RMAs) have the powers to serve notice on riparian owners, for the maintenance of proper flows or removal of any blockage to a watercourse. Should the riparian owner fail to do so, the RMAs have powers following their protocols and policies to take legal action and/or undertake the work themselves and recharge the costs to the riparian owner. Certain RMAs also have the powers to carry out maintenance on rivers and watercourses without the need to take enforcement action.</p> <p>The Council will try to resolve problems through discussion with the owners in the first instance and enforcement of legislation will only be used as the last resort.</p>
7.2	<p>Question from Cllr Jamie Osborne Following questioning at a recent briefing for new councillors, the county council admitted that the Local Transport Plan 4 would not be sufficient to cut carbon emissions from transport at the rate required to meet carbon targets and that more work would be needed to meet targets. Can the Cabinet Member confirm that he is aware that ambition for carbon in the Local Transport Plan must be increased?</p> <p>Response from the Cabinet Member for Environment and Waste The draft Local Transport Plan, which Cabinet agreed to recommend to Full Council for adoption, is quite clear in that it sets out that our policy is to achieve carbon neutrality across all sectors by 2030 in line with the Council's adopted environmental policy. The LTP includes a number of policies providing the direction for how this will be achieved in respect of local transport. The Local Transport Plan strategy will be accompanied by an Implementation Plan, which will be developed over the remainder of this year and the first half of 2022. This will set out the measures the council proposes to take to meet the ambitious target, and in line with the proposed strategy in the draft LTP.</p> <p>Supplementary Question from Cllr Jamie Osborne The Government's recent Decarbonising Transport plan requires councils to set out how local transport plans will deliver quantifiable carbon reductions in transport in line with national carbon budgets and net zero ambitions. Can the Cabinet member confirm that the Local Transport Plan 4 will now be fully reviewed against this requirement before going to Full Council for adoption?</p>

	<p>Response from the Cabinet Member for Highways, Infrastructure and Transport</p> <p>The Local Transport Plan's Implementation Plan will set out how the council intends to deliver quantifiable carbon reductions, taking into account the differing transport requirements of different areas, in line with government's Decarbonising Transport plan.</p>
7.3	<p>Question from Cllr Brian Watkins</p> <p>With the strong possibility that the UK could face a further wave of the Covid-19 pandemic in the autumn, what contingency plans has the Council in place to deal with such an outcome?</p> <p>Response from the Leader and Cabinet Member for Governance and Strategy</p> <p>Norfolk County Council have robust business continuity plans in place across our services which are reviewed regularly. Where necessary these are implemented to ensure continuity of service to the Norfolk community. Our Local Outbreak Management Plan remains in place, with a strong focus on harm reduction and protection of the most vulnerable. Led by our Director of Public Health, the multi-agency Health Protection Board and also the Engagement Board work in partnership to implement our strategy. The Norfolk Resilience Forum maintains a Common Operating Picture across agencies and stands ready to step up should it be necessary.</p>
7.4	<p>Question from Cllr Dan Roper</p> <p>Over the past year, young people have been one of the group's hit hardest by the impact of the pandemic on the jobs market. That's why it is vitally important for them to have an effective transition into adulthood and employment. However, improving youth participation in education, employment and training can be complex and challenging, particularly for those with special educational needs, looked after children and low income groups.</p> <p>How does the Cabinet member feel that the Council can better understand these challenges, and ensure that the most effective levels of support can be provided?</p> <p>Response from the Cabinet Member for Children's Services</p> <p>Council officers have worked closely with schools and FE providers to identify those young people most at risk of becoming NEET at the end of year 11 and 12 so that early support can be targeted to them. Schools provided details of those most at risk from March onwards to enable Guidance advisers to make contact and provide information, advice and guidance and referral into provision. Young people home educated or missing education have been a specific focus and all have had contact from early in the Spring term. Other professional teams including those working with looked after children, youth offenders and SEN have provided bespoke transition support into post 16 pathways.</p> <p>We know from our engagement with young people through YABs and other participation and engagement networks that many young people are concerned about the impact of the pandemic on their education, and they have missed the 'normality and social contact' both with their peers and teachers. We know they are worried about what this means in terms of successfully gaining employment and they have talked about their worries of being seen as the 'covid generation'. We need to continue to use such forums and opportunities to engage with a range of young people and develop how we ensure that their views and insight is used to help inform</p>

	<p>the Council's and our partner's responses over the coming months.</p> <p>Throughout the pandemic post 16 providers have had regular contact with learners to check on their health and wellbeing, support their progress in learning and access to technology. Those young people most at risk of dropping out have been referred to the local authority for support; there has not been significantly higher levels during the pandemic of young people not completing their courses.</p> <p>Guidance Advisers undertook fortnightly health and welfare calls with the NEET cohort signposting to other professional services where appropriate. The Family Support Process was extended during the pandemic in order to target the 16–18-year-old cohort.</p> <p>Additional measures have been provided by the council to support young people's entry into apprenticeships which has included the Recruit Retrain and Reward initiative which provided subsidy to employers to recruit young people. To date there have been 136 applications from employers, 70% of which were for 16–18-year-olds.</p> <p>Other support measures have included NCC's role as a gateway provider for Kickstart, 315 approved placements as of July 2021. Although referral on to placements is via the DWP agreement has been reached for us to directly advertise opportunities to care leavers and young people with SEN and there is a guaranteed interview for care leavers applying for NCC placements.</p> <p>For Care Leavers the subgroup focused on the Education, Employment and Training element of the Corporate Parenting Strategy. So far they have been able to achieve guaranteed interview schemes with local NHS providers and NCC and have maintained a strong focus on apprenticeships in addition to the Kickstart programme. One example of this is the Social Work apprenticeship usually only offered to NCC employees (there are 20 places per year) which NCC now offers to Care Leavers too. Our first Care Leaver was successful at interview and took up a place in Jan 2021. There is also a strong focus on those cohorts of care leavers who often struggle to access EET, with new initiatives being trialled that are supporting young parents who are care leavers into work. We hope to be able to offer mentorships to young people to support them further with writing CVs, applying for work and reengaging with education. We also offer more practical support such as provision of a device and internet access when they are seeking employment or education/training and providing suitable interview clothing.</p>
7.5	<p>Question from Cllr Paul Neale</p> <p>The county council's Environmental Policy includes ambitions including supporting pollinators and greening our towns and cities. The council routinely uses controversial weedkiller glyphosate on roads, resulting in complaints from residents of biodiversity damage. Guidance from charity Plantlife recommends eliminating "the general use of herbicides. Their use encourages the development of vigorous, rank vegetation and a vicious cycle of spraying can develop, where costly herbicides are used repeatedly to control the same weeds again and again." The Natural Capital Compendium Assessment commissioned by the council recommends "working to increase species richness, abundance and ecological resilience" Will the council review its policy of using herbicides such as glyphosate on a routine basis?</p>

	<p>Response from the Cabinet Member for Environment and Waste</p> <p>Norfolk County Council takes a careful approach to the use of herbicides and pesticides across its estate, including highways, County Farms and other locations and one which is always led by national legislation and directives, including the Plant Protection Products (Sustainable Use) Regulations 2012.</p> <p>As laid out in the Pollinator Action Plan, the Council's approach to its Roadside Nature Reserves (RNRs) is to avoid the use of pesticides. Officers are currently working on a new policy with regard to the Council's use of herbicides and pesticides and this will be shared with the Environment Member Oversight Group in due course ahead of any review as part of the Council's overarching approach to its policy framework.</p> <p>In terms of the County's highway network, an approach that seeks to control weed growth is required because of the significant damage some weeds can cause to hard surfaces, including carriageways and footways. This damage is expensive to repair when compared to a proactive weed treatment and can cause increased hazards to pedestrians. The contractor employed by NCC currently uses herbicides which become inert on contact with soil, an approach which is approved for use by the HSE Chemicals Regulation Directorate.</p> <p>To support the Council's development of a new policy, highways officers are currently reviewing advice from Plantlife, looking at alternative methods to control weed growth, and best practice from other highway authorities.</p>
7.6	<p>Question 1 from Cllr Alexandra Kemp</p> <p>The Local Lead Flood Authority (LLFA) and Flooding Review need to respond to Anglian Water's request to work together to prevent the flooding and severe sewage back-up on Main Road Clenchwarton happening to homes near the chapel for the last 3 years.</p> <p>Anglian Water's recent service review found no damage, infiltration or problems with sewers.</p> <p>Regular clearing of ditches to the rear of the properties needs to be enforced. Highway gulleys need more maintenance and cleaning out. Anglian Water's proposed sealing of manhole covers to prevent local flooding could lead to flooding on the highways. Can the LLFA set up a meeting to plan an effective solution?</p> <p>Response from the Cabinet Member for Environment and Waste</p> <p>We will liaise with Anglian Water where their works may affect the Highways drainage assets. If improvements are considered necessary to the Highways drainage, we will seek to secure funding to progress those works.</p> <p>The powers and regulatory roles for ordinary watercourses in Clenchwarton fall to the King's Lynn Internal Drainage Board (IDB) and I understand the local group will be in contact with the IDB in regard to the ditch maintenance.</p> <p>The LLFA have no verified records of flooding that meets our thresholds for investigation on the Main Road in Clenchwarton and we have to prioritise our efforts where the flood risk and the impacts of flooding are the highest. However, we will</p>

	<p>liaise with the relevant organisations where necessary as their work progresses</p> <p>Question 2 from Cllr Alexandra Kemp Under the Rainbow Alliance, full Council had 10 minutes to Question each Committee Chair. But now all decision-making power is concentrated in the hands of just 10 County Councillor Cabinet Members, time for questions is cut to only 30 minutes. Only 3 minutes to question each Cabinet Member. As Cabinet Members have far greater decision making capacity, they should answer more questions. Last year's Council Chairman assured me about Council's return to proper question time when it meets in person. As the only County Councillor not in a political group, I set a high value on asking questions in Council. How will the Leader achieve this?</p> <p>Response from the Leader and Cabinet Member for Governance and Strategy Thank you for the question. As Cllr Kemp will be aware there are numerous avenues for all members to ask questions of Cabinet; at Full Council Meetings and Cabinet meetings. There is also provision in procedure 8.3 at full council to ask additional questions. I believe that what is currently set out in the Council's constitution is sufficient to allow Cabinet to be held to account via Public and Member questions and for Council business to proceed.</p>
7.7	<p>Question from Cllr Maxine Webb At the start of this academic year, how many children with an EHCP are awaiting a place in a a) Specialist School and b) Autism Specialist Resource Base</p> <p>Response from the Cabinet Member for Children's Services This is an important area to highlight as we continue to see ongoing pressure on specialist places. It is a national issue that we continue to raise with government and which we hope will be addressed by the SEN Review. As members will know, we are investing £120m to create 500 new specialist places in the county, but this will take time. The first of our new schools opens this month but even when that is complete we will still have children and young people awaiting places at special schools. At this point in the year it is difficult to be definitive about the precise number, but we expect it to be up to 500. All of these children will be offered a package of support while they wait and some will continue to have their needs met in mainstream schools, with extra funding We are also creating 100 new places in Specialist Resource bases with at least 50 new places starting this academic year; currently 13 pupils with an Education Health and Care Plan and autism diagnosis are awaiting places</p> <p>As part of our approach, we are working with schools to promote inclusion and reduce demand for Education, Health and Care Plans. There is particular pressure on places for children with social, emotional and mental health needs and by working with children and families earlier, we can help to prevent these needs from escalating and reduce some of the pressure on specialist provision.</p> <p>I completely understand the difficulties faced by any child and family who is waiting for this provision and know that Norfolk's children are among thousands in the same position nationally. We are investing significantly in local solutions and new approaches, but we need a national response to this issue.</p> <p>Supplementary question from Cllr Maxine Webb How many new permanent placements in each category will become available</p>

	<p>during this school year, through the opening of new provision as a result of the SEND Transformation Plan?</p> <p>Response from the Cabinet Member for Children's Services The opening dates, and details regarding cohorts, for the three new special schools are:</p> <ul style="list-style-type: none"> • <u>Bure Park (Great Yarmouth)- opening September 2021</u> <ul style="list-style-type: none"> ○ For Social Emotional & Mental Health difficulties (SEMH) ○ Boys age 5 to 16 ○ Total places 86 (initial cohort will be 30 within current academic year) • <u>Duke of Lancaster (Fakenham) – opening January 2022</u> <ul style="list-style-type: none"> ○ For Autistic Spectrum Disorder (ASD) ○ Boys and girls age 5 to 16 ○ Total places 96 (initial cohort will be 48 within current academic year) • <u>Easton (Name to Be Determined) – opening Spring Term 2023</u> <ul style="list-style-type: none"> ○ For Complex Needs ○ Boys and girls age 3-19 ○ Total places 170 • A further 50 SRB places will open across the next academic year.
7.8	<p>Question from Cllr Mike Smith-Clare As the government has failed to publish cheaper school uniform guidance before the start of the new academic year; what has the cabinet member done to challenge this delay and support the unnecessary financial difficulties faced by numerous Norfolk families?</p> <p>Response from the Cabinet Member for Children's Services The Norfolk Assistance scheme (NAS) supports all Norfolk residents in financial crisis. One of the ways is in terms on school uniform.</p> <p>NAS purchased essential logo items and provided a supermarket voucher for non logo clothing.</p> <p>The option for support with uniform has been recently promoted with schools and district councils at an operational level leading to a recent increase in uniform specific applications.</p> <p>Parents on a low income with a number of school age children have been approached directly offering uniform (and other) support from NAS</p> <p>Due to the pandemic and subsequent further hardship NAS now in talks with the head teachers association to look at a more strategic and school based consistent provision for the future.</p>
7.9	<p>Question from Cllr Chrissie Rumsby Has the leader informed the charity Centre for Mental Health that Norfolk has deleted Member Champion for Mental Health and therefore no longer a signatory to the Local Authority Mental Health Challenge?</p> <p>Response from the Leader and Cabinet Member for Governance and Strategy The responsibilities and oversight of the previous role will now be incorporated in to</p>

	<p>two, more focussed roles therefore I did not contact the Centre for Mental Health. Also we will now move to having two Champion roles incorporating the responsibility for this area, rather than one so, those distinct cohorts of Children and Adults will have greater support. Mental Health is a high priority for the Cabinet so the relevant Portfolio holders will be working closely with the Member Champions to drive that work forward.</p>
7.10	<p>Question from Cllr Emma Corlett What impact will the £20 cut per week to universal credit have across Norfolk?</p> <p>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention Thank you for your question. The Council is aware of the removal of the temporary covid related increase in Universal Credit and will monitor the impact this has for people across Norfolk. Through its Norfolk Assistance Scheme and working alongside partner organisations, we will continue to support those most financially vulnerable individuals.</p> <p>Supplementary question from Cllr Emma Corlett Will the local assistance scheme be sufficient to help those who this pushes into inability to meet housing, utilities and food costs?</p> <p>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention Thank you for your question. Norfolk's local assistance team continues to support some of the most financially vulnerable people across the County. The scheme is designed to be agile and respond to new needs and pressures as they arise and will work closely with partner organisations to direct help and support to those facing financial hardship.</p>
7.11	<p>Question from Cllr Ben Price The Mental Health Champion was a role that allowed focused support for mental health service users, carers and bereaved families, as well as working to reduce inequalities in access to mental health care. Can the leader give a detailed explanation of how the impact on residents of deleting this post was assessed, what consultations were had with stakeholders, and how the council will ensure that service delivery is not impacted?"</p> <p>Response from the Leader and Cabinet Member for Governance and Strategy In refreshing these roles it was never our intention to reduce any focus on mental health- but rather to integrate it into posts that support different cohorts such as Younger and Older People Champions, as opposed to having a generic role. Mental health remains a high priority to this council and I am proud of the work we do to support our residents, especially during and after the impact of the pandemic</p> <p>These roles are under constant review and will have a much closer working relationship with departments and Cabinet Members than they have previously, so there will be an increased oversight of Mental Health as opposed to the previous arrangement where there was no performance reporting.</p> <p>Supplementary question from Cllr Ben Price With the Mental Health Champion role deleted, how will the council now ensure that</p>

mental health is embedded and supported across all service areas, set objectives, and review progress?”

Response from the Leader and Cabinet Member for Governance and Strategy

With Mental Health imbedded in specific cohort Champion roles there will be a close working relationship with the Portfolio holder to ensure that Mental Health remains an area of high focus for the Council- especially following the pandemic. These post holders will meet regularly with Officers and Cabinet Members and will report any issues directly back to Cabinet for action. It will also be their task to continue to raise the profile of mental Health for Children and Adults internally and externally.

Cabinet

Item No: 8

Decision making report title: Crowdfund Norfolk

Date of meeting: 4 October 2021

Responsible Cabinet Member: Cllr Graham Plant (Cabinet Member for Growing the Economy) & Cllr Margaret Dewsbury (Cabinet Member for Communities & Partnerships)

Responsible Director: Tom McCabe (Executive Director, Community and Environmental Services)

Is this a key decision? Yes

If this is a key decision, date added to the Forward Plan of Key Decisions: 17 August 2021

Introduction from Cabinet Member

We are proposing to launch Crowdfund Norfolk - an innovative new funding mechanism which will bring together individual and NCC funding to support community-led projects which match NCC objectives.

Together for Norfolk sets out Norfolk County Council's ambition to be a place where everyone works together to create a better place to live and where we can all have the chance to contribute.

Norfolk residents told us that they value the County's natural beauty and its heritage and that they want this local distinctiveness to be preserved for future generations. We said that we would collaborate with partners to make the best use of resources to achieve the maximum impact.

In line with Together for Norfolk, Crowdfund Norfolk gives us the chance to work together with Norfolk people and other partners to deliver the projects that they want to see coming forward. The first phase, focusing on tree planting and supporting our nationally important windmill heritage, also supports NCC's commitment to plant one million trees, in line with our Environmental Policy and Norfolk's 25 Year Environment Plan.

Crowdfund Norfolk represents a win-win opportunity for the Council and the community, and I recommend it to Cabinet for support.

Executive Summary

This paper outlines the proposal for Growth and Development to launch a crowdfunding platform. The proposed Crowdfund Norfolk (CfN) would offer a

mechanism whereby members of the community, local organisations and Norfolk County Council departments can launch community funding calls aligned to NCC strategic policy priorities, which would then qualify for NCC match funding.

The initial policy focus will be environmental and the NCC Environment team will be closely involved in the appraisal of projects for eligibility. An amount of £70,000 will be committed from existing budgets to match fund projects. The specific focus of these projects will be tree planting in Norfolk and the maintenance of Norfolk's wind and water mills.

There is potential for this platform to boost community engagement by supporting community-driven projects benefitting local areas. A wide section of the community can be engaged through the crowdfunding process and the engagement enables significant financial contributions to be raised from the community for projects that matter most to them.

In addition to enhancing community engagement, CfN will enable NCC to make its funding go further by drawing in community donations for selected projects.

It is anticipated that, once success is demonstrated in the initial period, CFN can be expanded to maximise both community engagement and potential to fund projects across a range of policy areas.

Recommendations

- 1. To approve the development and launch of Crowdfund Norfolk.**
- 2. To approve the focus on environmental projects for the initial launch of the platform followed by additional policy areas if successful.**

1. Background and Purpose

- 1.1. Crowdfunding is the practice of funding a project by raising small amounts of money from a large number of people, typically via the internet.
- 1.2 Access to funding has long been an issue for grassroots projects, many of which seek funding from NCC led programmes which can be over subscribed. Crowdfunding is a proven innovative and engaging way for community groups to secure funding which would also benefit NCC by enabling funding to support our priorities to go further.
- 1.3 Our proposal is a logical extension of ongoing work within Growth & Development to identify funding to support transformation in the way we work, engage better with communities and impact outcomes for Norfolk people.
- 1.4 Community engagement is needed for the successful development of both the Norfolk ambition to be carbon zero by 2030, and the

implementation of our environmental policy. Working with VCSE organisations, NCC has identified that improved community engagement could impact delivery across a range of NCC objectives.

- 1.5 This crowdfunding approach is part of a suite of offerings for the voluntary and community sector as we move through the pandemic. It is a part of recognising the unique and diverse Voluntary and Community sector in Norfolk, supporting it with additional sources of funding, and complimenting the recently announced Social Infrastructure Fund.

2. Proposal

- 2.1. Crowdfund Norfolk (CfN) will deliver a new online NCC crowdfunding platform for donation-based funding of eligible grass roots and community-focused projects across the county. The first phase of CfN will consist of a 24-month period during which projects will raise donations from the 'crowd' (community) matched by funding from NCC.
- 2.2 To apply for matched funding, projects will be required to complete an online application form devised and provided by NCC. This will then be appraised by officers relevant for each thematic objective against our criteria for funding which will be tailored for that objective. Successful projects will be awarded a grant conditional on them crowdfunding at least 50% of the total project budget. Grants will be paid in accordance with the governance set out for each individual fund. Project teams will then be responsible for the delivery of the project activities and spending of grant funds, to be reported on and claimed in line with fund governance.
- 2.3 All projects that receive match funding from NCC will be asked to complete monitoring reports during the life of the project and following the conclusion of their project. This will ask the project team to report the outputs and outcomes the project achieved compared to those listed in the original project application. This information will be collected to evaluate the achievements of the platform and project compliance. The External Funding Team (EFT) will monitor, track and report on funding leverage and overall outcomes.
- 2.4 The first phase will focus on supporting two Environment Team policy objectives. NCC will pledge a maximum of 50% of the total project budget up to a maximum individual grant of £15,000.
 - 2.4.1 **One Million Trees for Norfolk**

NCC has set a target of planting 1 million trees by April 2026 (across the next five planting seasons). Tree planting can help with reducing flood risk, improving air quality, increasing biodiversity and add to people's health and wellbeing. Funded projects might cover a single

tree on the edge of a sports field, or a small orchard on the boundary of a village. NCC also has ambitions to encourage community nurseries where trees can be grown from seed.

2.4.2 Norfolk Historic Mills and Pumps

Norfolk has the finest collection of historic wind and water mills and pumps in Britain, twenty-one of the best examples being conserved by the Norfolk Windmills Trust for the nation as a whole. Their care and protection require skilled craftsmanship using traditional materials and techniques and we need to encourage and train a new generation of skilled craftspeople with the skills needed to maintain them in working order. The fund will focus on projects maintaining and improving these historic mills and pumps.

2.5 Crowdfunding platforms also commonly partner with private sector organisations (such as Aviva, Santander and M&S) that donate to projects aligning with their Corporate Social Responsibility priorities. Growth & Development would target these additional funds for CfN projects.

2.6 The CfN platform will consist of web pages hosted on an existing specialist crowdfunding provider's website and linked to via the NCC website. Our web pages will outline which types of projects we would be willing to fund and the eligibility criteria. Projects will be able to set up a web page for their project through the platform and apply for NCC funding. NCC endorsement and publicity will boost awareness and increase donations.

3. Impact of the Proposal

3.1. Set-up of the crowdfunding platform

Success for this project will consist firstly of the development and smooth operation of the Crowdfund Norfolk platform itself. Funding has been allocated within Growth & Development budgets to cover set up and the first two years of operation to enable the model to be tested in Norfolk. Once CfN is established, future running costs can be shared between participating projects.

3.2 Return on Investment

Successful CfN projects will be eligible for maximum 50% funding from NCC. In other words, the proposed £70,000 in NCC funding will generate at least the same amount from community sources for projects that deliver our priority outcomes. Evidence from other local authority crowdfunding platforms shows an average of 3 times the authority funding (and in some cases up to 8 times) is raised from community and other sources.

3.3 **Community Engagement**

CfN will help develop a citizen-led culture which increases the role of individuals, community groups and organisations to deliver civic projects that improve the area in which they live and support NCC priorities. CfN will enable NCC to support other funding organisations to be more connected with and responsive to public mood when making local funding decisions.

- 3.4 EFT will conduct a full evaluation of the overall project and each fund to assess the impact against these criteria and to inform any future priority and scheme.

4. **Evidence and Reasons for Decision**

- 4.1. There is clear evidence of demand for crowdfunding in Norfolk: data provided by Crowdfunder.co.uk indicates that in 2019-2020, the platform hosted 168 Norfolk-based projects that raised £378,000 in donations. However, while there is clear appetite for the platform, Norfolk does not currently have a local authority offering a crowdfunding platform with the opportunity for match funding. We can use our profile and communications presence as well as our elected members' own contacts, to drive awareness of CfN and the funding available. CfN will provide a new platform to enable NCC to leverage community funds to meet our priorities and support eligible projects to access our funding.
- 4.2 Data from existing platforms demonstrates we can expect a return on investment of between 200 – 800%, with an average of 300%. These estimates are based on similar local authority schemes already in operation. One particularly impressive example is a UK-based City Council. They pledged £38,230 to projects across a 6-month period. This leveraged £50,586 worth of funding from Crowdfunder.co.uk partners and £239,636 in donations from the general public. This City Council therefore managed to support £321,452 worth of project by pledging £38,230.

5. **Alternative Options**

- 5.1. **Do nothing:** the opportunity to engage with the community and leverage alternative funding for projects meeting NCC priorities would be lost.
- 5.2 **Set up a new bespoke platform specifically for Norfolk County Council:** In this scenario we would miss out on the established brand awareness of existing third-party providers. Our access to the established community of donors and partners which already operate

on the existing providers' platforms would be limited and we would therefore reduce the amount of funding we can realistically expect to crowdfund.

6. Financial Implications

- 6.1. There is no additional funding requirement. We propose to use £120,000 of funding from existing budgets to fund the initial set up and 24 months of operation and to provide match to projects that meet developed criteria: £50,000 has been provisionally committed in the current year Growth & Development budget for operational costs and £70,000 in the current year Environment budget has been pledged for match funding. Match funding will only be committed to projects meeting the CfN criteria and raising the required match from CfN contributors.

6.2

Output	Budget
Monthly fee - £1000 x 24 months	£24,000
Project Management costs (0.1FTE Project Officer post x 24 months)	£7,500
Communications support	£8,500
Contingency	£10,000
Match funding for projects (at £15,000 max per project)	£70,000
Total	£120,000

7. Resource Implications

- 7.1. **Staff:** No additional staffing is required. The primary staffing resource will consist of 0.1FTE Project Officer post x 24 months. This post already exists within the External Funding Team and therefore does not need to be recruited. Two other members of the Norfolk County Council External Funding Team (External Funding Manager and External Funding Project and Policy Officer) will also support as and when needed. Some support will be required from the Communications Team to ensure maximum visibility of the project and this will be incorporated into the Growth & Development Communications workplan.

- 7.2. **Property:** N/a

- 7.3. **IT:** The platform will be set up on a third-party crowdfunding provider platform. Therefore, we do not anticipate any ongoing IT resource requirement other than ensuring the link on our website, signposting to the third-party platform, is up to date. We will consult the corporate web team in the early stages to input into the procurement of the provider to ensure compatibility with NCC equipment and systems, and data protection requirements.

8. Other Implications

8.1. **Legal Implications:** N/a

8.2. **Human Rights implications:** N/a

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

An equality impact assessment was conducted which concluded:

There is no legal impediment to the proposal. Similar proposals have been implemented elsewhere in the UK.

This platform will be open to all residents of Norfolk and there will be no discrimination based on individual characteristics. The proposal may have a positive impact on some people with protected characteristics, in providing an additional mechanism for funding projects.

To ensure that those with limited digital capability or access can use the service, we will publicise it and offer access through libraries.

The digital platform provider will be selected to comply with NCC accessibility standards.

8.4. **Data Protection Impact Assessments (DPIA)**

A data protection impact assessment was completed and concluded:

Project application data will be collected via the third-party platform and stored securely for 6 years following the completion of the project. The data is not considered to be particularly sensitive or high risk.

The data will be processed under the following GDPR lawful basis:

“the data subject has given consent to the processing of his or her personal data for one or more specific purposes;”

The third-party provider will only be eligible to provide the service if they are fully compliant with NCC data protection rules.

8.5. **Health and Safety implications (where appropriate)**

N/a

8.6. **Sustainability implications (where appropriate)**

The initial projects funded via the platform will directly contribute to environmental sustainability as outlined in section 2.

9. Risk Implications/Assessment

9.1. The following risks and mitigations have been identified for the project:

Risk	Mitigation
Match funded projects do not reach their donation target	Projects which do not meet their donation targets will not be granted match funding. In the event that a project cannot collate enough funding, the platform will return the donations to the donors as a standard feature.
There is poor uptake or engagement with the platform from prospective projects.	Crowdfunding platforms offer the functionality to automatically match projects to funding opportunities. All Norfolk-based environment projects will automatically be signposted to Crowdfund Norfolk when submitting their project to the platform. We will also launch a comms campaign and have set aside budget to support this.
Match funded projects fail to achieve their intended outputs.	All match funded projects will be rigorously appraised and monitored using the expertise of the Growth & Development Team together with the relevant match funding team. This will ensure that only those projects which are sufficiently likely to meet their objectives will be funded, and during project delivery Growth & Development will continue to make sure projects are on target for spend and delivery.

10. Select Committee comments

10.1. N/A

11. Recommendations

To approve the development and launch of Crowdfund Norfolk.

To approve the focus on environmental projects for the initial launch of the platform followed by additional policy areas if successful.

12. Background Papers

12.1. N/A

Officer Contact

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

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Cabinet

Item No: 9

Decision making report title:	Strategic Property Asset Management Framework 2021/22 - 2026/27
Date of meeting:	4 October 2021
Responsible Cabinet Member:	Councillor Greg Peck Cabinet Member for Commercial Services and Asset Management.
Responsible Director:	Simon George Executive Director for Finance and Commercial Services.
Is this a key decision?	Yes
If this is a key decision, date added to the Forward Plan of Key Decisions.	20 July 2021
<p>Executive Summary from Cabinet Member</p> <p>At the Corporate Select Committee in January 2020 it was agreed to form a small task and finish Member working group to assist officers in developing a new Strategic Property Asset Management Framework for the council.</p> <p>Several workshops, supported by the expertise of The Chartered Institute of Public Finance and Accountancy (CIPFA), were held in 2020 to examine best practice in creating a framework and helped the working group in exploring themes to be included.</p> <p>On the 13th September 2021, Corporate Select Committee reviewed and endorsed the proposed new framework and recommended a final draft be submitted to Cabinet.</p> <p>A robust asset management framework is good practice and is an essential tool for the council to guide it in the use, management and exploitation of its property portfolio.</p> <p>The draft framework demonstrates how the public assets held by the council will be used to best effect to deliver their priorities and services in a transparent way. The action plan element that will follow the adoption of the framework will set out the actions to be taken and enable progress to be monitored.</p> <p>Executive Summary</p> <p>A new Strategic Property Asset Management framework is required to replace the Asset Management Plan and its adoption will ensure it meets the needs and requirements of the County Council by helping to establish the rules, culture, behaviours and key principles for the management and exploitation of the property portfolio.</p>	

Recommendations

Cabinet is asked:

- 1. to recommend to Full Council the adoption of the Strategic Property Asset Management Framework as detailed in Appendix 1.**

1.0 Background and Purpose

- 1.1. The County Council's current constitution recognises the value of an asset management plan and notes it is part of the council's policy framework (Constitution Article 4). The Executive Director of Finance and Commercial Services is responsible for preparing the asset management plan (Appendix 15: Financial regulations). The actual work to prepare, update and annually review the plan is the responsibility of the Director of Property.
- 1.2. The current asset management plan covers 2016 - 2019 and was approved by Policy and Resources committee at their meeting on 31 May 2016 and endorsed by Full Council 25 July 2016. Business and Property committee subsequently reviewed the plan at their meeting on 20 June 2017.
- 1.3. The council continues to follow the asset management plan's principles, which remain relevant until a replacement is put in place.
- 1.4. The term "Asset Management Plan" is now replaced by the term Strategic Property Asset Management Framework, as the concept of a framework is now considered best practice.
- 1.5. At the Corporate Select Committee in January 2020 it was agreed to form a task and finish Member working group to assist officers in developing a new Strategic Property Asset Management Framework.
- 1.6. Several workshops were held with the working group in 2020, supported by The Chartered Institute of Public Finance and Accountancy (CIPFA). These workshops examined best practice in creating a framework and enabled the working group to shape the themes to be included.

2.0 Proposals

- 2.1. To build on previous good practice and to ensure the County Council can continue to deliver best value in its property assets, it is proposed that a new 5-year (2021/22-2026/27) Strategic Property Asset Management Framework is adopted (see **Appendix 1** for the draft proposed framework).
- 2.2. The draft framework has a strong link to the county council's priorities and its business plan; Together, for Norfolk. The Action Plan that will follow adoption of the framework by Full Council will be regularly reviewed and will form the basis for reporting performance and regularly updated to reflect the Council's prevailing requirements.

3.0 Impact of the Proposal

- 3.1. Whilst it is true a good asset management framework does not necessarily make an organisation good at asset management, Norfolk County Council (NCC) has

a good record of having robust property policies, strategies, processes and systems in place that has guided the use and exploitation of the whole of the property estate.

- 3.2. Asset management is about supporting the delivery of the council's strategic goals and objectives using property assets which is a key resource.

- 3.3. The following is some advice from the **Chartered Institute of Public Finance Accounting (CIPFA)**:

"Asset management is a part of resource and business planning. It is setting a vision of where you want to be, and mapping out the journey to that place, identifying where value can be added and where investment is needed to achieve objectives. For most organisations this involves the adoption of a written asset management framework"

- 3.4. This is further supported by **The Royal Institution of Chartered Surveyors** (RICS Strategic public sector property asset management, 3rd edition, September 2021) who provide this additional definition:

"Strategic asset management can be defined as the activity of aligning property assets with the strategic aims and direction of the organisation and adding both financial and non-financial value to the organisation as a result."

- 3.5. There is continual engagement with services to understand their property requirements and much of the framework reflects 'service needs', where the property helps to deliver critical service functions across the County. For example, the framework will help in the delivery of Children's Services and Supported Housing for Adults Services.

4.0 Evidence and Reasons for Decision

- 4.1. The County Council's current constitution recognises the value of an asset management plan and notes it is part of the council's policy framework (Constitution Article 4).

- 4.2. The current asset management plan is now out of date and the Council requires a new framework.

5.0 Alternative Options

- 5.1. An asset management plan is a requirement of the County Council's current constitution.

- 5.2. An alternative option course would be to ask officers and Members of the Corporate Select Committee to produce an alternative draft asset management framework.

6.0 Financial Implications

- 6.1. The framework's overarching aim is to maintain and develop an economic, efficient and effective property and land portfolio. There are no financial impacts on recommending the adoption of the draft framework to Full Council.
- 6.2. Any review outcomes or the development of new strategies contained within the framework will be fully costed and met through general expenditure or through funding requests.

7.0 Resource Implications

- 7.1. **Staff:** There are no staff implications on recommending the adoption of the draft framework to Full Council.
- 7.2. **Property:** There are no implications on recommending the adoption of the draft framework to Full Council.
- 7.3. **IT:** There are no implications on recommending the adoption of the draft framework to Full Council.

8.0 Other Implications

- 8.1. **Legal Implications:** The framework is part of the policy framework for the council and so will require to go through the formal corporate governance procedure for final adoption by Full Council.
- 8.2. **Human Rights implications:** There are no implications on considering the draft framework.
- 8.3. **Equality Impact Assessment (EqIA):** The Strategic Asset Management Framework ensures that the County Council will meet its statutory responsibilities including the Equality Act.
- 8.4. **Data Protection Impact Assessments (DPIA):** There are no implications on recommending the adoption of the draft framework to Full Council.
- 8.5. **Health and Safety implications:** There are no implications on recommending the adoption of the draft framework to Full Council.
- 8.6. **Sustainability implications:** The Strategic Property Asset Management Plan outlines strategies on how sustainability will be improved across the property portfolio.
- 8.7. **Any other implications:** none

9.0 Risk Implications/Assessment

- 9.1. Although the current asset management plan is out of date, the majority of the principles of asset management remain current.
- 9.2. However, a new framework better articulates how the Council will meet its objectives in its current business plan "Together, for Norfolk" through the management of its property assets.

10.0 Select Committee comments

- 10.1. The committee resolved to endorse the draft Strategic Property Asset Management Framework and recommended that it was developed into a final draft and submitted to Cabinet.

11.0 Recommendations

- 11.1. Cabinet is asked to recommend to Full Council the adoption of the Strategic Property Asset Management Framework as detailed in **Appendix 1**.

12.0 Background Papers

- 11.1 None

Officer Contact

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

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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.

\\norfolk.gov.uk\ncdcs1\CorporateProperty\CPT ADMIN & MANAGEMENT\Meetings & Groups\Committees\CABINET\2021-22\2021.10.04\Final Reports\13.10.04 Cabinet Strategic Property Asset Management Framework (JB) FINAL 1.0.docx

Appendix 1 - Strategic Property Asset Management
Framework 2021/22 to 2026/27(Draft)



Norfolk County Council

(Draft)

Strategic Property Asset Management
Framework 2021/22 to 2026/27

INTRODUCTION

GREG PECK - CABINET MEMBER FOR COMMERCIAL SERVICES AND ASSET MANAGEMENT



I am delighted to present this **Strategic Property Asset Management Framework** which officers have developed to provide direction for the management of our land and property portfolio. The County Council is focused on ensuring our land and property assets are used to support our vision for Norfolk working with our partners by:

- Focusing on inclusive growth and improved social mobility.
- Encouraging housing, infrastructure, jobs, and business growth across the County.
- Developing our workforce to meet the needs of the sectors powering our local economy.
- Working to reduce our impact on the environment.

This way we can help Norfolk have a growing economy, full of thriving people living in strong communities we are proud of.

We need to work hard to proactively manage all our resources, including our land and property, and this Strategic Property Asset Management Framework sets out how we intend to achieve this.

Alongside other corporate plans and strategies, the framework sets out clear priorities to ensure we act as a responsible property owner, property landlord and partner dedicated to help ensure public services are delivered efficiently and effectively.

I am confident that the implementation of this framework will be an important element of our work to deliver excellent, value for money services across Norfolk.

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1.0 Introduction to the Strategic Property Asset Management Framework

1.1 What is strategic property asset management?

The Royal Institution of Chartered Surveyors published in September 2021 a 3rd edition of their guidelines for public sector asset management. In the guidelines they have provided the following updated definition:

“Strategic asset management can be defined as the activity of aligning property assets with the strategic aims and direction of the organisation and adding both financial and non-financial value to the organisation as a result.”¹

There are variations of this definition but generally the theme is always the use of property assets to support what an organisation or company does.

In Norfolk County Council’s setting, Strategic Property Asset Management Framework supports it to deliver the priorities and outcomes detailed in its corporate plan Together, for Norfolk.

1.2 The Strategic Property Asset Management framework

This framework uses a best practise approach developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) and was developed through a Member working group.

There are three elements to the framework:

The property asset management policy	– this identifies the policy objectives
The property asset management strategies	– this sets the direction for delivering the objectives
The property asset management action plan	– this sets out how that objectives will be delivered

It is expected that the policy and strategies will remain constant for the lifetime of the current framework, adapting to any changes to the Councils overall objectives and corporate plan.

The annual action plan will be a separate document that will be regularly reviewed and will form the basis for reporting performance and regularly updated to reflect the Council’s prevailing requirements.

¹ RICS Strategic public sector property asset management, 3rd edition, September 2021

2.0 **Norfolk County Council - Overview**

- 2.1 The Council plays a leading role in ensuring that Norfolk has a growing economy, thriving people, and strong communities.
- 2.2 In June 2019, the Council launched [Together, for Norfolk](#), the County Council's business plan for 2019-2025. It outlines our priorities and how we will work with partners to boost the economy, support our communities and protect our environment.
- 2.3 In February 2018, the Council adopted a vision, [Caring for our county: A Vision for Norfolk in 2021](#), which sets out the Council's commitment to playing a leading role in:
- Building communities we can be proud of;
 - Installing infrastructure first;
 - Building new homes to help young people get on the housing ladder;
 - Developing the skills of our people through training and apprenticeships;
 - Nurturing our growing digital economy; and
 - Making the most of our heritage, culture and environment

3.0 **The Property Portfolio**

- 3.1 Norfolk County Council owns and occupies a large and diverse property portfolio that is held principally to support service delivery and policy objectives. Property is acquired or disposed of based on changing service requirements, changing council policies or to improve the efficiency of the overall portfolio.
- 3.2 In terms of size the portfolio consists of 1502 sites (as defined by a unique property reference number) where the County Council has a property interest ranging from small easements, through to leasehold and freehold ownership².
- 3.3 As would be expected with a portfolio held to support service delivery, the majority of land and buildings within the portfolio are operational sites, such as:
- Adult Education Centres
 - Adult Social Care
 - Children's Services – schools, homes and centres
 - Fire Stations
 - Registrars' offices
 - Libraries
 - Norfolk Record Office
 - Museums
 - Economic Development
 - Public Transport sites
 - Waste Management sites
 - Highways Depots
 - Historic Buildings

² Source: C2 property data base. Maintained by NPS on behalf of the County Council, as of 18 August 2021

- Norfolk Trails
- County Farms Estate

3.4 For capital accounting purposes the net book value of the portfolio as at 31 March 2021 is £649,869,000³, which includes assets under construction and surplus assets. The value is based on current use of those assets and represents a value for accounting purpose, rather than the value that might be realised from sales.

4.0 **Overall management arrangements**

4.1 The NCC Corporate Property Team (CPT), part of the Finance and Commercial Services Directorate, is in the main responsible for the overall management of the County Councils property portfolio. CPT plan, organise and manage the property portfolio providing a strong corporate focus on achieving savings in property running costs, establishing the strategic direction, reporting to members and liaising with services.

4.2 Internally CPT is the corporate landlord managing buildings to an agreed corporate specification and taking overall responsibility for operational buildings. CPT is also responsible for all tenanted property, including the management and development of the County Farms estate.

4.3 The Corporate Property Team use a “single estate” approach to the property portfolio. There are continual reviews and updating of processes to support efficient property management across the Council, including commissioning of property services and using property data to improve performance. A significant amount of partnership working is undertaken, either through bilateral arrangements or through the One Public Estate (OPE) Programme. The County Council is a key partner in Norfolk OPE providing support to the OPE Partnership Board and the OPE projects being taken forward.

4.4 The effective management of the portfolio also delivers housing growth through the sale of appropriate surplus land and through its house building company Repton Property Developments Ltd.

4.5 Professional property services and the day-to-day management of buildings is carried out by the Council’s strategic partners NPS Property Consultants and Norse Commercial Services. CPT provides the direction for NPS to ensure all commissioning of property services is controlled so it is aligned to corporate objectives and service priorities.

5.0 **Roles and responsibilities**

5.1 The Corporate Property Strategy Group (CPSG) is responsible for setting the broad strategy in asset management, with oversight of all strategic initiatives and the use of property. It has senior corporate and service representation;

³ Source: Draft Statement of Accounts 2020-21, NCC website as of 18 August 2021

meets bi-monthly and is chaired by the Council's Corporate Property Officer (Director of Property).

- 5.2 Member input and engagement is critical, and the Director of Property has direct interaction with Members and is advised by the Cabinet Member for Commercial Services and Asset Management. This allows members to be kept informed of emerging property policy whilst also enabling them to challenge and steer issues. Full decision-making authority on all property matters is by the Council's Cabinet.

6.0 Strategic property asset management at Norfolk County Council

- 6.1 The County Council has adopted a "single estate" approach, whereby **all** property assets are identified as a corporate resource used for the benefit of the citizens of the County of Norfolk.
- 6.2 Property is an enabler for the delivery of effective services and as such requires on-going management and investment to ensure it remains fit for purpose. The overriding aim is to get the best value from the property estate. When property becomes an impediment to delivering quality services then it will be improved, re-used, or disposed of.
- 6.3 The overall public sector property portfolio in Norfolk is extensive and there is continued scope for working with partners across Norfolk to collaborate and optimise its use.
- 6.4 For some operational portfolios (such as, schools, libraries, fire stations etc.) the current footprint will be inherently connected to the service and this framework will support the ongoing reviews of service delivery in the county.
- 6.5 The County Council challenges the use of its property on an ongoing basis, reviewing the use and future needs of property assets for service delivery and there is a continued emphasis on minimising the extent of the property estate retained for operational purpose. However, on occasion there will be the requirement to acquire or reuse an individual property to support a service to delivers its aims.
- 6.6 In the event of a property asset becoming surplus to an individual service need the Director of Property working with the Corporate Property Strategy Group (a Director led senior Officer Group representing all directorates) ascertains whether other service areas have an unmet need that could be addressed by re-using the property asset for that service. Once it is confirmed there is no further County Council requirement, Cabinet is asked to formally declare property assets surplus and then they are disposed of. All capital receipts are allocated within the capital programme according to the Councils priorities or used to reduce debt.
- 6.8 For all disposals the Director of Property reviews options for maximising the receipt taking in to account the resources required, risks such as obtaining an alternative use in planning terms, possibly strategic retention for a longer-term

benefit or direct sale to County Council owned companies for redevelopment in the expectation of enhanced income for the Council.

- 6.9 Once a disposal route has been selected this will be mainly through tender or auction. On rare occasions direct sale other than to a council owned company may be pursued, if there are demonstrable additional benefits to the County Council and helps it meet its objectives and policies.

Appendix A: Policy

To maintain and develop an economic, efficient and effective property and land portfolio which will:						
Policy aims	Be managed corporately to deliver the County Council's priorities⁴	Support strong communities	Drive out inefficiencies and deliver value for money	Support housing, infrastructure, jobs and business growth	Reduce our impact on the environment	Join forces with our partners
Policy objectives	1.0 To manage property as a corporate resource to deliver the County Council's priorities	2.0 To provide the right property, fit for purpose, in the right place, to meet current service needs and to plan for the future	3.0 To provide a property portfolio that is, effective, efficient and economic; that optimises financial returns and commercial opportunities	4.0 To use land and buildings to stimulate housing, economic development and growth	5.0 To use and exploit the property portfolio sustainably	6.0 To promote partnership joint working where it will provide benefits for service delivery and in securing efficiencies
Behaviours	<ul style="list-style-type: none"> • Recognising that property is a 	<ul style="list-style-type: none"> • Working with services to ensure 	<ul style="list-style-type: none"> • Managing property in 	<ul style="list-style-type: none"> • Using suitable surplus property 	<ul style="list-style-type: none"> • Managing and improving retained 	<ul style="list-style-type: none"> • Working with other public services,

⁴ Priorities in "Together for Norfolk" Business Plan

	<p>corporate resource</p> <ul style="list-style-type: none"> • Managing all NCC properties through the Corporate Landlord • Ensuring an effective balance between financial, commercial and service priorities • Using property information to support evidence - based decision making • Managing capital projects efficiently and effectively, and prioritised to support the Council's priorities • Ensuring property is kept secure, safe to use and fulfils statutory requirements 	<p>that property is suitable and sufficient for service delivery and identify future needs</p> <ul style="list-style-type: none"> • Designing property space to be flexible and planned to respond to future need • Hearing community views through service consultations, the local planning process, development control and Divisional Councillors 	<p>accordance with corporate governance</p> <ul style="list-style-type: none"> • Managing and maintaining within budget constraints to ensure value for money • Harness new ways of working and technology to deliver efficiencies • Constantly seeking to optimise financial return and commercial opportunities • Challenging the cost of property management activities to drive performance improvement 	<p>assets to stimulate and support regeneration and inward investment</p> <ul style="list-style-type: none"> • Using suitable surplus property assets to support housing growth 	<p>property to reduce energy consumption</p> <ul style="list-style-type: none"> • Acquiring property to meet prevailing insulation standards. • Ensuring new builds and developments meet the needs of the present without compromising the ability of future generations to meet their own needs 	<p>voluntary and not for profit organisations to promote co-location and joint service delivery</p> <ul style="list-style-type: none"> • Working closely with all levels of local authorities in Norfolk to optimise the use of assets and drive savings
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Appendix B: Strategies

Strategic property asset management objective:

1.0 To manage property as a corporate resource to deliver the County Council's priorities.

How we will achieve this:

1.1 Continue to manage NCC properties through the Corporate Landlord model.

The Asset management plan 2016-2019 continued the concept of the Corporate Landlord Model which has successfully centralised the majority of non-school estate related budgets, operational property management and activities within a central team – the Corporate Property Team. The corporate landlord model has reduced costs and ensured statutory compliance.

1.2 Provide a facility management regime that assures safety, statutory compliance and supports front line service delivery.

The corporate landlord model has provided a consistent proactive facilities management regime, focused resources on essential repairs and maintenance and provided a facilities life cycle replacement programme. The facilities management regime requires the support of an adequate building maintenance fund (BMF) to maintain statutory compliance and quality.

1.3 Ensure effective data for the entire property portfolio and develop key metrics to measure the performance of the property portfolio.

To ensure we fulfil our statutory obligations and actively manage the portfolio of properties efficiently, we will ensure effective and up to date data is maintained and utilised. Key metrics will be developed to help us further maximise the utilisation of the portfolio, to drive out cost and reduce our environmental impact.

1.4 Ensuring property capital projects are efficiently and effectively delivered and support the Council's priorities.

The Capital Strategy provides a framework for the allocation of resources to support the council's objectives. It gives a high-level overview of how capital expenditure and financing contribute to the provision of services and demonstrate that expenditure decisions are in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. The Corporate Property Team will support the Corporate Accounting Team in the development of the council's capital strategy. We will also use industry standard programme and project management techniques to deliver capital projects.

Strategic property asset management objective:

2.0 To provide the right property, fit for purpose, in the right place, to meet current service delivery needs and to plan for the future.

How we will achieve this:

2.1 Lead property reviews with services to plan and deliver the properties they need to meet their policy objectives.

It is vital that the council's portfolio of land and buildings actively supports the delivery of services. A strategy of undertaking regular property reviews with services will help to ensure services have access to the buildings they require to deliver services and to support an effective balance between the council's financial, commercial and service priorities.

2.2 Work with Members and partners to identify opportunities for collaboration in the use, reuse and potential for meanwhile use of property.

Communities, through their locally elected councillors, often identify how council property and land can be used collaboratively to support the council's priorities. By providing publicly accessible data on the council's land and buildings we can help identify opportunities to utilise assets to further support the council's priorities.

Strategic property asset management objective:

3.0 To provide a property portfolio that is effective, efficient and economic; that optimises financial returns and commercial opportunities.

How we will achieve this:

3.1 Consolidate our office rationalisation to focus on key office hubs in the county.

The Asset Management Plan 2016-19 outlined how the council was reducing the cost of its accommodation by rationalising the number of offices it needs, to focus on key hubs. The accelerated roll out of technology during the COVID 19 pandemic has fundamentally changed the way our staff work and their ability to work from home and other locations. The aim is to now consolidate the office rationalisation programme by vacating ancillary office accommodation, whilst fully utilising the key hubs.

3.2 Develop design principles for accommodation to ensure they support new ways of working and the flexible use of space.

With the adoption of new ways of working and new technology, the Corporate Property Team will work with services to develop design principles that ensures all our buildings and workplaces delivering front line services can support collaboration and effective service delivery.

3.3 Maintain an efficient and effective disposal programme of surplus land and buildings that realises the real value (best consideration) of the assets.

The Council's property portfolio is constantly reviewed to ensure assets are only held where necessary to meet service and council priorities.

Once it is confirmed there is no further council requirement for a particular property, Cabinet is asked to formally declare it surplus to council use. Any surplus land and property is then marketed for sale through a disposal programme, generating a capital receipt or rental income. This process also provides reductions in the overall revenue cost of the operational property portfolio.

The process for disposing of surplus property and land is governed by the Council's constitution and financial regulations.

3.4 Undertake strategic management reviews of county farm estates

The County Farms team will review county farm estates to identify opportunities to consolidate holdings to provide viable farms of different sizes, to work with tenants to identify the contribution a farm can make to the council's wider policy objectives and to enable tenants to plan and invest in their businesses for the future. These reviews will identify any investment required to improve the infrastructure, buildings and storage capacity for crops as well as the potential for development land.

Strategic property asset management objective:

4.0 To use land and buildings to stimulate housing, economic development and growth.

How we will achieve this:

4.1 Support delivery of the 'Living Well: Homes for Norfolk' and supported living programme to accelerate extra care and specialist housing development across Norfolk.

By working closely with Adult Services, appropriate surplus council land will be proactively identified for disposal to provide for Independent Living (extra care accommodation) and specialist housing.

4.2 Facilitate housing growth by releasing public land and working with our partners to develop new sites for development.

Where land has been declared surplus, the Corporate Property Team will work closely with partners to dispose of the land to support local housing development. The one public estate strategy and central government initiatives, such as the land release fund, will be utilised to rationalise the councils' portfolio and release land for housing.

4.3 Continue to provide incubation and grow on space at council-owned sites at Scottow and Hethel. Explore the opportunities for further incubation space on existing council-owned sites.

Scottow and Hethel successfully provides business incubation and grow on space to support small business to grow and to succeed. When land and property is no longer required by services, the Corporate Property Team will work with Economic Development to consider whether sites can be used to provide additional incubation and grow on space to support small businesses.

4.4 Through our property development company "Repton Property Developments Ltd" we will support housing growth through the reuse of council assets.

Where surplus land is deemed viable, the council will sell land to its development company to build new homes.

4.5 Utilise NCC land and property to support the delivery of the council's Digital Norfolk Strategy.

We will work closely with Information Management Technology to assist in delivering their 10-year Digital Norfolk Strategy, utilising NCC property to enhancing service delivery through improved broadband and mobile coverage.

4.6 Review the use of Council owned land/property for green energy generation and storage.

As grid connections continue to improve in Norfolk, we will review the opportunity for green energy generation and storage on council owned land and property.

4.7 Promote the adoption and development of agricultural technology (Agri-Tech) across the County's Farms estate.

By working closely with partners such as New Anglia Local Enterprise Partnership and Agri-tech we will promote the adoption of agricultural technology amongst tenants of our county farms; supporting them to access opportunities to improve yields, the sustainable management of their farms and improving efficiencies.

4.9 Provide a means of entry and progression in farming for those who may not otherwise have the opportunity to farm on their own account.

The County Farms estate will provide a range of farm sizes, from smaller holdings to support new entrants, to larger estates to support progression and to encourage a variety of business models to support rural development and economic regeneration. New tenancies will be typically based on a period of 10 years (with breaks for appropriate cases), with preference given to applicants who meet the Council's tenant selection criteria whilst generating a return to the County Council.

Strategic property asset management objective:

5.0 Reduce our impact on the environment.

How we will achieve this:

5.1 Review the County Farm Estate considering the Agriculture Act 2020.

The Agriculture Act 2020 replaces European Union subsidies with the Environmental Land Management Scheme (ELMS). We will review the management of the estate considering the changes introduced by the Act to ensure compliance, support for tenants to operate in the scheme and to identify opportunities to reduce our impact on the environment.

5.2 Develop an energy strategy for the council's property portfolio.

To help the council to achieve our aim of 'net zero' carbon emissions from the council's property portfolio by 2030, we will develop an energy strategy that will include implementation of energy efficiency measures, transitioning to fossil fuel free environments and carbon offsetting technologies.

Strategic property asset management objective:

6.0 To promote partnership joint working where it will provide benefits for service delivery and in securing efficiencies.

How we will achieve this:

6.1 Continue our delivery of 'One Public Estate'.

The 'One Public Estate' concept has supported Norfolk local authorities and the National Health Service to come together to identify ways to share accommodation, release land and property,

improve service delivery and to reduce costs. We shall continue with the strategy of delivering 'One Public Estate'

Cabinet

Item No: 10

Report Title: Electric Vehicle Strategy

Date of Meeting: 4 October 2021

Responsible Cabinet Member: Cllr Wilby (Cabinet Member for Highways, Infrastructure & Transport)

Responsible Director: Tom McCabe (Executive Director for Community and Environmental Services)

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 13 July 2021

Executive Summary / Introduction from Cabinet Member

With a ban on sales of new petrol and diesel cars nationally being brought forward to 2030 by the government, the uptake of electric vehicles is forecast to rapidly increase over the next decade.

Cars and vans currently make up nearly a fifth of carbon emissions, so this shift is set to bring about significant reductions in carbon emissions across the UK. The Council, which has set its own carbon net zero target by 2030, can play an important role in helping to accelerate the uptake of electric vehicles by ensuring that the necessary charging infrastructure is in place and by setting a good example to local businesses and organisations as a result of electrifying its own fleet.

Electric vehicles (EVs) currently make up 0.6% of the total vehicles on the road in Norfolk in 2020 but is set to increase tenfold by 2025, before rapidly increasing to 27% by 2030. Several external reports and surveys have highlighted that the lack of suitable EV charging infrastructure will inhibit the uptake of EVs in Norfolk, and that the Council can play an important role in both facilitating and promoting the installation of new public electric vehicle charging points. This role complements other Council sustainable transport initiatives such as active travel, e-scooters and e-bikes, delivered as part of the Transforming Cities project, and help with other

initiatives such as zero emission buses, which all demonstrate the Council's commitment to reducing the carbon impacts of transport.

This report invites Cabinet to agree to adopt a new Electric Vehicle Strategy in support of the Council's strategic vision to improve air quality and reduce carbon emissions, as set out in its Environmental Policy and latest draft Local Transport Plan.

Executive Summary

Switching to EVs has been identified in our latest draft Local Transport Plan as one of the most effective policies in reducing carbon emissions from transport, and the Council can accelerate EV uptake by facilitating greater availability of charging options through several initiatives.

To assist with delivering this, and in line with government policy initiatives, an EV strategy has been developed by the Council. A copy of this strategy is included in Appendix A. This is based on a review of the existing situation in Norfolk including grid capacity, forecast growth and future charging requirements, and recommends ways that the Council can help facilitate a growth in the number of EV charging locations across the county.

Work has already begun to explore ways that the Council can promote more public EV charging points to be deployed across Norfolk. Through a collaborative pilot project with the regional electricity distribution network operator, proposals to install EV charge points on residential streets across Norwich are in the final stages of development. It is envisaged that the Council will facilitate these installations, with government grant funding subsidising private investment into this infrastructure.

Proposals have also been put forward that would enable the Council to seek government grant funding to subsidise the cost of installing EV charge points funded through the local highway member fund. This will reduce the costs payable from the member fund to 25%, in turn enabling more investment in EV infrastructure.

The demand for EV charging is expected to be highest at home, yet nationally 25% of vehicles are parked on public streets. These owners currently face a logistical challenge due to the lack of any on-street charging points and the Council as the local highway authority, is increasingly receiving requests from EV owners for advice and permission to place charging cables across public footways between EVs parked kerbside and the frontages of private properties.

It is proposed that the Council adopts a formal process to issue highway licences upon request, giving permission to applicants to place a suitably protected cable across the public footway following an assessment to determine both suitability and need. It is envisaged that this new process will be a temporary solution that will promote earlier uptake of EVs until a time when alternative nearby public EV charging infrastructure is available and is included in Appendix B

Recommendations:

- 1. Agree the EV strategy provided in Appendix A.**
- 2. Agree to the introduction of a process for eligible residents to apply for a highway licence to place cables across public footways in order to charge EVs on street as detailed in Appendix B.**
- 3. Agree to proposals to secure funding to enable public EV charge points to be installed on public streets in Norwich.**
- 4. Agree to proposals to alter the process to install EV charge points in community hubs funded via the local highway member fund to help maximise the number of schemes that can be brought forward.**

1. Background and Purpose

- 1.1 In November 2019, the Council approved the NCC Corporate Environmental Policy, which sets out how the Council will deliver important benefits for Norfolk's environment and people alongside ambitious carbon reduction targets through new approaches to the management of its own estate and activities.
- 1.2 Alongside this, in November 2020 the Government announced plans to bring forward by ten years a ban on the sales of petrol and diesel cars in the UK to 2030, followed by hybrids in 2035. The Ten Point Plan for a Green Industrial Revolution also stated a commitment to invest £1.3 billion to accelerate the roll out of charging infrastructure, including on-street near homes and workplaces. As the local highway authority, the Council has a role to play in delivering on this ambition. Our latest Transport Plan (which was recommended by Cabinet to be adopted by Full Council in September) recognises that switching to EVs is one of the most effective policies in improving air quality and reducing carbon emissions.
- 1.3 A Green Paper is expected this year that will set out the UK's post emissions regulations as well as car and van phase out dates and launching a consultation on the phase out of new diesel HGVs.
- 1.4 Car electric vehicles (EVs) made up 0.6% of the total vehicles on the road in Norfolk in 2020, which is lower than the national average at 1.3%. This is projected to increase in Norfolk to 5% (26,000 vehicles) in 2025, before rapidly increasing to 27% (168,000) in 2030.
- 1.5 Work was commissioned to examine the current status of EV uptake and charge point provision in Norfolk, and the role that the Council can play in promoting EV uptake. The findings of this review are discussed further under the Proposals section below.
- 1.6 This paper also outlines several proposals being developed to support the uptake of EV ownership in Norfolk in line with this EV strategy. These proposals all aim to encourage further uptake of EV in Norfolk and identify

ways to make owning, operating and running an EV an even more attractive option.

2. Proposal

2.1 Electric Vehicle Strategy

- 2.1.1 An initial EV strategy review was carried out by the Council's highway professional services provider, WSP, in July 2021. The full report was reviewed by the Infrastructure & Development Select Committee on 15 September 2021 and the full WSP report can be found at the link [here](#).
- 2.1.2 WSP were commissioned by the Council to identify infrastructure-related barriers that may slow the public's transition to EVs and ways that the Council and other district/borough/city councils could help overcome these barriers.
- 2.1.3 Research undertaken as part of the development of this strategy identified that the pipeline of future EV Charge Point deployment is limited across all councils in Norfolk, and EVs/EV Charge Points are not prominent in current policy across the County.
- 2.1.4 The report concludes that actions could include the Council:
- Developing a pipeline of projects looking at installing public EV charge points across the county (with an estimated requirement of around 1600);
 - Improving on-street EV Charge Point (EVCP) parking by encouraging hubs at employment sites;
 - Accelerating activity between 2025-2030 in preparation of the impending sales ban on internal combustion engine vehicles;
 - Noting rural areas will have a higher propensity to switch to EVs, as well as higher car ownership, and more off-street parking;
 - Focusing on interventions in rural areas as the private sector will likely deliver in Norwich, Great Yarmouth, King's Lynn and along the strategic road network.
- 2.1.5 A total of 25 recommendations are made in the strategy, categorised into six groups:

Recommendation/Action	Council Role
Accelerate charge point deployment to promote EV uptake	
Let the private sector take the strain and carry the risk where possible	Enable
Take a balanced approach to delivering charging infrastructure, inviting private investment but retaining control	Enable
Make the most of available funding opportunities	Lead
Focus on establishing good charge point coverage and plugging gaps	Lead
Deliver the right solution for the right location	Enable

Consider the potential to integrate EV charging with other energy and transport services as part of new Mobility Hubs	Explore
Review Fleet	
Undertake a fleet review to identify opportunities	Lead
Install charge points at Council depots, with associated driver awareness and training	Lead
Collaborative working with Central Government, districts and boroughs	
Urge Government to further reduce the costs of electric vehicle purchase and ownership compared to petrol and diesel vehicles	Encourage
A co-ordinating role for the County	Encourage
Establish a Norfolk EV forum	Encourage
Update EV parking and design standards	
Adopt EV parking standards to ensure every new home with a parking space has an EV charge point	Require
Adopt EV parking standards for new workplaces	Require
Adopt EV parking standards for other new non-residential developments	Require
Adopt design standards for on-street chargers to enable and manage future private sector roll-out of charge points	Require / Encourage
Provide guidance for the use of cable covers and covered ducts by residents	Enable
Explore Wider Measures	
Explore additional local incentives to increase EV uptake beyond additional charge point infrastructure	Explore
Identify opportunities to support research and innovation in Electric Vehicles in Norfolk	Enable
Explore Wider Measures	
For existing households, promote the OZEV Electric Vehicle Homecharge Scheme	Encourage
Promote home charging share schemes such as Zap Home	Encourage
For existing workplaces, promote the OZEV Workplace Charging Scheme	Encourage
Promote the Energy Saving Trust fleet reviews	Encourage
Promote workplace charging share schemes such as Zap Work	Encourage
Encourage stakeholders to deliver EV charge points at other key destinations including supermarkets and train stations	Encourage
Engage with tourist destinations and explore tourism opportunities associated with EV	Encourage

2.1.6 These recommendations form the basis of the proposed Norfolk County Council EV Strategy, which can be found in Appendix A. Agreeing the strategy will provide clear forward direction within the Council on the role that it can and should play in accelerating the uptake of EVs in Norfolk, and also

nationally when considering the impact on the tourism and commercial sectors.

- 2.1.7 To support the development and delivery of policies in line with the above recommendations, it is proposed that a new Electric Vehicle Infrastructure Project Engineer post is created within the Highways & Waste team. It is anticipated that the cost of this post can be offset by maximising grant income received to support the delivery of charge point installation.
- 2.1.8 The remainder of this section outlines proposals that have been developed in line with and supporting the delivery of the EV strategy recommendations.

2.2 Charging Cables Across the Highway

- 2.2.1 The Council has received an increasing number of requests for permission to charge EVs on public residential streets by allowing owners to place a cable across the public footway between EVs parked kerbside and residential frontages. At this stage, no permission has been granted in the absence of any formal policy.
- 2.2.2 It is proposed that the Council adopt a policy whereby private cables laid across the highway are permitted by way of issuing a highway licence for the purposes of charging EVs, following an assessment by the local Highway Engineer on a case-by-case basis to determine both the need and suitability. For instance, licences will not be issued if other nearby suitable charging infrastructure already exists.
- 2.2.3 EV owners will be required to apply for a licence online, renewed every 2 years. An assessment procedure has been produced in Appendix B to enable this policy to be implemented. It should be noted that although the licence lasts two years, the fees for new licences will be reviewed annually in line with inflation.
- 2.2.4 It is recognised that unprotected cables across the highway will disproportionately impact other highway users with protected characteristics, such as pedestrians or people using wheelchairs and pushchairs. This needs to be balanced against the desire to help encourage a greater uptake of EV and to encourage their ownership and operation. Therefore, it is proposed that licences are only granted where appropriate and where cable protection mats are used. Guidance on the type of mats that would be suitable, including gradients and colour contrast, as well as how these mats are to be used have been included in the procedure. This will help ensure that footways remain accessible.
- 2.2.5 All highway licences issued will be recorded on an internal database and will assist with future funding bids and scheme prioritisation by evidencing which areas have the greatest need for permanent, purpose-built EVCPs to be installed to serve these users in the longer term.
- 2.2.6 EV charging from a domestic supply is typically cheaper for the consumer than using on street public charging infrastructure. Granting permission for

cables across the highway is regarded as a temporary solution until more suitable, permanent infrastructure is installed across the network.

- 2.2.7 A £51.36 fee (reviewed annually and adjusted in line with inflation like other highway related fees) is proposed for applications for cables across the highway, which covers the costs of undertaking the assessment and issuing a licence to successful applicants. This also mirrors the process and costs associated with other highway licence fees.

2.3 On-Street Residential Charging Infrastructure

- 2.3.1 Norwich City Centre is within an Air Quality Management Area, with transport being a major source of pollutants. The Council recognises that this is a priority and Norwich has been selected to be part of a pilot scheme in collaboration with UK Power Networks (UKPN) to install public EVCPs on residential streets. UKPN have also independently identified Norwich as an area with very low numbers of public on-street EVCPs. It is hoped that this pilot will then provide a blueprint that can be used to deploy similar facilities elsewhere in the county as required.
- 2.3.2 A survey carried out amongst residents in Norwich by UKPN, as part of a study across their region into EV uptake, identified that the biggest barrier that respondents felt were preventing them from purchasing an EV was the lack of charging points at or near home. Other barriers included lack of public charging points, running out of charge on long journeys and the cost of buying a vehicle. 59% of respondents were more likely to switch to an EV if there were more public charging points near home.
- 2.3.3 This was verified by the WSP EV Strategy report, which identified that around 75-80% of charging demand will be home-based. This report also identified that areas with a greater reliance on on-street parking are most likely to experience a gap in EVCP provision and would benefit from intervention from the Council.
- 2.3.4 Several wards within inner Norwich City have very low rates of off-street residential parking available, averaging at around 9% of households, which is well below the national average for city centres at 34%. This is expected to have a significant impact on EV uptake, since most households with no off-street parking will not physically be able to install their own private charging point (regardless of a grant available to subsidise the installation costs). Not everyone without off-road parking has a vehicle, but around 25% of all cars nationally are parked on streets overnight.
- 2.3.5 Potential EVCP sites have been identified on residential streets with residential permit zones within the Nelson, Mancroft, Mile Cross, Sewell, Thorpe Hamlet, Lakenham and Town Close electoral divisions. These areas were selected for the pilot project through a data-led exercise, which identified a low availability of off-street parking combined with a high proportion of car ownership per household.

- 2.3.6 It is anticipated that the funding for installation will be sought from the Office for Zero Emission Vehicles' (OZEV) On-Street Residential Chargepoint Scheme (75%) and private investment from a third-party installer/operator (25%). The Council will not own and operate any of these EVCPs, but instead will utilise its highway authority powers to facilitate the installation on the public highway. Installations could begin in 2022 subject to a successful procurement exercise and awarding of funding from OZEV. This may also provide an opportunity for the Council to generate an income from the operation of EVCPs on the Highway network. This will be explored further as part of the procurement exercise.
- 2.3.7 The Council's Network Management team also submitted its own bid to UKPN's Green Recovery Fund for energy network investment elsewhere in the county to support anticipated future rollout of on-street EVCPs in King's Lynn, Great Yarmouth and a number of other market and coastal towns in areas with a high level of on-street residential parking. Other key non-residential areas around Norwich were also included, for example taxi ranks in the city centre and park and ride sites. However, this bid was not successful although the work undertaken as part of this bid will form the basis of future similar bids and other funding opportunities will be sought.
- 2.3.8 It is clear through the pilot project that lack of capacity in the energy network infrastructure will be a key barrier to public EVCP rollout across the county. The commercial viability of private investment into public EVCPs is also likely to be more challenging in smaller, rural towns and villages. The Council will continue to work with UKPN and other partners to identify and exploit future opportunities. Discussions have been held with South Norfolk, Broadland District Council and the Broads Authority on how a collaborative approach combining with ambitions to electrify the Norfolk Broads boat fleet may attract funding.

2.4 Highway Member Fund

- 2.4.1 In April 2021, the highways member fund was increased to £10,000 per county councillor. The capital installation of public EV charge points in community car parks, such as at village/town halls, was also brought into scope.
- 2.4.2 Since such community car parks will be within proximity of residential areas that will benefit from any such installations, it is likely that they will qualify for funding from the government's OZEV's On-Street Residential Charge Point scheme. This in effect means that the member fund could fund 25% of the installation costs, instead of 100% currently, with the remainder being met through the government grant scheme.
- 2.4.3 The terms of the funding require the Council to apply for the funding, therefore it is proposed that going forward, in order to maximise grant income potential, member funded EVCPs are administered through the creation of a dedicated Electric Vehicle Project Engineer post, who will also co-ordinate the on-street

residential EVCPs as well as providing advice towards residential and commercial planning applications received by the Council. The role will also lead on highways and transport related EV funding bidding opportunities and co-ordinating delivery. It is anticipated that the cost of this new staff post will be offset by the additional income that would be generated through administering the OZEV scheme.

- 2.4.4 County Councillors will still play a key role in determining the need for new EVCPs within their Divisions and allocate funds accordingly, with the Council team providing advice and guidance as well as applying for funding. It is expected that EVCPs will be owned and operated by the relevant community car park owner/operator.

2.5 Residential and Commercial Developments

- 2.5.1 Government are currently proposing changes to building regulations for:

- New residential buildings to include requirements for electric vehicle charge points;
- New non-residential buildings to include requirements for EVCP infrastructure;
- Existing non-residential buildings to have EVCPs as part of any major alterations.

- 2.5.2 No timescales have been provided for the publication of the revised Building Regulations, or what changes will specifically be included.

- 2.5.3 The EV Strategy in Appendix A recommends that the Norfolk Parking Standards are updated to include specific recommendations on the inclusion of EVCPs in new residential and commercial developments. These standards are currently being reviewed and will include EVCPs requirements.

- 2.5.4 In the meantime, we are working with Local Planning Authorities to promote the introduction of EVCPs on major developments, such as the new supermarket on Broadland Gate where new EVCPs have been installed, with infrastructure in place to expand these installations at a later date when required.

- 2.5.5 It is anticipated that all future large-scale residential developments will include EVCP provision.

- 2.5.6 Officers have also taken a proactive approach in installing underground ducting on King Street during recent highway improvement works being delivered as part of the Transforming Cities programme. This ducting can be utilised to provide an EVCP at an existing Norfolk Car Club parking bay, who have ambitions to convert their fleet to EVs.

2.6 Fleet Review

- 2.6.1 Procurement are undertaking a review of future fleet procurement, with the intention that all future Council fleet purchases will be EVs unless there is a clear business case as to why EVs cannot be utilised.
- 2.6.2 In support of this, an initial installation of four EVCPs has taken place at County Hall. Further work looking at the wider Council estate is already underway including EVCPs within the Council's Highways depots.

3. Impact of the Proposal

- 3.1 Providing a formal process that permits residents to place EV charging cables across a public footway in situations where owners do not have any suitable off-street facility to do so will encourage uptake of EVs across Norfolk. By formalising the process and setting out a clear policy, the impacts of cables on the highway on other users including those with protected characteristics can be minimised. The Council's Highway teams will also be able enforce against charging situations that do not meet the policy requirements or represent a health and safety hazard.
- 3.2 Progressing with the installation of dedicated EVCPs in a number of residential streets in Norwich as part of a pilot project, will negate the need for EV users in these areas to otherwise request permission to place cables across the highway. This project is deemed to be low risk to the Council, since it is intended that a private investor will own and have the responsibility for the ongoing maintenance of EVCPs installed under this scheme. Income generation options for the Council will also be explored as part of this initiative.
- 3.3 Creating a process to administer the installation of EVCPs funded by the Local Member Fund will maximise the potential for government grant income that, at the time of writing, will subsidise 75% of the cost of installation.
- 3.4 Updating the Norfolk Parking Standards will place more onus on developers to provide suitable EVCP infrastructure within their developments. National building regulations are currently under review to make this a requirement nationally, although there are currently no known timescales for its publication. The Norfolk Parking Standards will provide interim advice and also set local expectations to ensure consistency and alignment with local policies and standards.

4. Evidence and Reasons for Decision

- 4.1 The proposed EV strategy detailed in Appendix A sets out ways that the uptake of EVs can be supported through our role as the local highway authority. It is proposed that this strategy is agreed by the Council in line with our NCC Corporate Environmental Policy.
- 4.2 In line with some of the recommendations in the EV strategy, further proposals have been developed to:

- Provide highway licences to eligible residents which, following an assessment process, will permit applicants to place cables across public footways in order to enable the EV charging on public streets;
- Facilitate the installation of public EV charge points on residential streets in Norwich where there is a high proportion of on-street parking;
- Maximise the number of charge points installed in community hubs via the local highway member fund by implementing alterations to the process in order that subsidies from external funding sources can be maximised.

4.3 These proposals have been put forward in response to findings from several studies, both locally and nationally, that the lack of suitable EV charging infrastructure is cited as the main concern by prospective EV owners. 59% of respondents to a local survey said that they would be more likely to switch to an EV if there was more public charging infrastructure available, and around 80% of charging demand is expected to be home-based.

5. Alternative Options

5.1 The council could own and operate public charge points on the highway instead of seeking private investment. This would require a funding source to be identified and staffing resources would be required to maintain equipment. This option was ruled out since the council does not have the specialist knowledge that exists in the private sector in terms of installing, maintaining and operating EV charge points.

6. Financial Implications

- 6.1. The creation of a new EV Project Engineer post to oversee the implementation of the EV Strategy including the installation of EV charge points would be funded by income generated and through successful funding bids.
- 6.2 Capital costs for any EVCP infrastructure will be met by a combination of external funding matched by private sector investment.

7. Resource Implications

7.1 Staff:

The creation of an EV Project Engineer post as detailed in 6.1 above.

7.2 Property:

Four EV charge points have been installed at County Hall, and the Corporate Property Team are undertaking a review of other sites within the Council's estate with a view of rolling out further charge points, which include the Council's highways depots.

7.3 IT:

None identified

8. Other Implications

8.1 Legal Implications:

Issuing of highway licences to permit applicants to place protected EV charging cables across public footways could result in liability claims. The Risk and Insurance team have been consulted who are satisfied that the current proposed process would demonstrate reasonableness under Section 58 of the Highways Act 1980 as a defence against potential claims.

This work supports the Climate Change Act 2008 (2050 Target Amendment) Order 2019.

8.2 Human Rights Implications:

None identified

8.3 Equality Impact Assessment (EqIA) (this must be included):

An EqIA has been identified as being required in respect of proposals to permit charging cables across the public footway, installation of public charge points in residential streets in Norwich and updating the Norfolk Parking Standards.

The Equalities and Diversity team have provided advice in respect of charging cables across the highway and are content that these proposals will minimise the impact on highway users with protected characteristics, including wheelchair and pushchair users who would otherwise be disproportionately affected by unprotected cables trailing across footways.

8.4 Data Protection Impact Assessments (DPIA):

Not required

8.5 Health and Safety implications:

The proposals to licence charging cables on the Highway following a site-specific review will improve safety for highway users.

8.6 Sustainability implications:

These proposals support measures outlined in the County Council Environmental Policy and latest Local Transport Plan (recommended by Cabinet to be adopted by Full Council in September) in support of its ambition to meet carbon neutrality by 2030.

8.7 Any Other Implications:

None identified

9. Risk Implications / Assessment

- 9.1 The Council is committed to delivering benefits for Norfolk's environment and people, including ambitious carbon reduction targets following the approval of the Corporate Environmental Policy in November 2019.

- 9.2 The Council's EV strategy in Appendix A identifies that the Council can play a key role in promoting the uptake of EVs by ensuring that suitable public charging infrastructure is deployed across the county.
- 9.3 Failure to take action is highly likely to inhibit the shift towards EVs over the next few years. With vehicles making up a fifth of carbon emissions in the UK, this in turn will severely impact the council's carbon ambitions as set out in the Corporate Environmental Policy.

10. Select Committee Comments

- 10.1 The Infrastructure & Development Select Committee reviewed the Electric Vehicle Strategy at their meeting on 15 September 2021. The Committee discussed the report and strategy and resolved to support the reports recommendations, which now form this proposal for Cabinet.

11. Recommendations

- 1. Agree the EV strategy provided in Appendix A.**
- 2. Agree to the introduction of a process for eligible residents to apply for a highway licence to place cables across public footways in order to charge EVs on street as detailed in Appendix B.**
- 3. Agree to proposals to secure funding to enable public EV charge points to be installed on public streets in Norwich.**
- 4. Agree to proposals to alter the process to install EV charge points in community hubs funded via the local highway member fund to help maximise the number of schemes that can be brought forward.**

12. Background Papers

- 12.1 [Environmental Policy for Norfolk County Council; Report to Full Council 25 November 2019](#)
- 12.2 [Local Transport Plan; report to Cabinet 2 August 2021](#)
- 12.3 [The Ten Point Plan for a Green Industrial Revolution](#)
- 12.4 [Infrastructure & Development Committee Meeting - Electric Vehicle Strategy Paper - 15 September 2021](#)

Officer Contact

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

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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.



Electric Vehicle Strategy

October 2021



Norfolk County Council

Foreword

As part of our 'Together for Norfolk' strategy we recognised the need to do all we can to manage and reduce the impact of climate change in our County. This includes embracing new technologies that can help reduce our carbon emissions such as the use of electric vehicles.

In 2020 the Government announced that the sales of new petrol and diesel cars is to end by 2030. So there is an ever present need to address how best to facilitate the use of electric vehicles in communities across Norfolk.

This strategy proposes how we can support the uptake of electric vehicle use in Norfolk and how best to evolve our infrastructure to meet the needs of those travelling in our county now and in the future.



Martin Wilby

Cabinet Member for
Highways, Infrastructure
and Transport



Introduction

Reducing carbon emissions is at the forefront of Norfolk County Council's plans and it recognises the important role that electric vehicles play in achieving our ambitious target of achieving carbon neutrality by 2030.

Petrol and diesel cars account for a fifth of the UK's carbon emissions and is also a significant source of pollutants affecting the air quality around us that we breathe in. While Norfolk County Council strongly advocates sustainable transport, including the use of public transport as well as walking, cycling and e-scooters, cars and vans will continue to play an important role in society, helping to connect our large, rural county together where other forms of transport are not viable. Helping our society to switch to electric vehicles is therefore recognised as a key strategy that will help meet the aims of both our Local Transport Plan and Environmental Policy.

It is recognised that our transport infrastructure needs to change in order to support the uptake of electric vehicles, with more focus being placed on the provision of suitable charging points.

This strategy sets out our priorities and interventions that are being put in place to help support the uptake of electric vehicles in Norfolk by residents, businesses and visitors to our county. It is recognised that electric vehicles are an emerging technology, therefore this strategy will be reviewed regularly to ensure that it remains relevant and reactive to changes in technology, need and government policy.



Background

Electric vehicles make up just 0.6% of cars and vans registered in Norfolk in April 2021. Given recent changes in national policy and legislation, the share of electric vehicles is expected to rise rapidly. Around a third of vehicles are expected to be electric by 2030, which is when a ban on sales of new petrol and diesel cars is set to be implemented by national government.

Already in 2021, the monthly sales of electric vehicles have outstripped the sales of diesel vehicles for the third time. This trend is expected to continue, particularly with the purchase costs for electric vehicles expected to become increasingly more competitive with petrol and diesel vehicles, but with significantly lower running costs.

It is recognised that a key barrier to electric vehicle uptake is the lack of suitable charging infrastructure and this is reflected in both national and local research. The County Council, as the local highway authority, can play a key role in helping to address this concern. Therefore the focus of many of the priorities set out in this strategy is to help support the deployment of more suitable charge points across Norfolk.

A total of 6 priorities have been identified as ways that Norfolk County Council can promote the uptake of electric vehicles in the county, both in its role as the local highway authority and being one of the largest employers in the region.



Priority 1: Accelerate Charge Point Deployment

Norfolk County Council will;

- Support the private sector who want to invest in charge point infrastructure on our highway network.
- Take a balanced approach to delivering charge point infrastructure, by inviting private investment but helping identifying where investment is needed.
- Make the most of funding opportunities.
- Deliver the right solution for the right location – not all locations need or can support rapid chargers.
- Consider the potential to integrate Electric Vehicle (EV) charging with other energy and transport services as part of new mobility hubs.



Priority 2: Review Fleet

Norfolk County Council will;

- Undertake a review to identify the earliest opportunities that its own fleet can be electrified.
- Establish a plan to install charge points on its own estates, including County Hall, satellite offices & highway depots, fire stations, museums and libraries.
- Deliver associated driver awareness and training.



Priority 3: Collaborative Working

Norfolk County Council will;

- Engage with government to deliver initiatives that will reduce the cost of purchasing electric vehicles compared to petrol and diesel vehicles.
- Adopt a coordinating role for the County.
- Establish an Electric Vehicle forum where the County Council can collaborate with District, City and Borough Councils in order to maximise opportunities.



Priority 4: Update Parking & Design Standards

Norfolk County Council will;

- Update parking standards to ensure that;
 - Every new home with a parking space includes access to suitable charging facilities.
 - Every new workplace includes suitable charge point provision.
 - Every new non-residential development includes suitable charge point provision.
- Adopt design standards for on-street chargers to enable and manage future private sector roll-out of charge points.
- Provide guidance and support for Norfolk residents that do not have access to suitable charging facilities near or at their homes.



Priority 5: Explore Wider Measures

Norfolk County Council will;

- Explore local incentives (in addition to charge point infrastructure) to increase the uptake of electric vehicles amongst residents, visitors, businesses and County Council employees.
- Identify opportunities to support research and innovation in Electric Vehicles in Norfolk.



Priority 6: Promotional and Awareness Raising

Norfolk County Council will;

- Promote home charging share schemes such as Zap-Home.
- Promote the Workplace Charging Scheme existing workplaces.
- Promote the Energy Saving Trust fleet reviews.
- Promote workplace charging share scheme such as Zap-Work.
- Encourage stakeholders to deliver charge points at other key destinations including supermarkets and train stations.
- Engage with tourist destinations and explore tourism opportunities associated with electric vehicles, including electric boats.





Norfolk County Council

Electric Vehicle Charging Cables Across the Highway Guidance Note for Applicants

Norfolk County Council is committed to achieving carbon neutrality across its own estate by 2030 and to supporting others across the County in their own commitments in working towards Net Zero. Norfolk County Council recognises the significant role that Electric Vehicles (EVs) can play in helping to achieve this goal. It is also recognised that not all EV users (both current and prospective) will have access to their own off-street charging facilities and this in turn may discourage the uptake of EVs.

This guidance note is intended to support Norfolk residents who do not have access to nearby suitable charging facilities (both public and private) by providing a policy to permit charging cables to be placed across the public footway, where appropriate. Examples of situations where this may apply include, but is not limited to, users living in flats and historical Victorian streets where there is no suitable space available for off-street parking.

The charging needs of EV users must be balanced fairly with the needs of other highway users, particularly by ensuring that pedestrians can safely negotiate charging cables placed across the footway. Loose, trailing cables can present a tripping hazard for pedestrians, and could also be a barrier to wheelchair and pushchair users. For this reason, permission will only be granted by way of issuing a highway licence following an assessment by the local highway engineering team to determine both the need, suitability and reasonableness at each location on a case-by-case basis.

If granted, you will be responsible for sourcing your own cable protector, which meets the requirements of the highway licence to eliminate tripping hazards and provide an accessible ramp that wheelchairs and pushchairs can safely and comfortably traverse. Details of the requirements are available at the bottom of this guidance note.

The licence only permits the placement of cables perpendicular across the footway and does not provide any guarantee or priority access to on-street parking directly outside your property.

Guidance is provided below on the criteria that will be considered for all applications received. You are strongly encouraged to review this and to only proceed with your application your situation meets all the criteria listed and alternative options have all been exhausted.

If you do proceed with your application, a fee is payable upfront to cover the cost of the assessment. If your application is declined because the assessment determined that the criteria listed below is not met, fees will not be refunded.

Norfolk County Council is continually working on making more public charging points available to Norfolk residents, and it is envisaged that the number of charge points available will increase significantly over the next few years. For this reason, charging cable highway licences issued will be time-limited to two years. Upon expiry, you will need to re-apply for a new licence, if still required. The need and suitability will be re-assessed and will include assessing whether there are new public chargepoints nearby. Previous possession a highway licence will not automatically entitle you to a replacement licence; all applications will be considered against the latest criteria. In particular, the availability of public chargepoint infrastructure is expected to increase over the coming years and you are strongly encouraged to regularly familiarise yourself with chargepoints available nearest to you and to use these instead of cables across a footway wherever possible.

Charging Cable Across the Highway: Appraisal Tool

	Yes	No
1. Is the property you are applying for your main place of residence?		
2. Is on-street parking the only provision currently available to you where you could charge your vehicle (i.e. there's nowhere to park off-street)		
3. You do not have suitable space on your property to; a. create your own off-road parking provision, and b. a private charge point could be installed, and c. a dropped kerb could be applied for if necessary?		
4. Are you able to park directly outside your property, without contravening any parking restrictions, including; a. Parking wholly on the public highway in a legal manner without causing a nuisance (i.e. not on the verge or footway unless explicitly permitted by existing signs) b. Parking without violating any contraventions (e.g. double yellow lines, bus stops, zig zag markings, dropped kerbs, cycle lanes) c. Parking without obstructing other vehicles, pedestrians and cyclists. d. Either; i. outside of a resident permit zone, or		

ii. in possession of a valid permit within a resident permit zone		
5. Is the nearest public chargepoint facility more than a 5-minute walk (approx. 400m) from your property? (www.zap-map.com/live/ provides a useful mapping tool). Alternatively, do you or someone in your household possess a valid blue badge and regularly use the EV?		
6. Do you hold a valid and up-to-date electrical testing certificate for your property (less than 10 years)?		
7. If your EV been provided by an employer, then has workplace charging been put in place?		
8. Is the charging cable intended for use by only members of your own household?		
9. Footfall traffic is relatively low and there are no community facilities in the vicinity of your household that may generate high volumes of pedestrian traffic past the cable? (e.g. not near doctors' surgeries, schools, shops, nurseries etc.). *if the answer is no, a licence may still be granted in some cases but time restrictions may apply to place cables outside of relevant opening hours when footfall is expected to be lowest.		
10. Is the footway street lit? *if it isn't then a licence may still be granted, but with time restrictions to daylight hours only		
11. Do you have anywhere available on your property where excess trailing cable can be stored off the public highway?		
12. Will you be able to place the cable perpendicular to the direction of travel for pedestrians?		

If you answer no to any of the above questions then your application may not be successful. However, if you feel that exceptional reasons apply you will have the opportunity to detail these on your application and these will be considered as part of your application.

Cable protection requirements;

- Not exceed 20mm in depth nor have a gradient exceeding 1 in 15 (i.e. for a 10mm housing should be 150mm wide)
- Be flush with the surface of footway
- Must cover the full width of the footway (i.e. loose, unprotected cables should not be exposed on any part on the footway)
- Be high contrasting (yellow on black footway surface)

- Laid perpendicular to the direction of pedestrian traffic

Cabinet

Item No. 11

Decision making report title:	Annual Review of Norfolk Adoption Service 2020-2021
Date of meeting:	4th October 2021
Responsible Cabinet Member:	Cllr Fisher - Cabinet Member for Children's Services
Responsible Director:	Sarah Tough, Executive Director - Children's Services
Is this a key decision?	No

Strategic impact

Every adoption agency has a statutory requirement to publish and regularly update a document which describes the ethos, core aims and objectives, what services it offers along with its management and oversight arrangements.

The following page details the performance of the adoption service and includes the following information;

- Performance in recruiting adopters
- Performance in finding adoptive families for children
- Performance providing post adoption support
- Adopt East

It is important to remember that the purpose of the adoption service is to approve prospective adopters, prepare children for adoption, match adopters with children, and to provide appropriate post adoption support. This supports the overarching outcome which is to ensure that children and young people are brought up in secure and permanent homes.

Our key priorities are:

- To provide a service responsive to the needs of children, who require a permanent family placement, recruiting sufficient and diverse adopters to meet the needs of children.
- For adopted children and young people to be happy members of a family, confident and achieving to their very best potential.
- To aspire to achieving a successful outcome for each child placed with a new family, minimising the number of placement disruptions.
- To provide a comprehensive adoption support service to adopted children and their families, and also provide support to birth families.
- To value adopters, providing them with a high standard of support and guidance via their social worker, support groups and training, to ensure they are well prepared and supported for the task of becoming adoptive parents.
- To work in partnership with all those affected by adoption and provide information and advice on all adoption matters to the general public and other professionals.
- To provide an adoptive family committed to maintaining contact arrangements in line with the child's needs.
- To employ an innovative range of family finding techniques including the use of Link Maker, events and projects with AdoptEast and a range of adopter-led matching activities.
- To ensure all information/records will be treated confidentially and held securely.

Executive summary

This paper reports to Members on the performance of and outcomes achieved by Norfolk's Adoption Service.

The key performance outcomes achieved for the service this year (September 2020 to August 2021) are:

- We continue to support the making of early permanence placements (total of 7 in 2020/21) and 6 so far from April – August.
- We have been innovative, recognising the static position of looking at contact post-adoption. We now offer a contact consultation service which has seen the number of direct contacts between adoptive and birth families increase to 16 cases, and more forecast.
- ADM approved plans for adoption, year to date this is 18 (2020/21 = 52)
- Placement Orders made year to date is 24 which is on-line with the previous year which was 36.
- ADM approved matches were 62 last year and the year to date, it is 17.
- The number of adopters approved so far this year is 18, compared to 34 in the previous year.
- In the previous year, there were 57 children placed for adoption, the current year to date is 19.
- We continue to work closely with our Adopt East colleagues in terms of collaborative and best practice across the region and have developed systems to ensure we are working closely together.
- Prospective adopters' assessments are of a good standard.
- Family finding profiles are thoughtful and well written.
- We continue to make transitions bespoke to each child via the moving to adoption model.
- Adopt East have recognised the excellent work Norfolk offers both pre and post adoption and have therefore asked Norfolk to lead on the adoption support practice stream across the local authorities.
- Post adoption support packages are comprehensive and individualised, and the team now offer training in therapeutic parenting, non-violence resistance, nurturing attachments, all of which have been positively received. There are plans to start a Theraplay group in the September.
- We have continued to adapt practice during the Covid-19 pandemic and have continued to place children for adoption during this period.
- Norfolk County Council continues to be part of Adopt East, an alliance of Adoption Services (partners) and Voluntary Adoption Agencies (Norfolk, Essex, Suffolk, Southend, Luton, Hertfordshire, Bedford Borough, Thurrock, AdoptionPlus and Barnardo's). The priorities of the Alliance are: -
 - Decisions about placements are always made in the child's best interests
 - Service delivery has at its heart innovation and practice excellence
 - Social Workers are highly skilled professionals who make high quality evidence-based decisions and do not tolerate damaging delay for children in their care
 - Matches are made without unnecessary delay

- Fostering for Adoption to offer children early permanence placements
- Every adoptive family has access to an ongoing package of appropriate support with a high-quality specialist assessment of need
- The voice of adopters and their children is at the heart of national and local policy making and delivery of services

Recommendations:

That Cabinet endorses the Statement of Purpose for the Norfolk Adoption Service for year 2020/21 and recommends it to Full Council for adoption as part of the Council's Policy Framework.



Annual Report 2020-2021



Executive Summary

This report provides information about the Adoption Service and outcomes for children and young people looked after by Norfolk Adoption Service from 1st April 2020 - 31st March 2021.

Over the last year, Norfolk Adoption Service has focused on supporting adopters and Adoptees during a period affected by an unprecedented pandemic.



AdoptEast



The AdoptEast Alliance



Norfolk County Council is part of Adopt East, an alliance of Adoption Services (partners) and Voluntary Adoption Agencies (Essex, Suffolk, Southend, Luton, Hertfordshire, Bedford Borough, Thurrock, AdoptionPlus, and Barnardo's).

Through working in partnership, we benefit from the regional sharing of best practice, pooling of resources and developing a strategic approach to the development and commissioning of post adoption support services.

The AdoptEast Alliance



The priorities are:

- Decisions about placements are always made in the child's best interests
- Service delivery has at its heart innovation and practice excellence
- Social Workers are highly skilled professionals who make high-quality evidence-based decisions and do not tolerate damaging delay for children in their care
- Matches are made without unnecessary delay
- Fostering for Adoption to offer children early permanence placements
- Every adoptive family has access to an ongoing package of appropriate support
- The voice of adopters and their children is at the heart of national and local policy making and delivery of services.



Recruitment & Approval



Recruitment & Approval

- Our Recruitment Strategy has been refreshed to increase and maintain a diverse pipeline of adopters to reflect service and national need. The early permanence scheme was incorporated in the recruitment strategy
- Early Permanence featured in our adopter recruitment and assessment. This is discussed with prospective adopters at point of enquiry and throughout the process: information pack, information session, Stage 1 and 2
- All our adopters attend a core training session which focuses on Early Permanence. In the online format devised under COVID 19 this includes individual links to our previous Early Permanence (also known as Foster to Adopt F2A) carers. In the normal face to face session we have an early permanence carer coming in as a speaker. If prospective adopters continue to express interest in this route and wish to include it in their approval offer, they have a second opinion visit from one of the Early Permanence Practice lead within their Homestudy assessment. They are provided with an Early Permanence Handbook.

Recruitment & Approval

- All of our prospective adopters attend 5 days of training. During the COVID-19 pandemic the training has been adapted and presented on-line in shorter sessions. Experienced Norfolk adopters continue to contribute delivering these sessions, offering prospective adopters an opportunity for individual discussion and learning from their adoption experience. The Adoption Support Team also contribute to raise awareness of the support available post placement
- Use of existing and veteran adopters are a core part of our adoption training. In the online session created under the COVID 19 restrictions each couple or single applicant is linked with at least one existing adoptive family. We have a bank of volunteers who are enthusiastic about offering these links and sharing their lived experience.

Recruitment & Approval

- The number of approved adopters decreased further in the year to March 2021 to 34 from 39 last year. This is because of a smaller number of suitable applicants. Our need to recruit more adopters, especially those able to adopt harder to place children, including BME children, older children and sibling groups remains crucial
- In response we have increased our level of marketing activity through greater use of social media and targeted advertising in various media. There are encouraging signs that the number of applicants is beginning to increase. We are now part of Adopt East and will therefore benefit from any regional publicity campaigns
- The adoption service works within the timescales for the adoption process of 6 months from application to approval. Where adopters have not been approved within timescale this has usually been because the assessment is complex and requires more time to achieve the best outcome.

Children with an adoption plan

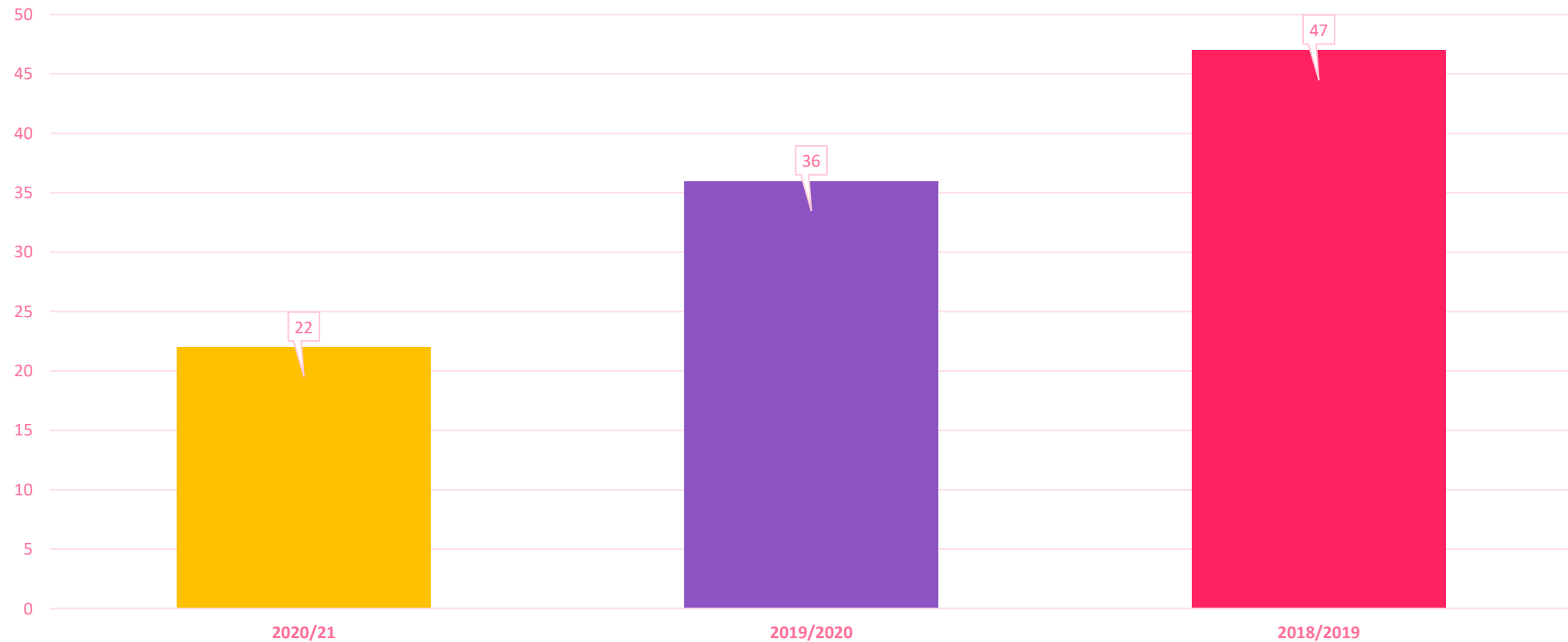
There were 52 children (as opposed to 79 last year) with an Agency decision for adoption made during the 2020/2021 financial year, of which 29 were male and 23 were female, compared to 40 and 39 the previous year.

This significant decrease (34%) is due to the fact that there are fewer younger children becoming looked after and an increase in Special Guardianship Orders being made.

Adoptive Children's Age	Number
Under 12 months	22
1 years old	8
2 years old	9
3 years old	6
4 years old	6
5 years old	1
6 years plus	0

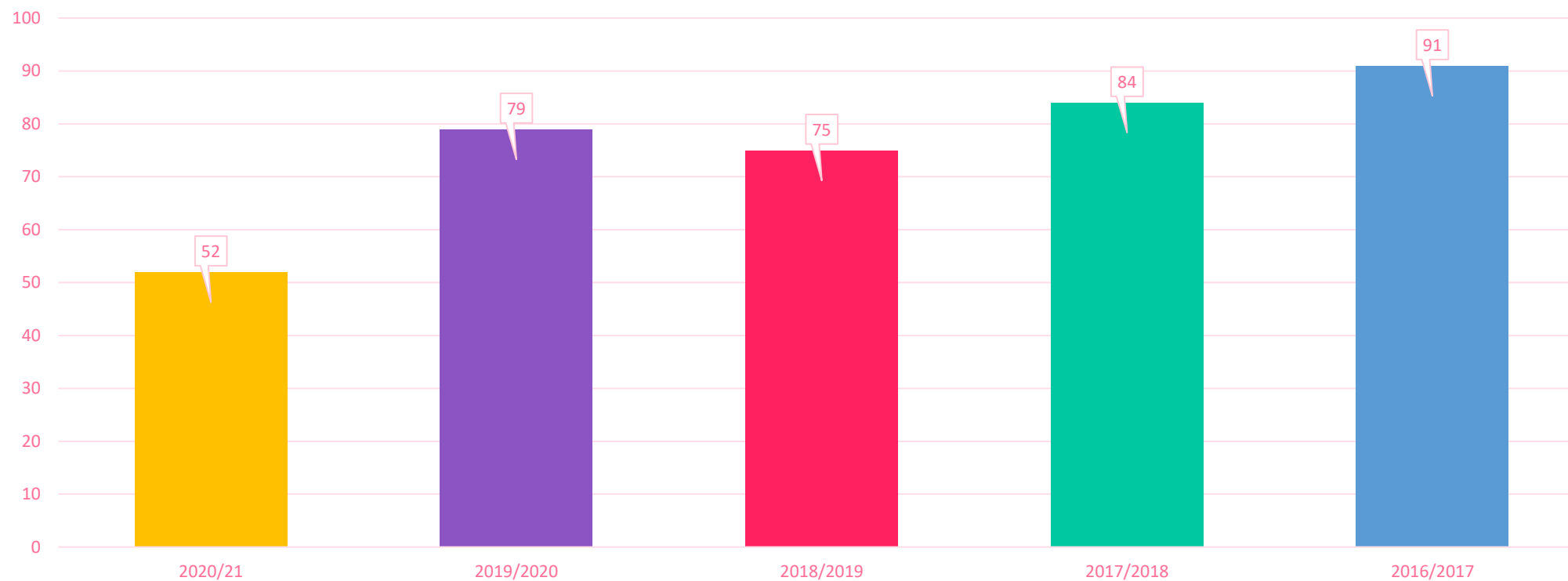
Children with an adoption plan

Number of Children under the age of one



Children with an adoption plan

Number of ADM Decisions



There was a decrease in the number of sibling groups requiring a placement together compared to the previous year, with 9 sibling groups of 2 children being available for placement together. Norfolk continues to complete comprehensive Together or Apart assessment on all sibling groups.

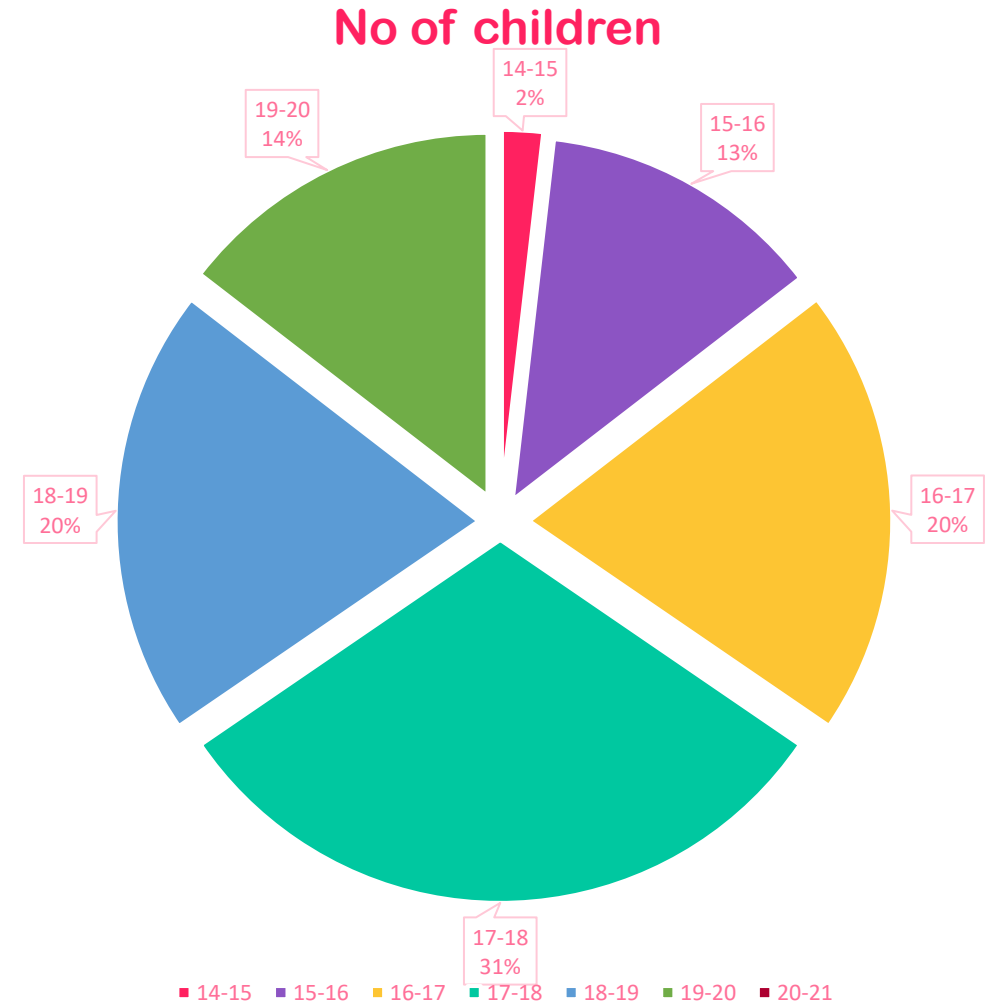


Children placed for adoption, including Early Permanence



Early permanence

- From the point of enquiry, prospective adopters are provided with information about early permanence. Early permanence carers are approved adopters who have the skills, emotional resilience and willingness to be able to offer a child a loving and nurturing home. However, they also need to manage living with the uncertainty that the child may be returned to their birth family or moved to an alternative placement with other family/connected people.
- Consideration of early permanence is reflected through 69 placements made so far from 2014-2021



Early permanence

- The number of early permanence placement this year continues to increase, and at the end of August 2021, there have been 6 early permanence placements.
- In total, there were 57 looked after children placed with prospective adopters during 2020/21, compared to 53 in 2019/20.
- In this cohort of 57 children, there were 41 individual children, with the other 16 children being part of sibling groups (8 sibling groups of 2 children were placed)
- In terms of gender, there were 27 males and 30 female children, with the eldest being 7 years and 3 months old and the next eldest was 6 years and 3 months old. The youngest was 10 weeks old (relinquished baby) at the time of the adoption placement.

Early permanence

In terms of ethnicity, of the 57 children placed:



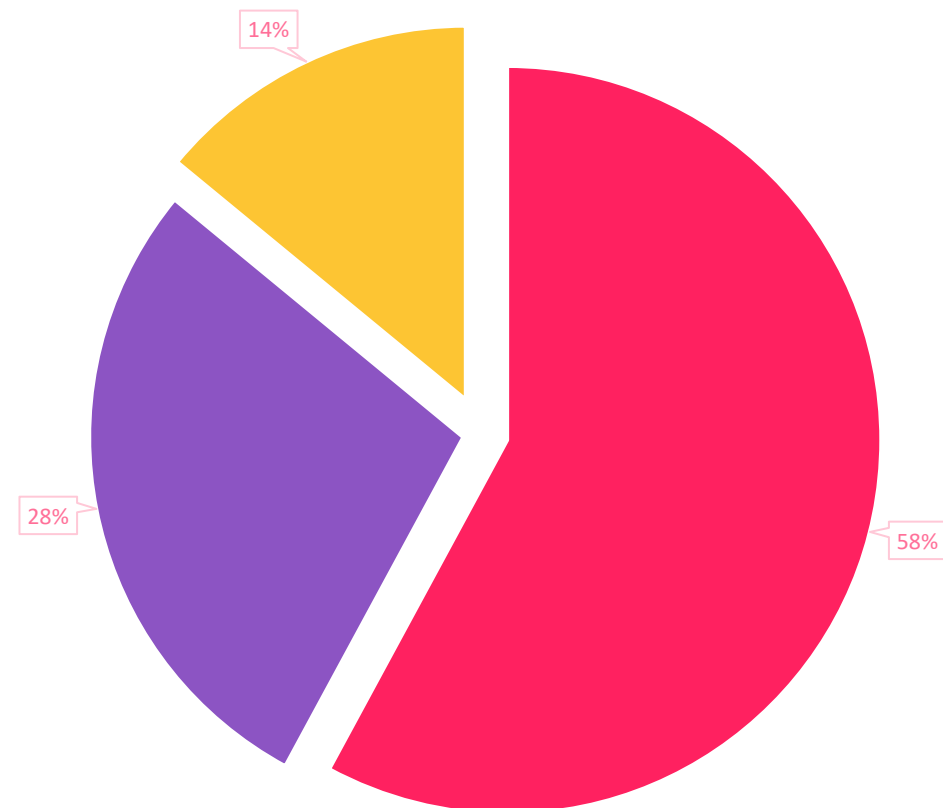
Early permanence

In terms of placement providers, for the 57 children, 33 were placed with Norfolk adopters, 16 were placed with adopters from other local authorities (including 9 from within Adopt East), and 8 were placed with adopters from voluntary adoption agencies (3 of these were within Adopt East) meaning a total of 24 children were placed out of county.

As of 31st March 2021, there were 39 children in total waiting to be placed for adoption.

Out of these, 19 had a Placement Order, of which 6 had been matched but not yet placed. 5 had plans of adoption originally made in 2019-2020.

The other 20 children had plans of adoption agreed in 2020-2021 but had not yet had a Placement Order made. This was a significant decrease from the previous year, 59 children were waiting for an adoption placement on 31st March 2020.



■ Own provision (by the local authority) ■ Other local authority provision (includes regional adoption agencies) ■ Voluntary adoption agency

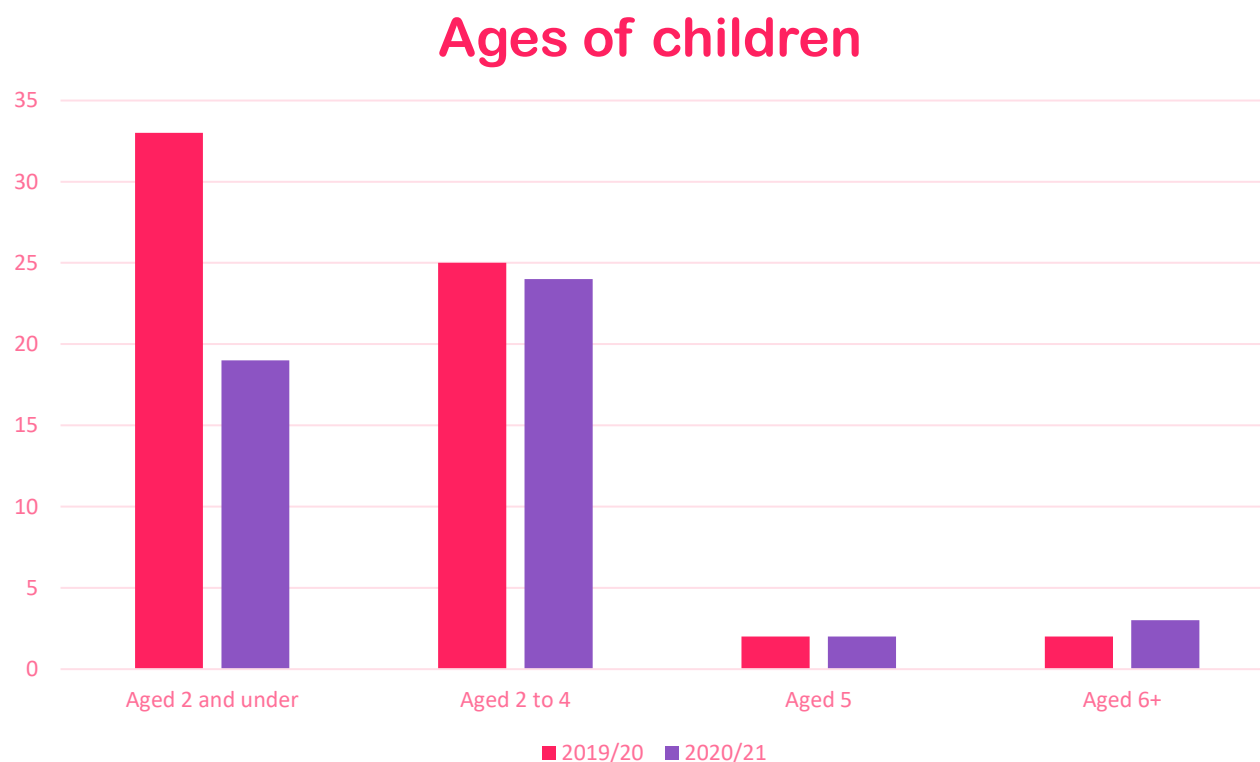


Children made subject to Adoption Orders 2020-2021



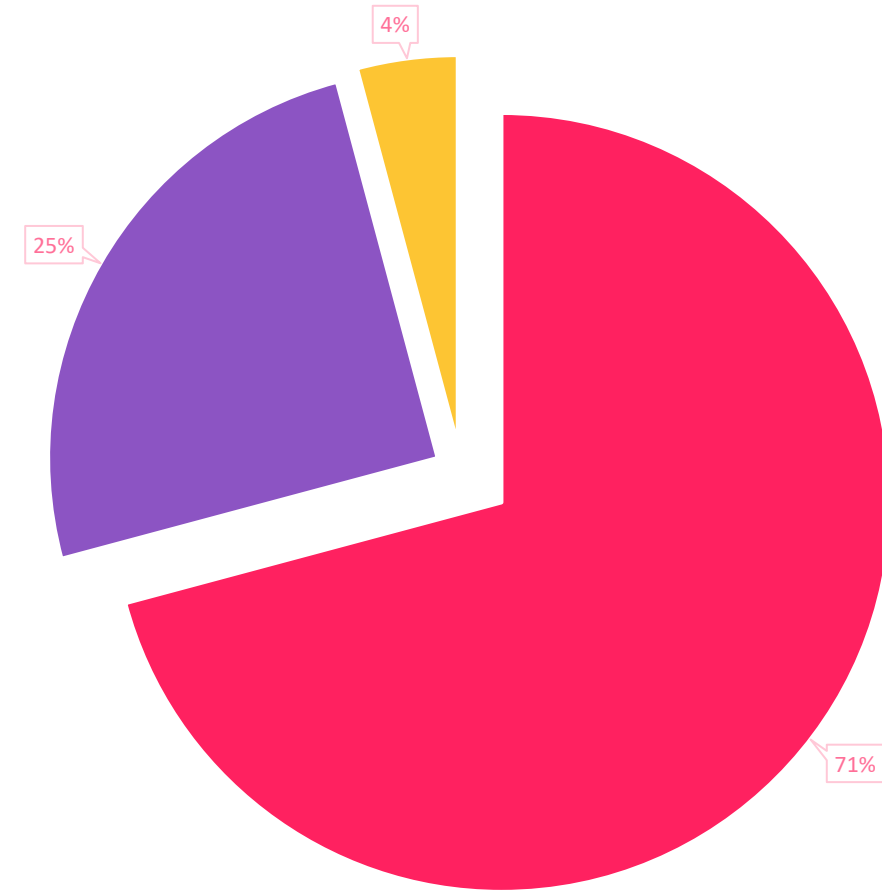
Adoption Orders

- 48 children were made subject to Adoption Orders in 2020/21 compared to 63 in 2019/20. This is 14% of children who ceased to be looked after and is above the national average of 12%.
- Out of 48 children subject to an Adoption Order, at the time the Order was made, 19 children were under the age of 2, 24 aged 2 to 4 inclusive, 2 children were aged 5 and 3 children were aged 6+.



Adoption Orders

- In terms of placement, 34 were placed with Norfolk adopters, 12 were adopted by other local authority provision, and within this, 8 were adopted within Adopt East and 2 were adopted by adopters from voluntary adoption agencies:



■ Own provision (by the local authority)

■ Other local authority provision (includes regional adoption agencies)

■ Voluntary adoption agency



Adoption Support



Adoption Support



Children and Families Support

Adoption Support offered to adoptive families has been to a high standard and even throughout the pandemic, we continued to make good use of the Adoption Support Fund to access services and a total of 343 applications were made to the ASF in 2020/21 and £883,542 was received from them.

In 2020/2021, the service received a total of 68 referrals, across 79 families. At the end of March 2021, the team were working with 304 children.

In light of uncertainty around the Adoption Support Fund, the team have continued to develop the service by offering workers additional training, which they can deliver as different intervention to families, but now and in the future, once the Adoption Support Fund ceases.

Adoption Support

This includes the following interventions:

- ✓ Theraplay
- ✓ DDP (Dyadic Developmental Psychotherapy)
- ✓ Therapeutic life story work
- ✓ NVR (non-violence resistance)
- ✓ Systemic Family Work
- ✓ Nurturing Attachments
- ✓ Therapeutic Parenting
- ✓ Occupational Therapy Service

Adoption Support

Children and Families Support

- The adoption support team, in conjunction with the learning and development team, offer various training to adoptive families, advertised within the Learning and Development brochure. In addition, the adoption support team has developed bespoke training to adopters in: Theraplay, Therapeutic Parenting, NVR and Nurturing Attachments. In addition to the above, other workshops in development include:
 - **Yoga mindfulness and regulation**
 - **Just Right state programme**
 - **Teenage workshop**
 - **Infant massage**
- In addition to the above, the adoption support team work closely with the colleagues at the Virtual School regarding education support and the team have identified two worker who will take the lead in this area. As our relationship develops, we are hoping to be able to offer schools regular consultation on matters relating to adoption, developmental trauma and attachment.

Adoption Support

Children and Families Support

- We continue to offer a buddy service who are resilient and experienced adopters, who offer support to adopters who are struggling. Although this service is currently depleted, we are hoping to increase this service. We offer our buddies regular supervision, access to clinical supervision and quarterly team meetings.
- The adoption support team also launched a social media hub at the end of 2020.
- The hub offers a knowledge hub where adopters can access up-to-date information on various topics. The hub also contains a forum where adopters can build links, share information and communicate in a safe and secure way. As a result of the hub, the adoption support team now offer a monthly, virtual, adopter lunch club and this is an informal space where adopters can meet and access informal peer support.



Contact



Contact



- The letterbox arrangements are managed as part of the adoption support team. At 31st March 2021, this team were managing around 1200 cases, with 45 new referrals in 2020/21. A large proportion of these cases have more than one and up to 15 exchanges, twice a year.
- The contact team also support direct contacts between adopted children and birth families. These contact arrangements require a great deal of time and sensitivity from the service, however it is noted that direct contacts are an important piece of work for the child as it assists identity formation, reinforces important attachments made and promotes cultural identity. Direct contacts continue until the child is 18 or until either party requests a review.
- The contact team now offer a consultation service for teams involved in care proceedings. This ensures that contact with birth family is considered at the earliest opportunity and in line with the child's needs, resulting in care proceedings being more child focused and contact being more bespoke.



Birth relative service



Birth Relative Service

- It is the responsibility of Local Authority adoption agencies to ensure that birth families affected by adoption have access to independent advice, information and support when the plan for the child becomes adoption. This is provided in Norfolk through referral to the adoption support team. We offer a counselling service to birth parents, affected by adoption to help assist them with loss and separation via LINK Barnados.
- In addition, we offer advice with letter writing or with direct contact should there be a plan for this to occur post-adoption.



Birth family Intermediate Service



Birth family Intermediate Service

- The Adoption and Children Act 2002 introduced the provision of an access to information and intermediary service for birth relatives of adopted adults (to complement that existing for adult adoptees) which would trace the adoptee and seek their views on contact. The Adoption Team have successfully facilitated 17 reunions over last 12 months.
- Any birth relative who requests an intermediary service is allocated an adoption worker who provides them with support and advice.



Adopted Adults Service



Adopted Adults Service



- The Local Authority has a legal responsibility to provide a birth records counselling service, and an Access to Information (ATI) service, which may lead to an intermediary service and possible reunion.

This is a very important part of the continuum of the adoption process and for many adopted people (particularly for those who were adopted before 1975) as they were informed that they would never have contact with their birth family members. Often this group of people are not even aware of their birth name nor have even seen a photo of their birth parents.

This part of the service is a life changing and emotional journey for individuals who have been separated for many years without contact since early childhood.

- In total during 2020/21 there was a total of 203 families who had access to adult adoptee adoption support. This includes 75 new referrals for the Adopted Adult and Birth Relative Intermediary Service (BRIS) consisting of; adopted adults (45), rising 18's (10), BRIS (16) and decedent (4). In March 2020 the active case load number stood at 115 plus an additional 7 pending allocation.

Key Aims and Objectives



Key Aims and Objectives

- To provide a service responsive to the needs of children, who require a permanent
- Family placement, recruiting sufficient adopters to meet those needs.
- For adopted children and young people to be happy members of a family,
- Confident and achieving to their very best potential.
- Whatever their cultural background or disability, to identify and prepare children
- Who need to join, and will benefit from a permanent and legal adoptive family.
- To implement effective strategies for the recruitment of sufficient adopters able
- To meet the needs of children waiting for adoption.
- To aspire to achieving a successful outcome for each child placed with a new family, minimising the number of placement disruptions
- To provide a comprehensive adoption support service to adopted children and their families and also to birth families
- To value adopters, providing them with a high standard of support and guidance through individual sessions with their link social worker, support groups and pre- and post-approval training, to ensure they are well prepared and supported for the task of becoming adoptive parents
- To offer a service to those wishing to adopt from overseas or those wishing to pursue non-agency adoption
- To provide an intermediary service to birth families as outlined in the adoption support policy
- To offer a service in line with access to records for adoptions both pre- commencement and post commencement
- To provide, on request, an assessment of needs for adoption support services for all adopted people, adopters and birth parents

Key Aims and Objectives

- To work in partnership with all those affected by adoption and provide information and advice on all adoption matters to the general public and other professionals
- To ensure all information/records will be treated confidentially and held securely
- To promote current government policy in achieving a wider, more diverse pool of adoptive parents who are able to provide lifetime care for children who have been looked after
- To maintain high standards of practice within the adoption service by exceeding the National Adoption Minimum Standards and the challenges of timeliness
- To provide intermediary services to adopted adults and to birth families.
- To promote opportunities for professional development of adoption workers, both social care and administrative staff, to increase their knowledge of good practice and personal development and to strive constantly for service improvement
- To provide an adoptive family committed to maintaining contact arrangements in line with the child's needs
- To place siblings together wherever possible and where it is in the best interests of each child
- To employ an innovative range of family finding techniques including the use of Link Maker, events and projects with AdoptEast and a range of adopter-led matching activities.



Adoption Activity



Adoption Activity



52

ADM approved
Plan for Adoption

62

ADM approved
matches

36

Placement
orders

57

Children
placed

34

Adopters
approved

7

Foster
to Adopt

Cabinet

Item No. 12

Decision making report title:	Annual Review of Norfolk Fostering Service
Date of meeting:	4th October 2021
Responsible Cabinet Member:	Cllr Fisher - Cabinet Member for Children's Services
Responsible Director:	Sara Tough, Executive Director – Children's Services
Is this a key decision?	No

Introduction from Cabinet Member

Every fostering service has a statutory requirement (Children Act 1989, Fostering Services (England) Regulations 2011, Fostering Services (England) Regulations 2013, Care Planning and Fostering Regulations (Amendments) 2015) to publish, and regularly update, a document which describes the ethos and goals of the fostering service, its management and oversight arrangements and the experience of its staff.

It is a requirement that Norfolk Fostering Service has a clear Statement of Purpose which details the aims and objectives and how the standards will be met.

This report also provides information about the Fostering Service and outcomes for children and young people looked after by Norfolk Fostering Service from 1st April 2020 - 31st March 2021.

Executive Summary

This paper reports to Members on the performance of and outcomes achieved by Norfolk Fostering Service.

Over the last year, Norfolk Fostering Service has focused on supporting foster carers and placements during a period affected by an unprecedented pandemic.

The Fostering Service has continued to grow and develop our cohort of foster carers. The recruitment target has been impacted by the added challenge resulting from the global pandemic.

This report details the main areas of focus and strengths over the last year:

- Strengthened relationships have been developed between Fostering Service and Fostering Panel
- Norfolk Fostering Service has continued presenting first year reviews and approvals to the Fostering Panel and have introduced best practice reviews (including changes of approval)

- The newly created Enhanced Fostering Team is fully embedded in the Fostering Service and continues to focus on work around matching children from residential placements with families
- The Fostering Advisory Partnership group, has led to improved practice and service developments including the new portal and fostering information Hub, communication plan and clear targets for the Task and Finish group
- During the COVID-19 outbreak, foster carers registered with Norfolk Fostering Service have continued playing a crucial role looking after children and young people. Therefore, Norfolk Fostering Service has remained committed to providing the support needed to enable our foster carers to look after children in their care.
- We have continued to celebrate the achievements of foster carers by hosting a range of events to acknowledge these, such as Annual Celebration event FOSCARS (Fostering Oscars), during COVID these events have been run virtually online
- An induction event takes place, twice a year which replaces the first-year anniversary events
- Quarterly newsletter brings together different parts of Corporate Parenting, thus maintaining ongoing communication with our foster carers.

The key performance outcomes achieved for the service this year are:

- 36 mainstream and 7 kinship new fostering households approved despite unprecedented challenges.
- We had a significant increase in the number enquiries from foster carers registered with Independent Fostering Agencies. As a result, this led to 12 approvals.
- The newly created Enhanced Fostering Team has now been embedded in the Fostering Service and has started targeted and focused work around matching children from residential placements with families.
- Despite the global pandemic, Norfolk Fostering Service managed to maintain a 1.3 occupancy rate in placements – this means that when considering the average number of beds used in each fostering household, we achieved occupancy of 1.3 beds used across the service.
- 40 mainstream fostering households had been deregistered with 4 gaining Special Guardianship Orders, 3 young people Staying Put, 1 adopting. Covid played a significant role in precipitating foster carers decision to retire.
- The Fostering Advisory Partnership group, through collaborative partnership working, has led to improved practice and service developments including a new portal and fostering information Hub, communication plan and clear targets for the Task and Finish group.
- During the period from 1st April 2020 to 31st March 2021, the Kinship Assessment Team has received 456 referrals.
- There has been a reduction of 35% of fostering assessments, from 23 in 2019/2020 to 15 in the last financial year. This is paralleled by the increase in Special Guardianship Assessments from 93 in 2019/2020, to 141 the year ending 2020/2021, which is an increase of 65%.

- Between 1st April 2020 – 31st March 2021 we have delivered 159 courses and 1470 foster carers attended training during the reported period.
- Following consultation with foster carers and fostering supervisor, the learning and development programme has been adapted to meet the evolving needs of placements. Special Guardians have also been given access to the programme. Essential and Core courses have remained the same, but there were new specialist courses including Non-Violent Resistance and Healthy Mind, Healthy Life which looks closely at self-care for carers

We recognise that there are some key challenges during the next year which the Fostering Service will prioritise whilst sustaining the progress to date. These include:

- Recruitment of 54 mainstream carers in 2021-2022 alongside 10 Enhanced and New Roads foster carers
- Increase placement choice for children requiring a foster home
- Ensure diversity in our community is reflected in our recruitment and retention of carers
- Increase capacity within the Linked Families/Short Break team and remodel the CWD offer
- Develop a practice model that positions the Social Work relationship and role with children, young people and carers as key to managing and addressing identified needs. This will re-focus the service delivery to optimise the potential for the practice model to become fully embedded and develop successfully. This will mean ongoing 'life story' work through the My Norfolk Approach with children and young people to support them to understand and make sense of their early and recent experiences.
- Deliver a therapeutic parenting approach training package to all foster carers by increasing the frequency of the Nurturing Attachment programme (3 times a year) and PACE Parenting
- Realign and achieve price parity between inhouse and independent fostering agencies. This will mean resetting the link between the foster carers' skillset and placement offer to ensure that children are in the right placements.
- Launch the savings policy for all children looked after by foster carers registered with Norfolk Fostering Service

Recommendations

That Cabinet endorses the Statements of Purpose for Norfolk Fostering Service and recommends it to Full Council for adoption as part of the Council's Policy Framework and to comply with the Care Standards Act 2000 and Fostering Regulations 2011.



Statement of purpose

2021-2022



Introduction

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This report provides information about the Fostering Service and outcomes for children and young people looked after by Norfolk Fostering Service from 1st April 2020 - 31st March 2021 as well as key priorities for 2021-2022.



Recruitment & Marketing



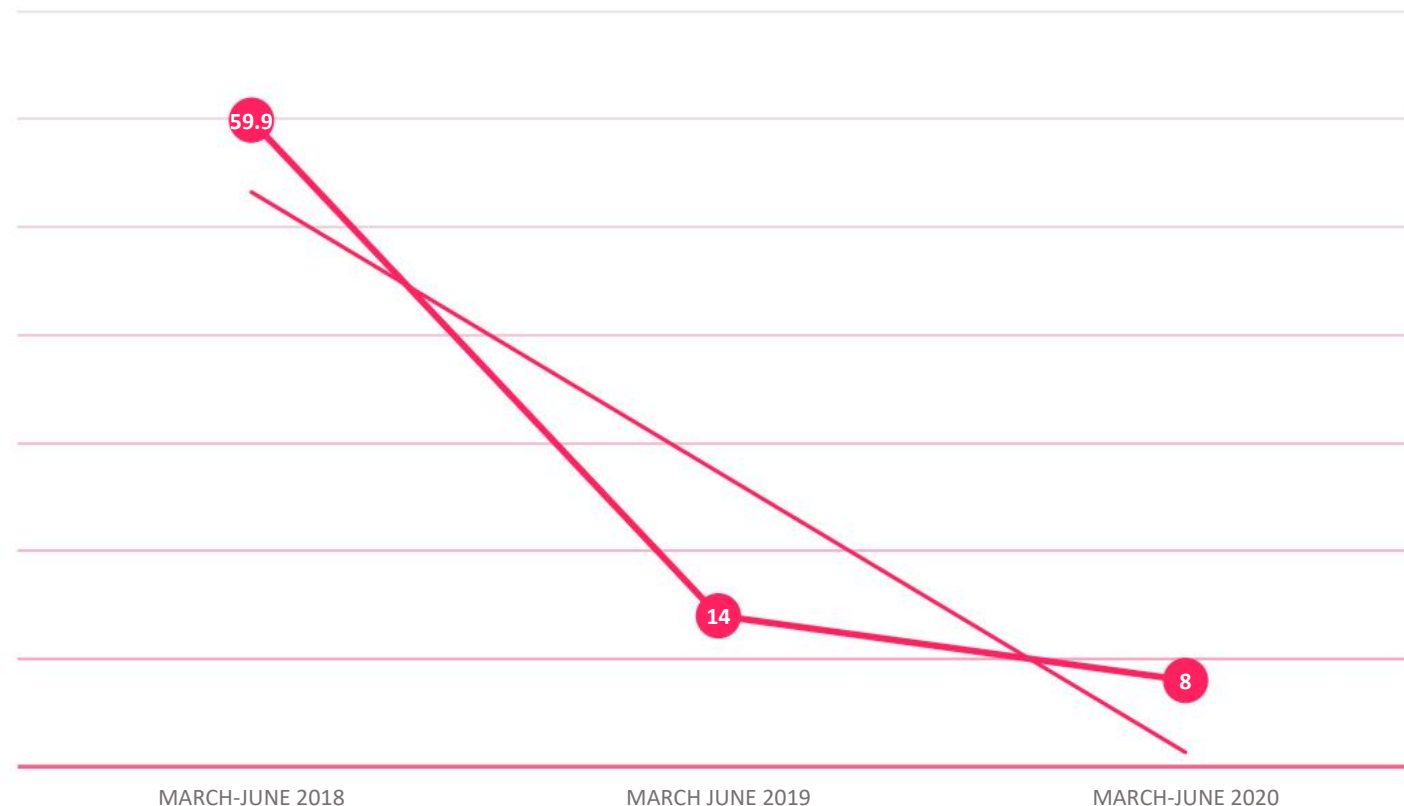
Recruitment Activity

We continue to ensure that initial visits take place, responding to any enquiries in 24 hrs, 72 hrs, if the period involves weekend or Bank Holidays and an Initial visit completed and signed off in 10 days.

The time taken for applications to be returned has also decreased from an average:

59.9 days – March - June 2018
13 days – March - June 2019
8 days – March - June 2020

Days to return application



Recruitment Activity

- Between November 20 and March 21, we developed a whole new approach to how we operate our front door of receiving new enquiries
- Duty Workers are now called Fostering Recruitment Advisors and deal with initial enquiries within 1 working day, they follow a completely new process
- All enquiries have the option to attend one of three sessions which are aimed at the information they wish to gather. These are either a face-to-face 1-2-1 session, a virtual 1-2-1 sessions or, if they are just information gathering, they can attend one of our virtual drop-in sessions, which are ran once a month
- Alongside this new process, there has been a new dashboard developed that tracks their initial enquiry from point of entry to approval or deciding fostering is not for them.

Overview of Recruitment Activity

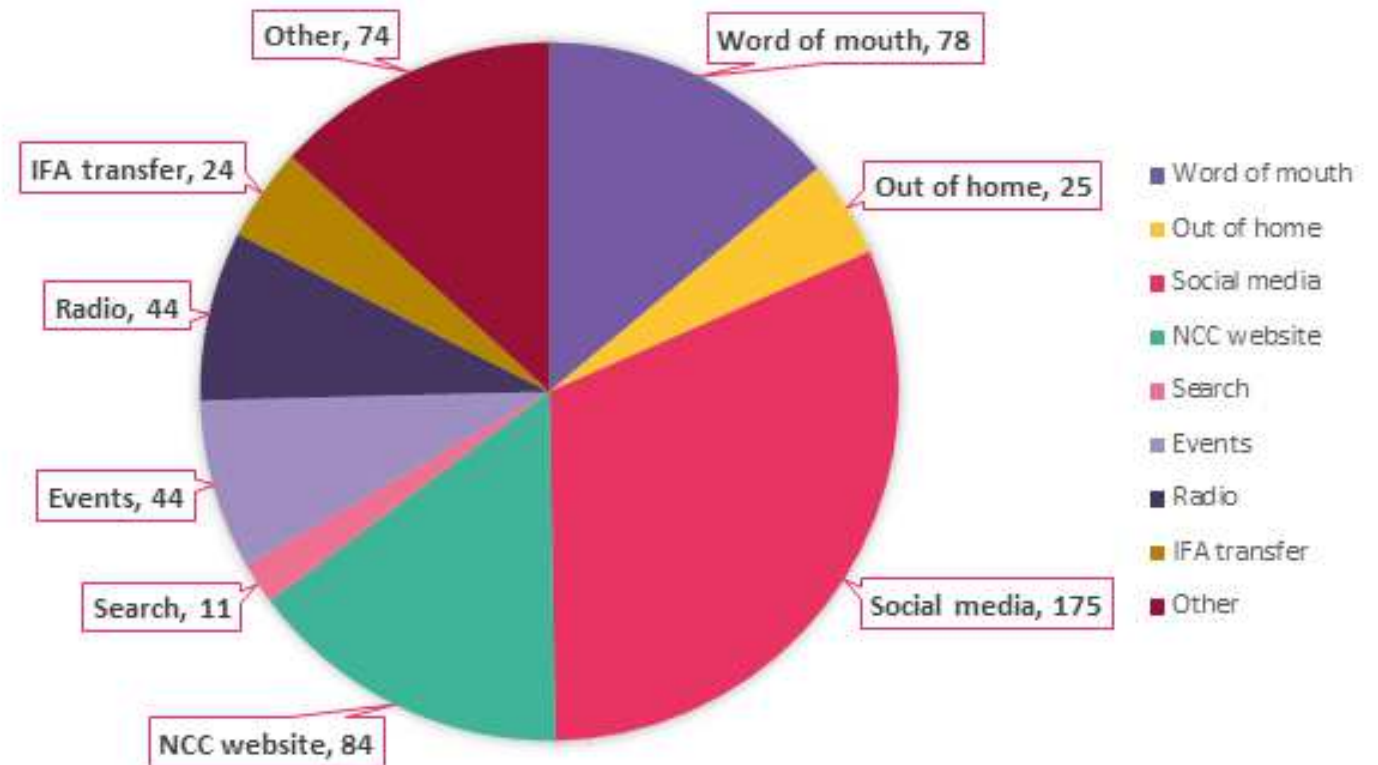


514	96	96
Initial enquiries received from new prospective fostering households between 1 April 2020 and 31 March 2021	Initial visits (or equivalent) undertaken following enquiries between 1 April 2020 and 31 March 2021	Applications received between 1 April 2020 and 31 March 2021
96	36	36
Stage one assessments were completed between 1 April 2020 and 31 March 2021	New prospective fostering households commenced foster care training between 1 April 2020 and 31 March 2021	Stage two assessments completed between 1 April 2020 and 31 March 2021
0	36	4
Application refused approval at panel between 1 April 2020 and 31 March 2021	Applications from prospective fostering households received approval between 1 April 2020 and 31 March 2021	There was an additional 1 CWD household and 3 Kinship households.

Overview of Recruitment Activity

Average number of months it took foster carer households to progress through the stages in the journey to approval was 6 months. 72% were 6 months or under and 94% were completed within 7 months.

From presenting assessment to Panel, ADM decision was within 14 days.

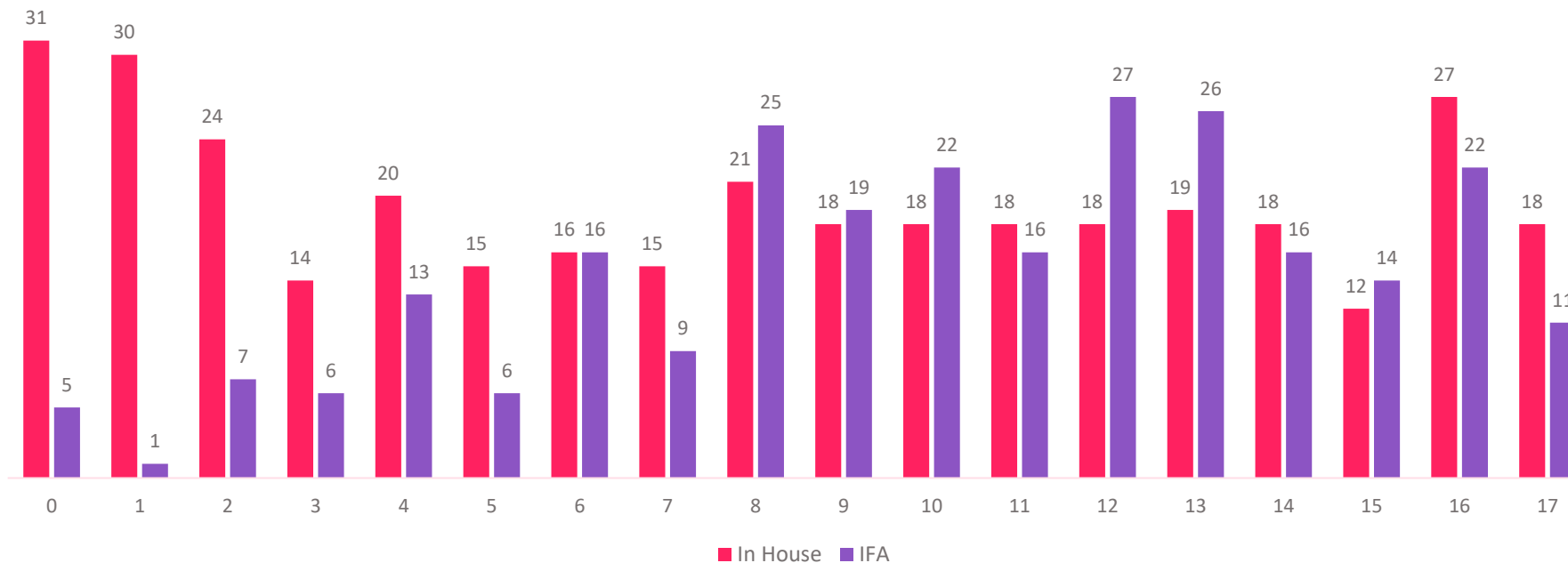


Overview of Recruitment Activity

Areas of Focus

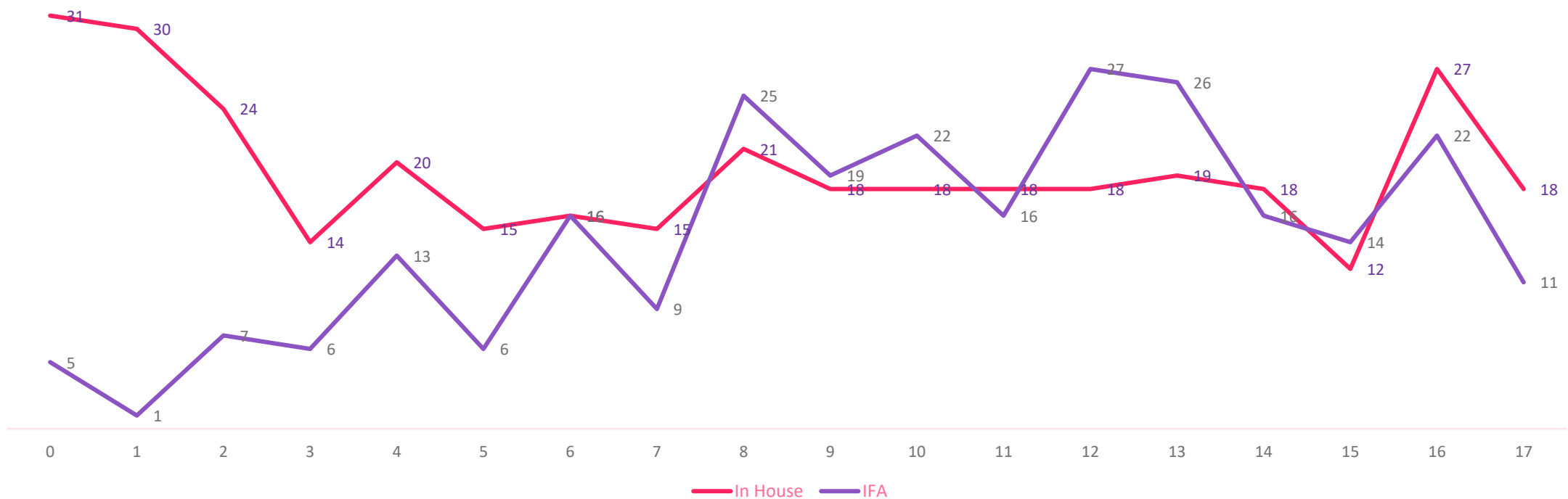
- There are a low number of Foster Carers who are only intending to foster teenagers, therefore the recruitment strategy and the Foster Carer Ambassadors are promoting this type of fostering
- We require more foster carers looking after children aged 8 plus.

LAC Child Age at month end by In House and IFA as at 31 Mar 2021



Marketing & Communications

LAC Child Age at month end by In House and IFA as at 31 Mar 2021



Overview of Recruitment Activity

Areas of Focus

- We know that we need to build and specialise in unaccompanied asylum- seeking children and children with disabilities
- Increase the number of parent and child placements/step down
- A more diverse pool of Foster Carers from a range of ethnic backgrounds.
- Continue recruiting New Roads and Enhanced Foster carers
- Continue recruiting emergency and PACE bed foster carers
- Continue developing the fostering ambassadors and buddies in a trauma informed way with a clear focus on vital signs

Marketing & Communications

Strategic changes to our marketing from March 2020 to January 2021

From 16th March 2020, due to the current COVID-19 Pandemic, we have had to alter our approach to recruit new foster carers over the past nine months and we have successfully implemented the following:

- Virtual online information sessions
- Tighter response rates to those enquiries who could not attend a virtual session
- Live Q&A sessions
- Podcast channel dedicated to the world of Fostering (Fostering Focus)
- Targeting specific cohorts through Mosaic data
- Virtual drop in sessions promoted on social media channels.

Marketing & Communications



Rebranding

We took the decision to rebrand the service in October 2020.

The brand now helps reposition us in the marketplace as one of the leaders in the market, it is more appealing and engaging with our audience.



Marketing & Communications

Marketing Objectives

The target of 648 enquiries, leading to a potential 64 new foster carers for the new financial year (2021/22).

In an ever-changing world, due to the Coronavirus pandemic, we are seeing more people investigating the possibilities of a career change, placed on furlough or being made redundant. Based on the profiles of the types of children, we are looking to place, we have undertaken a report detailing the types of carers we have in place and their placement criteria.

This has then been overlaid to show the key types of carers we specifically need to recruit.



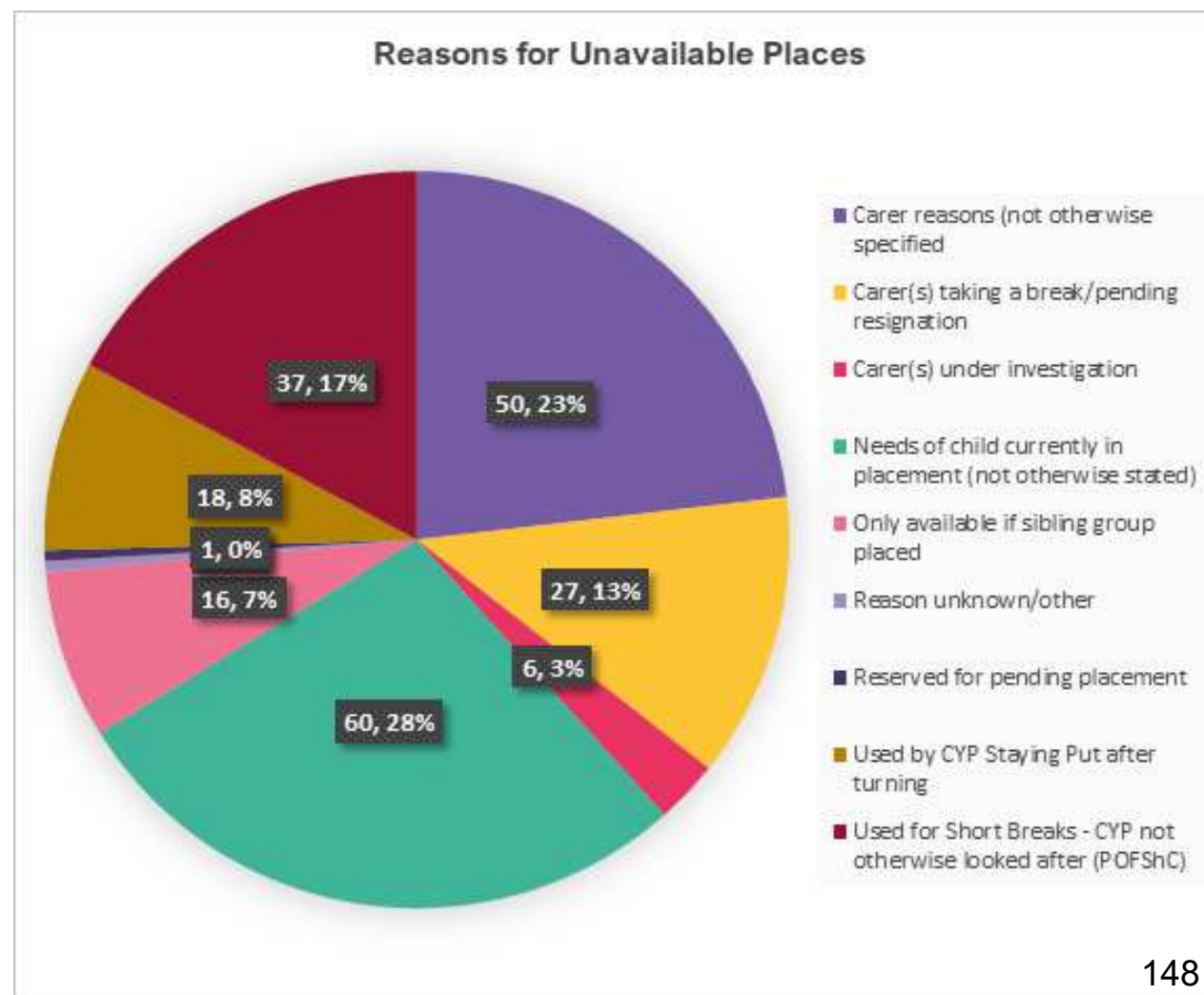
Supervision & Retention



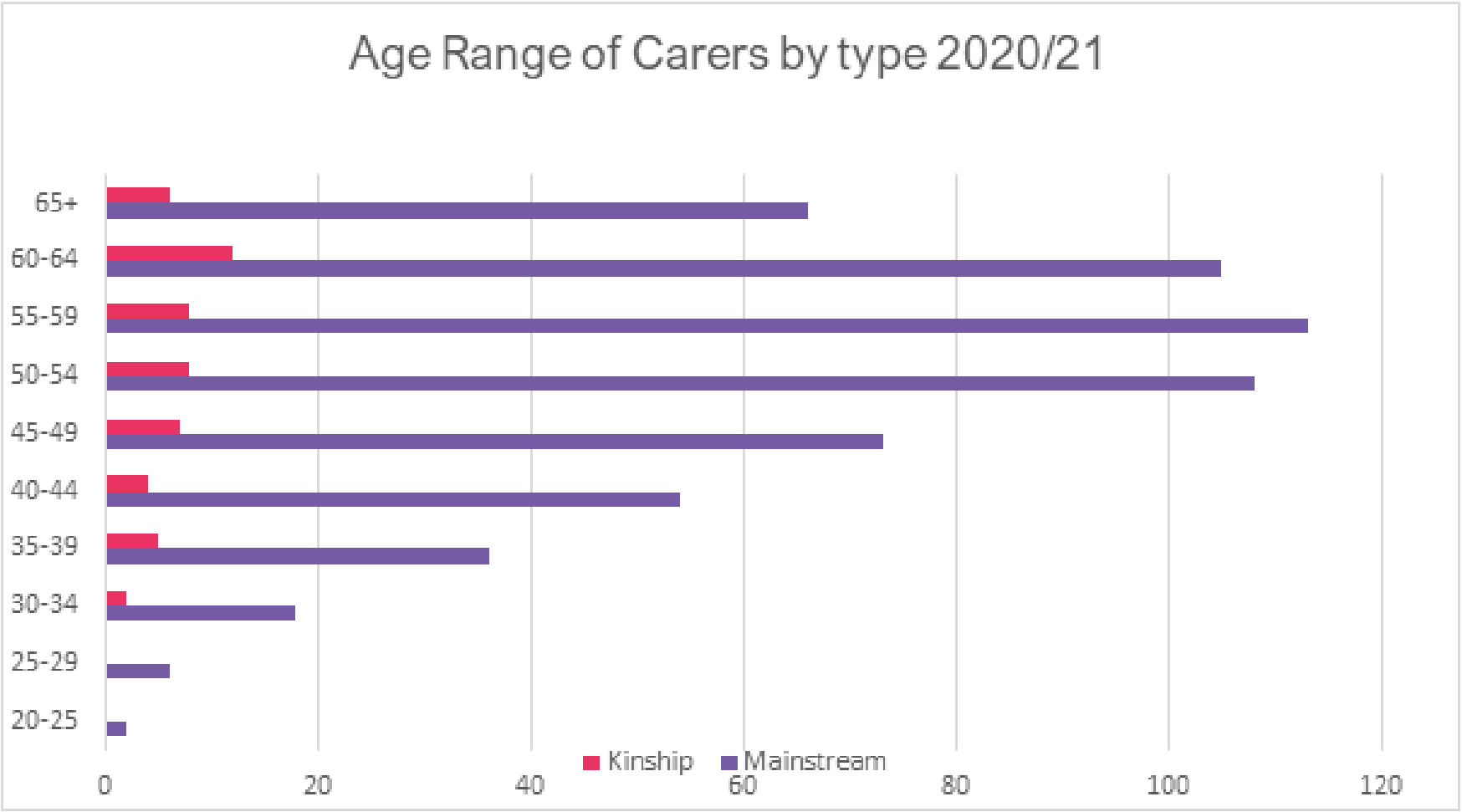
Supervision and retention of foster carers



- Number of households at 31st March 2021
- Occupancy rate: 333 mainstream and kinship fostering households to 409 children - 1.3%
- 358 (including foster carers who are temporarily approved) with 696 places providing care to 409 children



Age range of foster carers by type



Support Groups (Network Meeting Groups)



We alternated the times to allow foster carers to be flexible around attendance (10am and 8pm), so that the groups would be more accessible to carers throughout the pandemic period. This generated positive feedback from carers who have not previously been able to attend these events, due to them clashing with other daily commitments.

Norwich/Great Yarmouth/North Walsham/West areas held 28 virtual network group sessions: these events were a combination of social events as well as much more focused discussions by bringing speakers from a variety of backgrounds: Sleep East, ongoing communication from the Operational Lead of the service and managers, Matthew Project, Fostering Network, Family time colleagues and Early years LAC advisor.

In addition to these, we organised virtual drop-in events to discuss carers' wellbeing, placement searches, suggestions for improvement

Support Groups (Network Meeting Groups)



Feedback from foster carers led us to create other groups:

- A Kinship network group that is now focusing on designing a leaflet and other sources of support for kinship carers either during their temporary or full approval.
- Duty sessions – to allow foster carers and service to come together around sufficiency and relationship practice, we have facilitated sessions to look at how we communicate our placement needs, how we profile children who are active to our searches; Foster carers feedback has been invaluable in practice improvement.
- Information hub Sessions – continued development of the information hub, which is now being updated on a weekly basis with a summary of placement searches, so that there is ongoing communication between the service and foster carers in terms of support and sufficiency.
- Improved duty system by committing a small duty team to the daily placement search activity with carers' support worker being able to support placements made or at risk of vulnerability.
- Regular communication with foster carers by emailing promptly any changes that have occurred, as a result of the pandemic impact

Support Groups (Network Meeting Groups)



There is an active Fostering Advisory Partnership group (monthly meetings) whose aim is to maximise the welfare of children in our care through the promotion of good practice and partnership working, to adopt a culture of continuous improvement, to offer ideas on new and innovative ways of working, promote working partnerships through facilitating good communication, create opportunities for children and young people to meet together for the purpose of growth and development through activity and learning.

The group is continuously evaluating its impact on outcomes for Looked after Children and has started working closely with the NICC to ensure that the children's voices and lived experiences are heard by those who care for them. The Advisory group has directly contributed (via its Task and Finish and CPD groups) to the development of the reflections and learning events following a placement ending, savings policy, communication plan.

Advice and Mediation Support



The Advice and Mediation service offers confidential and independent advice and support to foster carers and agency staff as well as mediation between foster carers and agencies.

By purchasing this service, Norfolk County Council is acknowledging that foster carers are an essential part of the professional team around the child and recognising that foster carers are uniquely vulnerable and may, at times, require additional independent support.

This service assists the service in retaining foster carers in these times of an acknowledged national shortage of foster carers.

The main sources for the referrals had been around allegations, concerns, financial implications and care planning.

Children Who Foster Group



We have held many events to support the foster carers' own children during the pandemic:

- Pet show, talent show, various other social events.
- The group is also instrumental in the training of applicants by delivering a session about impact of fostering on own children.
- Foster carers' own children are being celebrated by having a voucher sent to them on their birthdays.



Matching

"I just wanted to put forwards my thanks for...the SSW's amazing support and to make you aware of how amazing she is as our support social worker.

She had been incredibly insightful and understanding of my family's best interests are and what our strength and weakness are as a foster family.

I know I can approach our SSW with any concerns and speak openly without judgment, safe in the knowledge she will act on anything I've asked help with.

We feel very lucky to have such a supportive team around us as a fostering family."

Trained 8 Supervising Social Workers in Non-Violent resistance parenting.

Signs of Stability Meetings

It is interesting to note the increase in all these events over the second half of the year when the pandemic was at its height.

Deregistration of mainstream foster carers has remained steady: 40, despite new factors that have influenced the fostering role: Covid-19 as a precipitator or directly impacting on the carers' circumstances and evaluation of their future by bringing new challenges to the fostering households.

Deregistration Breakdown

Reason for Deregistration	Total
COVID-19	8
Gained Special Guardianship Orders	4
Adoption	1
Staying put offer	2
Local Authority Concerns	12
Retiring	9
Health Reasons	3
Other	1
Total	40

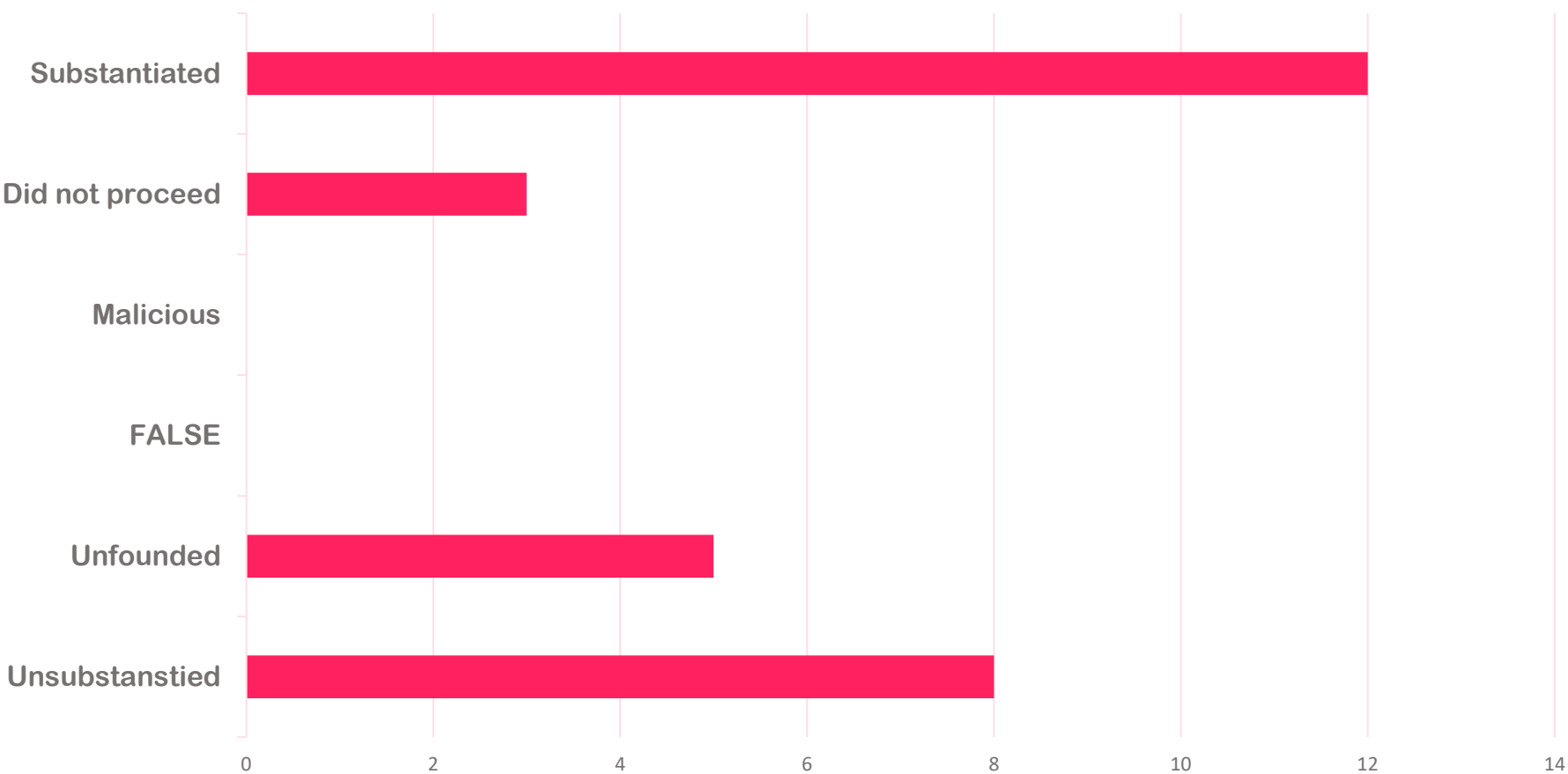
Allegations



During the reporting period, there were 19 consultations in relation to allegations made against foster carers with 15 meeting thresholds. 12 allegations have been found substantiated (one carer may have multiple allegations made against them), 8 were unsubstantiated, 5 unfounded, 0 were false, 0 malicious and 3 did not proceed any further. Foster carers were the third highest sector in terms of allegations made against adults in position of trust.

However, the numbers have been lower than the previous years and all allegations that had a substantiated outcome had a decision to be taken to panel. In some of the cases, the carers decided to deregister before being presented to panel. Please refer to data from Panel (7 taken to panel in relation to allegations made).

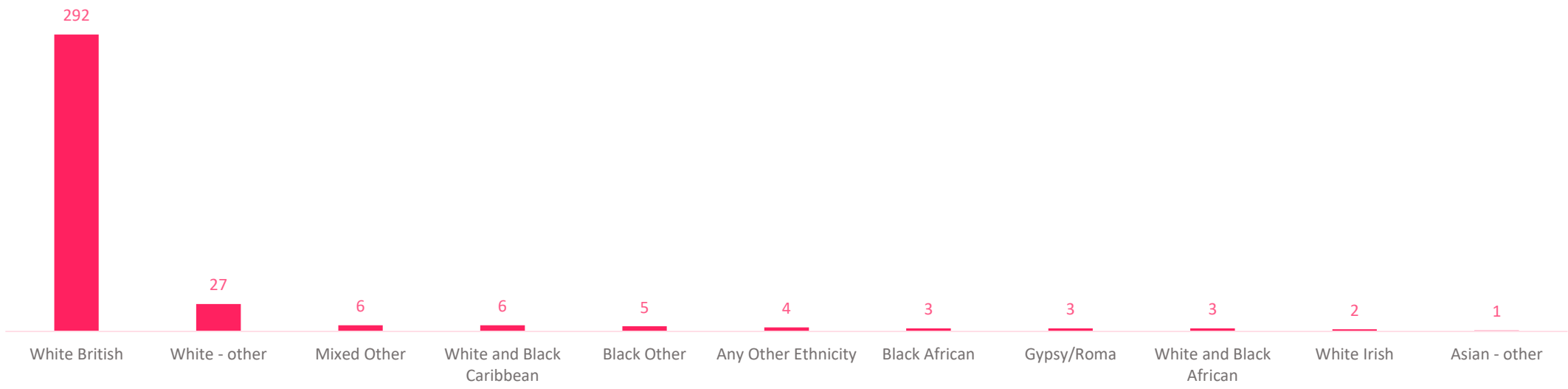
Allegations



Characteristics of Looked after children - ethnicity-

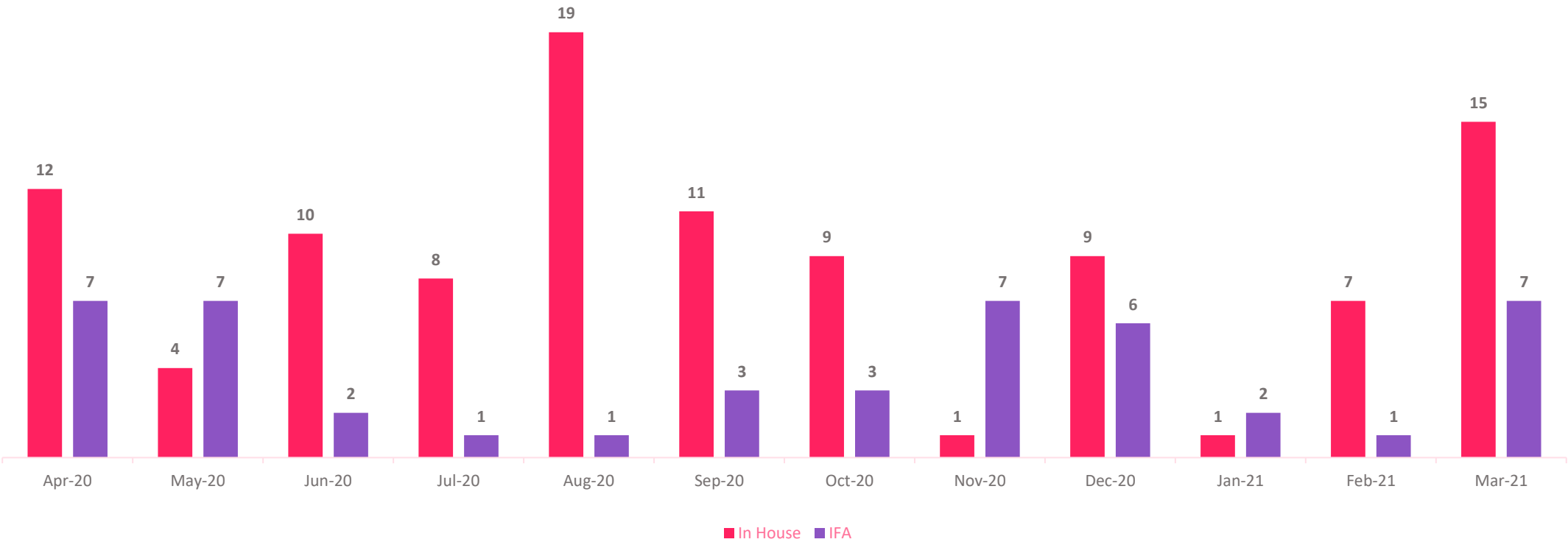


Breakdown of the Ethnicity of children placed with in house carers at 31st Mar 2021

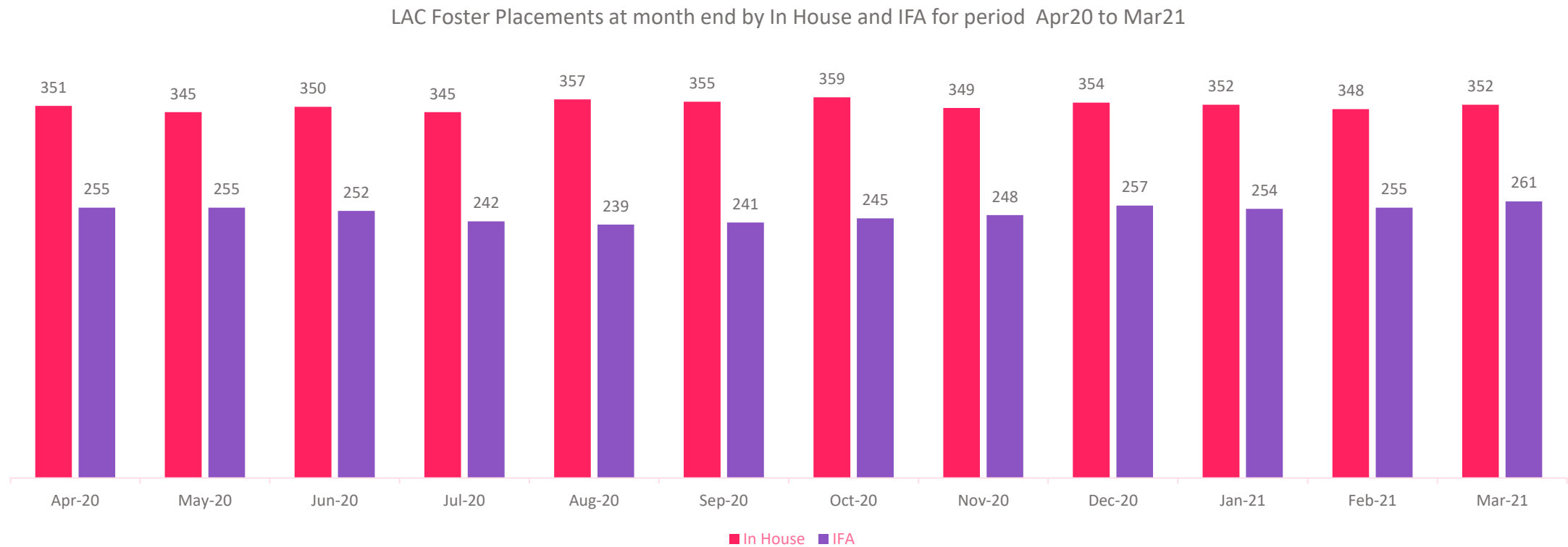


New LAC starters inhouse/versus IFA

Breakdown of LAC starts where 1st placement is a Foster one - by In-house or IFA for period Apr20 to Mar21



Total number of LAC inhouse/IFA





Enhanced Fostering Team



Enhanced Fostering Carers

- Cohort of 10 fostering households.
- 4 are newly qualified with this being their first foster placement.
- 5 households have a residential background of at least one foster carer.
- 1 household stepped back to mainstream fostering and young person remained in placement.
- 2 fostering households increased their terms of approval to offer an additional placement each.
- 2 fostering households offer respite to another Enhanced fostering carer.
- 1 foster carer developed into Enhanced fostering Buddy for new carers.

Enhanced Fostering Young People

- There are currently 10 children matched to Enhanced Foster Carers.
- There are a further 9 young people profiled and actively searching for a new Enhanced Foster Placement. The young people are equally split from referrals – currently 4 are male and 5 are female.
- A further 5 children had the direct work and support of the team in specialist placement profiling, matching and support.
- Total number of referrals was 40 for the year. This came from a mixture of young people in residential care across the United Kingdom from the age of 9 years upwards. The majority are teenagers and have been in a residential placement for at least one year, following multiple fostering placement breakdowns.

Pandemic impact on Enhanced Fostering



- The Covid pandemic has affected the number of young people who are ready to explore and prepare to move to long-term fostering through the Enhanced Fostering Team.
- Sadly, some have regressed or been further traumatised from the impact of the pandemic itself. This has led to an increase in the number of young people needing a longer period in residential care to finish and complete pieces of specialist support. It has pushed back the number of young people who are now ready to explore stepping down to Enhanced Fostering.



Linked Families Short Breaks



Linked Families

Current cohort of carers



- 28 fostering households – 7 are fee paid carers. Fee paid carers are available for 4 nights per week and 45 weeks per year
- 11 of the 28 fostering households have at least one carer over the age of 60
- 16 of the 46 total carers are over 60 and 25 over 55
- 2 fostering households offer a full-time placement
- 2 fostering households offering shared care arrangements
- 4 fostering households offering respite care to full time foster carers.

Linked Families – Children

- There are 31 children placed or matched with carers
- There are 9 CYP on the waiting list aged 6 to 16, the majority are 12 and under. They have a variety of needs; ASD, ASD/SLD, SLD/epilepsy and PMLD
- A further 12 children worked with during the pandemic
- Two members of staff have been trained and delivered epilepsy training to foster carers.

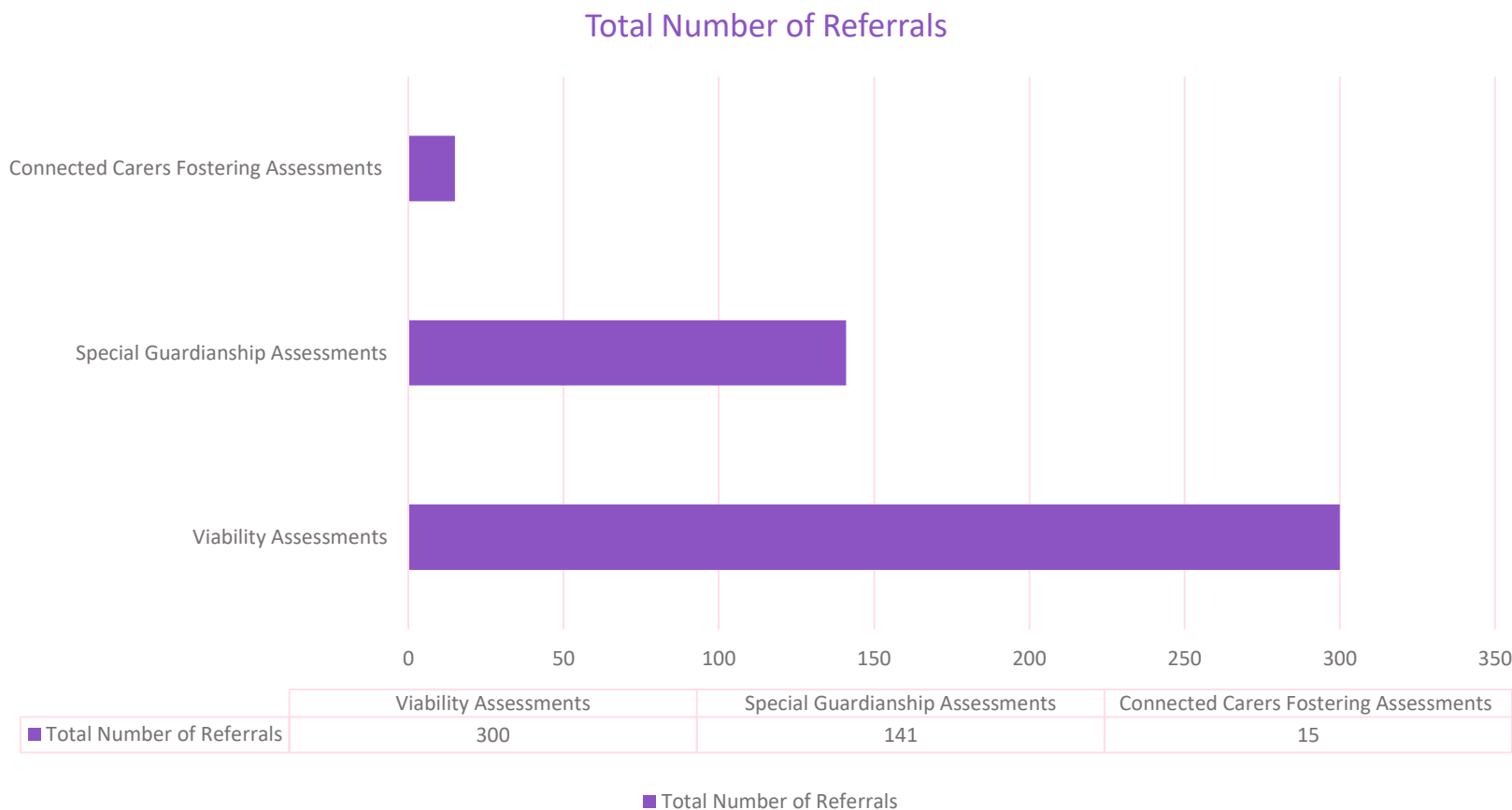


Kinship Assessment



Kinship Assessment Team

During the period from 1st April 2020 to 31st March 2021, the number of referrals was 456.



Kinship Assessment Team



- There has been a reduction of 35% of fostering assessments, from 23 in 2019/2020 to 15
- This is paralleled by the increase in Special Guardianship Assessments from 93 in 2019/2020, to 141 the year ending 2020/2021 an increase of 65%.
- Viability Assessments continue to increase, from 215 in 2019/2020 to 300 in 2020/2021 an increase of 71%
- Referrals have increased from 363 to 456 over the past year an increase of 79%
- There have been 11 unborn children referred an increase of more than 100%
- The main age group of children referred in is 2 years and under
- 326 White British children were referred into the team
- 29 children from Black ethnic groups
- 31 from White ethnic groups
- Only 1 disabled child has been referred



Private Fostering



Private Fostering Summary

- In April 2020 Private Fostering moved from the Kinship Team to the Fostering Recruitment Team.
- The majority of privately fostered children within the team, in line with previous years, were those from overseas studying English at Language Schools.
- The Team Manager's role includes consultations with internal teams and external partners
- Many consultations with internal teams have taken place over the year and the majority of these do not proceed to a Private Fostering notification as they are deemed not to be private fostering or to be unsuitable.
- Consultations demonstrated that external agencies required further support to understand what constitutes as a Private Fostering arrangement and when an alternative framework would provide a more suitable long term care arrangement.
- Internal consultations discussed where there might be a need for legal stability and a main carer that can exercise Parental Responsibility on a day to day basis.
- All external Private Fostering notifications are initially processed via Norfolk's Children's Advice and Duty Service (CADS) who then re-assign to the Fostering Recruitment Team.
- The Fostering Recruitment Team Managers ensures that the legal requirements for assessment of children and carers are met within the defined timescales.

Private Fostering Activity



	2018-19	2019-20	2020-21
Number of private fostering notifications received in the year	42	36	24
Number of new private fostering arrangements that began in the period	31	24	18
SW visits to child within 7 working days of notification or commencement	97%	100% (for those notifications that progressed to assessment)	100%
Number of new arrangements that had visits at least every 6 weeks	31	26	18
Number of children in existing private fostering arrangements at the start of the year	12	6	2
Number of arrangements with Regulation 8 visit out of timescale	0	0	0
Percentage of Regulation 8 visit in timescale	100%	100%	100%
Number of private fostering arrangements that ended in the period	32	34	20
Arrangements that ended as the Young Person turned sixteen years old	8	2	1
Number of children in private fostering arrangements at the end of the year	11	2	4 2 subject to assessment

Activity and Ethnicity of children



Source of notifications	Number of arrangements
Children's Social care teams and early help	4
Ambulance	1
Language Schools	10
Norfolk Schools	2
Other LA	1 (Lincolnshire)
Norwich City Football	0
Child's Relatives	100%

	5-9yrs	10-15yrs	16 & over
German		2	
Chinese		3	
Asian Other Thai	1		
Indian		2	
Dutch		1	
Japanese		1	
White British		12	
White, Black, African		2	



Fostering Panel



Role and Remit of Panel

- Crucial role to play in provision and monitoring of quality of foster carers for the children of Norfolk
- Fostering panel meets the Fostering Service Regulations 2011/15 in respect of how it is constituted
- Provides independent scrutiny and challenge to the operational fostering service
- Fostering panel and the Agency Decision Maker (ADM) make timely, quality and appropriate recommendations and decisions in line with the objective to promote the welfare of the children in foster care in Norfolk.

Foster Panel Achievements 20/21



- Panel has been operating using Microsoft Teams during this period due to the Global Pandemic
- Panel had to become paperless due to the above circumstances and panel members have embraced this significant change
- Panel has continued to meet up to 5 times per month and has met on 56 occasions over the measured period
- 191 cases have been presented to fostering panel over this period – hearing a variety of cases (see chart below)
- The Fostering National Minimum Standards (NMS) are embedded in respect of being a quality assurance benchmark for foster carers and the service
- Feedback processes have been strengthened
- New system designed and implemented in relation to independent scrutiny of existing carers – Best Practise Review panels. Over 20/21 period 72 cases heard.

Business through panel during 20/21



	1 October 2019 – 31 March 2020	1 April – 30 September 2020	October 2020 – March 2021
Mainstream Assessments including CWD	18	17	23
Connected Persons Assessment	2	8	4
First Reviews	24	23	22
Review following allegations	4	1	5
Termination of Approval	1 (no appeal)	1	2
2nd Review	1	2	2
Changes of Approval		5	3
Best Practice Reviews		35	37
Total cases presented to panel in the period	50	93	98

Feedback from a foster carer 11/8/21

Panel was initially a daunting prospect. However, we had all the information regarding who was attending, and were comfortable that panel was online. It enabled us to attend even though we were at home isolating with COVID. It also meant the complexities of arranging cover was not required



Learning & Development



Training

A solid yellow horizontal bar.

Between 1st April 2020 – 31st March 2021 we have delivered:

159 courses

42 were cancelled due to COVID-19

1470 foster carers attended training

106 people did not attend a booked course

417 carers cancelled a place

Following consultation with foster carers and fostering supervisor, the learning and development programme has been adapted to meet the evolving needs of placements.

Training



In addition to the essential courses, Norfolk Fostering Service has offered a wide array of specialist courses:

- Developmental Trauma
- Family Network Training
- Introduction to Attachment Theory
- Norfolk Steps – De-escalation Training (5-11; Adolescent)
- Restorative Approaches (5-11 years; Adolescent)
- Secure Base Training
- Therapeutic Life Story Work
- Non Violent Resistance (5-11; Adolescent, CWD, UASC)
- Drugs and Alcohol (Adolescent)
- Foetal Alcohol Syndrome
- Get Active! (0-5 years)
- Healthy Mind, Healthy Life, Rediscovering resilience
- Introduction to Positive Behaviour Support (PBS)
- Moving to Adoption (0-5 years)
- Understanding Autism
- Nurturing Attachment



Complaints and Compliments



"I have a supportive supervising social worker who communicates effectively with me. She is good at listening and helps me to be reflective in supervision."

Very good supervision despite covid.

"My SSW is amazing and our latest Child SW thinks about the whole placement rather than just the LAC children"

I always get an answer to any queries and everyone is very helpful would put an eleven!

Support and supervision are not the same thing. I am satisfied that I am well supervised

Our SSW and the team Manager are exceptional.

My team are excellent

Very professional and meaningful

The support we receive and continue to receive is first class as far as we are concerned.

Very good social worker and the team always keeps in touch.

I have always received excellent support and supervision. I have been treated with respect and consideration.

My support team have been amazing and understanding especially when we have had difficulty

Complaints



There has been a very limited number of complaints this year: 7 relating to fostering and they have all been closed: the themes were isolated and have not provided a pattern to ensure that the service needed to act upon, apart from one logged by a young person around savings which has triggered the need to implement a policy, this has been subsequently launched in June 2021.

Other feedback

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- *Advice from other Foster carers support we get, training that you are constantly wanting to improve Support team, Everything so far. Other foster carers, feeling proud to be a part of Norfolk's fostering team. And seeing the difference Foster carers make to children's lives.*
- *Their commitment to carers and young people, helping the children thrive, Friendly team that support us., Approachable staff make support easy to access. They act very professional.*
- *How included birth children are my child has had a great deal of involvement and even small details like a birthday card go a long way! Being valued as a member of the team around the child*

Child's feedback

What happened in the first 3 months?

- First 2 months were OK getting to know people, generally feeling OK!
- **Then bang! COVID – 19!!**
- Feeling restricted
- Unable to see friends
- Working from home

Child's first year



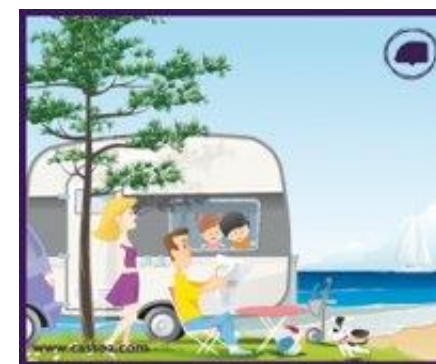
Activities I do on my own



First year in foster care



Activities we like to do as a family...



Feedback from a child

Support

- “Support about my family is amazing from my foster carer – I can always talk to her about anything.”
- “My foster carer will always support me in my decisions about my education – when I wanted to drop Maths to do History, my foster carer supported this and talked to the teachers.

Child's first year



Letter & Life story work

- The Fostering Service had started working with me when I'd received a letter from my family. I decided I wanted to know more.
- My foster carers were always there to talk through any of the thoughts that I was having whilst they went on a fact-finding mission!





Next Steps



Summary & Developments



- Developing a practice model that positions the Social Work relationship and role with children, young people and carers as key to managing and addressing the identified needs of young people and their carers. This will re-focus the service delivery to optimise the potential for the practice model to become fully embedded and develop successfully. This will mean ongoing 'life story' work through the My Norfolk Approach with children and young people to support them to understand and make sense of their early and recent experiences).
- Deliver a therapeutic parenting approach training package to all foster carers by increasing the frequency of the Nurturing Attachment programme (3 times a year)
- PACE Parenting
- Realign and achieve price parity between inhouse and independent fostering agencies. This will mean reset the link between the foster carers' skillset and placement offer to ensure that children are in the right placements.
- Launch the savings policy for all children looked after by foster carers registered with Norfolk Fostering Service



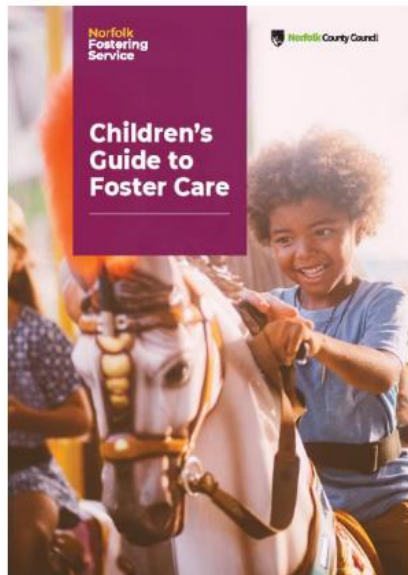
Appendices



Appendices



[The Local offer - Children in care - Norfolk County Council](#)
[New Marketing STP Approach - Strategy 2021-22](#)
[Fostering Annual Report 2020-21 \(FP\)](#)



Cabinet

Item No: 13

Report Title: Annual Review of NCC Residential Children's Homes

Date of Meeting: 04 October 2021

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

Responsible Director: Sara Tough, Executive Director – 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

This paper reports to Members on the performance of and outcomes achieved by Norfolk's Residential Children's Homes Service.

The key performance outcomes achieved for the service this year (September 2020 to August 2021) are:

- During the first part of the year Ofsted did not carry out full inspections so homes were not graded, but they did conduct assurance visits, to ensure that safeguarding standards were met. All of our assurance visits went well, and full Ofsted inspections resumed in April 2021.
- Our New Roads service (Norfolk's version of North Yorkshire's No Wrong Door) was launched, with hubs in Dereham and Norwich.
- We set up a children with disabilities residential provision which has recently received Ofsted approval and will offer two beds for emergency placements.
- We are in our second year of capital refurbishment; four homes have been renovated to a high standard and there are plans in place to refurbish the others.
- Our short breaks services have worked with families on the edge of care, offering support and respite to promote families staying together and reducing the number of children becoming looked after.
- Covid 19 resulted in lockdown for the whole country. During this time our Residential Service and Semi-Independent Accommodation provision have continued to offer placements for Norfolk children. Nationally many short-breaks services ceased, however, our short-breaks service has continued to

operate on a reduced capacity basis to allow for social distancing, the personal care requirements of our young people, and for deep cleaning between visits.

- We have designed and implemented two new teams within the service, a Children with Disabilities Outreach Team to support families who are on the edge of care, and an Emergency Crisis Response Team which will undertake short pieces of work to support families in crisis whilst local support is arranged if required.

Introduction from Cabinet Member

Annual Approval of the Statement of Purpose of Norfolk's Residential Children's Homes Service and a Summary Review of the Year September 2020 to August 2021. Members in their role as the registered provider of these homes are required, under law (Children's Home Regulations 2015 (as amended); Care Standards Act 2000), to approve each children's home's Statement of Purpose and Functions.

It is a requirement that each of our children's homes has a clear Statement of Purpose which details the aims and objectives and how the standards will be met. The nine standards are:

- Quality and purpose of care standard
- Children's wishes and feelings standard
- Education standard
- Enjoyment and achievement standard
- Health and well-being standard
- Positive relationships standard
- Protection of children standard
- Leadership and management standard
- Care planning standard

Each home must also provide a guide for children which explains the purpose of the home, the complaints procedure and access to advocacy services.

Recommendations:

To note and approve this annual report. Statements of Purpose for all the Local Authority children's homes are already complete and have been sent to Full Council to comply with the Care Standards Act 2000.

1. Background and Purpose

- 1.1 Annual Approval of the Statement of Purpose of Norfolk's Residential Children's Homes Service and a Summary Review of the Year September 2020 to August 2021. Members in their role as the registered provider of these homes are required, under law (Children's Home Regulations 2015 (as amended); Care Standards Act 2000), to approve each children's home's Statement of Purpose and Functions.

- 1.2 We work with our young people to help them identify their aspirations and progress to improve their outcomes. We support them to develop their social skills and emotional literacy so they can make appropriate peer relationships that are sustainable. We provide a secure base and promote appropriate attachments to assist them in successful transitions to independence. We advocate for them to receive the services they require to promote and enhance their development in order to approach the next stages of their lives with positivity and hope.

2. Proposal

- 2.1 Members are asked to note and approve this annual report. Statements of Purpose for all the Local Authority children's homes are already complete and have been sent to Full Council to comply with the Care Standards Act 2000.

3. Impact of the Proposal

- 3.1 N/A

4. Evidence and Reasons for Decision

- 4.1 Norfolk's Residential Children's Home Service currently has 4 medium to long-term children's homes; 1 home for children with disabilities; three residential short-breaks children's homes; four supported flats, which are housing Unaccompanied Asylum-Seeking Children; 2 New Roads Hubs and 10 Semi-Independent Living houses. We work closely with other statutory and voluntary sector services supporting children and families in need. Accommodating children is always a last resort and the authority must be satisfied that the care threshold is met. Over the past year, the service has accommodated the majority of young people referred to us, unless their risk assessment identifies that the placement in Norfolk's Residential Children's Home Services would not be suitable. Our homes deliver a range of interventions to children and young people within residential care, depending on their individual needs.

4.2.1 Residential Children's Homes

- 4.2.2 Our four residential children's homes provide residential care for young people aged between 7-17. We have two 2-bed and two 4-bed homes, offering support for up to 12 young people. 75% of these homes are rated as Good by Ofsted and one requires improvement to be good.

- 4.2.3 From September 2020 to August 2021, our Residential Children's Homes have provided accommodation for 12 young people. 7 are still accommodated with us and 5 have moved on, with one returning home, one moving to In-House Foster Care, one to a specialist placement and two to Semi-Independent Living.

4.2.4 From September 2020 to August 2021, our Residential Children's Homes received 6 complaints in total. Four of the 6 complaints were from neighbours (One regarding a neighbour being woken up due to emergency work on the home, one about an outside light being left on, one about a dog barking in the garden in the early hours and one about parking). In all instances, managers responded to the complaints and resolved the issues.

4.2.5 Ofsted must be notified (Regulation 40 Notifications) of all significant incidents that occur in any residential children's homes. This year we have made 27 notifications, to Ofsted. 2 were referrals of a person working in the home, 11 were serious incidents requiring police involvement and 20 were other incidents that the registered person considers to be serious.

4.2.6 We had a total of 4 physical interventions in our residential homes, involving 3 young people.

Occupancy in our Residential Children's

Home	% Occupied	Number of Children/Young People Accommodated
Easthills	100%	6
Frettenham	100%	1
Waterworks Road	100%	1
Loki House	52%	4

The number of times children and young people went

Missing From Care	2020/2021 Sep-Aug
Total number of times children/young people went missing	47
Number of children/young people who went missing	6
Number of overnight missing episodes (included in the total number of times children/young people went missing)	31
Number of children/young people who have been absent without authorisation (they were not missing but they were absent from the home)	1

4.3.1 Residential Short-Breaks Children's Homes

4.3.2 Marshfields and Foxwood provide 10 beds for children and young people aged 5-17, who have physical disabilities, learning disabilities, and sensory impairments, including children and young people with complex health needs and challenging behaviour.

4.3.3 Aylsham Road has 4 beds and provides planned, short term stays of residential care to children and young people aged between 5 and 17, who are considered on the edge of care. They also offer emergency time-limited stays to support families in crisis.

4.3.4 All of our short-break homes are rated Good by Ofsted.

4.3.5 From September 2020 to August 2021, there were no missing from care episodes or unauthorised absences.

4.3.6 This year we have made 5 notifications to Ofsted for our short-breaks homes. All 5 notifications were incidents that the registered person considered to be serious.

4.3.7 From September 2020 to August 2021, there were a total of 14 physical interventions across our short-break homes, 13 of these were at Foxwood and involved 5 young people.

Occupancy in our Short-Breaks Children's Homes

Home	% Occupied	Number of Children/Young People Who Have Accessed The Service
Aylsham Road	61%	45
Foxwood	42%	31
Marshfields	40%	30

4.4.1 New Roads Residential Hubs

4.4.2 Following our successful bid to the DfE for funding we have been working in partnership with North Yorkshire to implement their No Wrong Door model in Norfolk. Our two New Roads hubs opened on 1st June 2021, providing residential care and outreach support for young people in care or on the edge of care, aged 12-17. Whilst the emphasis is on supporting young people to remain in a family setting (either with their own family, or with a foster carer), our hubs can provide up to 12 medium-term residential placements between them.

4.4.3 From 1st June 2021 to 31st August 2021 we have accepted 71 referrals. We currently have 50 open cases, 8 young people are accommodated in our hubs, 15 are receiving outreach to support them to remain in their current placements, and 27 who are on the edge of care are being supported to remain at home with their families.

4.4.4 67% of our closed cases had positive outcomes and those that didn't were either due to families refusing to engage with us or support no longer being required before it began. Occupancy rates for the Dereham and Norwich hub are where we would expect them to be so far. We strive for the 'no heads on beds' culture where young people living within their family/network much of the time but may need some time staying at the hubs when times of pressure.

4.4.5 We have made 13 notifications to Ofsted, 4 were incidents that required police involvement and 9 were other incidents that the registered person considered to be serious.

4.4.6 We have received no complaints since our service started and there have not been any physical interventions.

Occupancy in our New Roads

Hub	% Occupied
Dereham	77%
Norwich	52%
New Roads Service YTD	65%

The number of times children and young people went missing from New Roads Hub placements:

	1st June – 31st August 2021
Total number of times children/young people went missing	14
Number of children/young people who went missing	4

4.5.1 Semi-Independent Accommodation

4.5.2 Our Semi-Independent accommodation (SIA) consists of 10 houses offering placements for 33 young people. They do not fall under the Children's Homes Regulations

4.5.3 From September 2020 to August 2021, 61 young people accessed our Semi-Independent Accommodation. 22 are still accommodated with us and 35 have moved on. Including 7 to their own flat, 4 have returned home, 16 to semi-independent private accommodation and 12 to other accommodations.

4.5.4 From September 2020 to August 2021, our Semi-Independent Accommodation received 18 complaints in total. 11 of the 18 complaints were from neighbours regarding noise disturbance and anti-social behaviour, four were from the parents of a young person in placement and one was a complaint against a member of staff. In all instances, managers responded to the complaints and resolved the issues.

Occupancy in our Semi-Independent Accommodation

Home	% Occupied	Number of Children/Young People Accommodated
Gardener's Cottage	97%	2
Gurney Road	89%	11
Heather	55%	4
Jasmine House	85%	5
Lavender	94%	7
Octarine	38%	4
Poppy	53%	10
Primrose	76%	7
Shell	97%	5
Tamarind	73%	3

The number of times children and young people went missing from Norfolk's Semi-Independent Accommodation:

Missing From Care	2020/2021 Sep-Aug
Total number of times children/young people went missing	196
Number of children/young people who went missing	31
Number of overnight missing episodes (included in the total number of times children/young people went missing)	110
Number of children/young people who have been absent without authorisation (they were not missing but they were absent from the home)	31

4.6.1 What people say about the service

4.6.2 Feedback from young people and families:

4.6.3 “This is the only place that I’ve felt at home and settled.”

4.6.4 “The staff supported me with education, and I achieved my Maths GCSE at the end of Year 10, a year early, and I achieved two level 5s in GCSE science, the highest science grade the school has ever had”.

4.6.5 “Since coming to the home I have received lots of support, they helped get a tutor for me and supported me to achieve a Level 7 in Maths. They’ve also helped me to resume contact with my family and how to manage my anxieties around this.”

4.6.6 “School can make me feel worried, I am happy when people make me laugh, I like coming to Marshfields”.

4.6.7 “I can share my views at Residents’ Meetings. Everything is the best here, I think it’s amazing”

4.6.8 A mother described the home as being ‘really good, supportive’ and they are starting to see progress now.

4.6.9 A parent is “very grateful of the support that I receive from them. Members of staff are excellent in keeping in contact with me and at problem solving.”

4.6.10 Feedback from professionals:

4.6.11 A Social Worker said staff: “[they] listen to the child’s voice, trying to give her space but staying close enough to keep her safe.”

4.6.12 An Independent Reviewing Officer said: “Communication between the team remains good. The quality of care remains great and [child’s] mother

praised this in the review. [child] has started to form good working relationships with the new staff and their needs are better understood”.

4.6.13 A Social Worker said: “without this support there would be extremely high risk of family breakdown, particularly during the increased pressures of lockdown.”

5. Alternative Options

5.1 N/A

6. Financial Implications

6.1 Each placement in Norfolk’s Residential Service children’s homes in 2020/21 was cost on average £3086 per week, although we did not achieve full occupancy over the year due to matching challenges. This compares favourably with the agency children’s home placement costs of £3933 for the basic package of care, although many external placements did include additional charges.

7. Resource Implications

7.1 **Staff:** N/A

7.2 **Property:** N/A

8. Other Implications

8.1 **Legal Implications:**

8.2 **Human Rights Implications:**

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

8.3.1 As can be seen in the purpose and function documents, all our homes are committed to policy, procedures and practice which promote equality and address the poor outcomes for this group.

8.4 **Data Protection Impact Assessments (DPIA):
Impact on Children and Young People in Norfolk**

8.4.1 Children’s Services deliver a range of residential homes to meet the needs of young people who require residential care. As can be seen from the quality of care as judged by Ofsted, and our own quality assurance checks,

our children's homes are having very positive effects on the outcomes achieved by our young people.

8.5 Health and Safety implications (where appropriate):

8.6 Sustainability implications (where appropriate):

8.6.1 The key challenges for the Service are:

8.6.2 Ensuring the service meets the Ofsted criteria and expectations

8.6.3 Ensuring that our young people have permanence plans that meet their needs

8.6.4 Assessing the group dynamics and matching process

8.6.5 Reviewing residential services in line with the sufficiency strategy

8.6.6 Working alongside corporate strategies to ensure the residential services aligns with these.

8.7 Any Other Implications: N/A

9. Risk Implications / Assessment

9.1 N/A

10. Select Committee Comments

10.1 N/A

11. Recommendations

1. Recommend the approval of the Statements of Purpose and Functions for all the Local Authority children's homes to Full Council to comply with the Care Standards Act 2000.

12. Background Papers

12.1 The statement of purpose for each home is available on the Intranet.

Officer Contact

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

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Cabinet

Item No: 14

Decision making report title: Modern Slavery Statement

Date of meeting: 04.10.2021

Responsible Cabinet Member: Cllr Andrew Proctor, Leader of the Council and Cabinet Member for Governance and Strategy

Responsible Director: Helen Edwards, Director of Governance

Is this a key decision? No

Introduction from Cabinet Member

The Cabinet's role includes to establish appropriate arrangements for the delivery of cross-cutting/cross departmental functions. This includes statements and procedures to tackle Modern Slavery risks. The Government has made clear its intention to require Local Authorities to adopt a Modern Slavery Statement when parliamentary time permits.

Norfolk County Council recognises the risk that all forms of modern slavery pose to our residents and visitors and is committed to using all available avenues to identify and disrupt modern slavery by using our statutory powers, our role as a public procurer and through utilising the strengths of all our partnerships with the Police, the NHS and other organisations and through wider awareness-raising. The Council has a zero tolerance approach to any form of Modern Slavery and will act in an ethical manner, with integrity and transparency, in all its business dealings.

The Council already has in place many policies and procedures which address this topic. The statement annexed to this report explains the steps that Norfolk County Council has undertaken and continues to undertake to ensure that there is no slavery or human trafficking within our organisation, our sub-contractors, partners or supply chains. This statement relates to actions and activities during the financial year 1 April 2020 to 31 March 2021. It also sets out the plans for improvements in the next year. The Council will ensure that the statement and actions are reviewed annually to ensure that they remain fit for purpose.

Executive Summary

The Government has made clear its intention to require Local Authorities to adopt a Modern Slavery Statement. In the meantime it is appropriate to set out how the council supports the Modern Slavery Act 2015 and otherwise mitigates modern slavery risks. Departments have been consulted on the preparation of the statement, and the areas to be addressed, focusing on areas of high risk, procurement and how

staff are being trained or will be trained to identify these issues. This is an ongoing issue and Norfolk County Council will adapt the statement and or its policies or procedures, in light of any further legislation and guidance issued or on operational feedback and best practice.

Recommendations

To consider and agree:

- 1. To Adopt the Modern Slavery Statement, in Appendix A, including the plan for improvements, which will be reviewed by the Director of Governance and reported annually to the Cabinet**
- 2. That the Director of Governance has a general dispensation to amend this statement in light of future legislative developments.**

1. Background and Purpose

- 1.1 The government has indicated its intention to extend Section 54 of the Modern Slavery Act to public bodies with a budget of £36 million or more, requiring them to publish an annual Modern Slavery Statement. The Government will produce guidance to help establish which public bodies would be captured by this requirement. The response states that legislation will be introduced when parliamentary time allows.
- 1.2 The proposed voluntary statement has been developed following consultation with the Council's departments, and focuses on high risk areas, procurement, and staff training. The policy and approach will continue to evolve.

2. Proposals

- 2.1. It is proposed that:
 - the Council adopts the proposed Modern Slavery Statement, Appendix A, which will be reviewed by the Director of Governance and reported annually to the Cabinet
 - That the Director of Governance has a general dispensation to amend this statement in light of future legislative developments.

3. Impact of the Proposal

- 3.1. The Statement will set out the Council's commitment and approach to tackling Modern Slavery in all its forms. It also sets out the plans for improvements in the next year.

4. Evidence and Reasons for Decision

- 4.1. The Council wishes to demonstrate how it supports the Modern Slavery Act 2015, by producing and publishing an annual statement on this. All departments have been consulted in its preparation, and the proposed statement is considered to properly identify the Council's commitment and approach.

5. Alternative Options

- 5.1. Although the content of the Statement could differ, the Council is expecting a requirement to produce and publish a Statement, so no alternative option has been considered.

6. Financial Implications

- 6.1. None, publishing the Statement is in line with the Council's commitments to transparency and best practice in procurement, so should have no financial implications.
- 6.2. There may be implications in future years for levels of staffing in contract management to ensure that supply chain risks can be properly managed.

7. Resource Implications

- 7.1. **Staff:** There will be an ongoing requirement for affected staff to carry out regular training to keep up to date with policy and best practice, but this is part of regular ongoing training and is not unduly onerous.

- 7.2. **Property:** None

- 7.3. **IT:** None

8. Other Implications

8.1. Legal Implications

The proposed statement is compliant with the obligations set out in s54 of the Modern Slavery Act 2015. Organisations, including the public sector, will eventually be required to publish their Modern Slavery Statements on a central government register, but this is not yet in place and requires primary legislation, which will be passed when time allows.

8.2. Human Rights implications

Adopting the proposed statement will help to support the human rights of those who might otherwise be subjected to any form of Modern Slavery.

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

The assessment can be found at **Appendix B**.

8.4. **Data Protection Impact Assessments (DPIA)**

None specifically as a result of this Statement

8.5. **Any other implications: None**

9. Risk Implications/Assessment

9.1. Not applicable

10. Select Committee comments

10.1. Not applicable

11. Recommendations

11.1. 1. To Adopt the Modern Slavery Statement in Appendix A

12. Background Papers

12.1.
[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/919937/Government response to transparency in supply chains consultation 21 09 20.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/919937/Government_response_to_transparency_in_supply_chains_consultation_21_09_20.pdf)

Officer Contact

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

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Norfolk County Council's Modern Slavery Statement

Introduction

Norfolk County Council is committed to preventing and acting against modern slavery and human trafficking in its corporate activities and in the wider community.

This statement sets out the actions that Norfolk County Council has taken and the policies and procedures it has adopted to understand modern slavery risks related to its activities and to help ensure slavery and human trafficking is not taking place within the organisation or through its partnerships and supply chains.

Further information regarding modern slavery can be found at:

<https://www.gov.uk/government/collections/modern-slavery>

This statement relates to the financial year 1st April 2020 to 31st March 2021 and will be reviewed and revised annually. The statement has been delayed in being finalised and brought to Cabinet as a result of work pressures caused by the pandemic.

Organisational Structure and Supply Chains

Norfolk County Council is the upper tier local authority for Norfolk and provides a range of services itself, in partnership with third party organisations or via its supply chain.

The council owns Norse Group Limited, the parent company of a range of companies which deliver services including social care, waste disposal, catering, grounds maintenance and property professional services, and Independence Matters, a social care provider. This statement does not cover these companies, who produce their own statements; nor does it cover the other, smaller companies that the council owns partly or as a whole.

The council is a member of the Eastern Shires Purchasing Organisation (ESPO), which procures commodity goods and services on behalf of the council and of many Norfolk schools. ESPO has its own modern slavery statement.

The council procures a wide range of goods and services and has identified certain supply chains as being higher risk for modern slavery. These are set out at Annex A.

Through its use of its in-house contractor, Norse Group Limited, for facilities management services, the council has mitigated what would otherwise be a material modern slavery risk in cleaning, security and similar services.

Policies and Procedures

The council has adopted policies and procedures that help to prevent modern slavery and human trafficking. These include:

- **Whistleblowing Policy and Procedure**
- **Standard of Conduct and Behaviour Policy**
- **Equality, Diversity and Inclusion Policy**

- **Anti-Fraud, Bribery and Corruption Policy**
- **Norfolk County Council Safeguarding Policy 2016**
- **Adult Social Services Safeguarding Policies, Procedures and Best Practice**
- **Norfolk Multi-Agency Safeguarding Adults Policy and Procedure**
- **Adult Social Services Human Trafficking Procedure**
- **Children's Services Procedures Manual**

Procurement

The County Council undertakes appropriate due diligence in its procurement process and acts in accordance with the Public Contract Regulations 2015.

In accordance with Cabinet Office procurement policy note 08/16, the council excludes bidders where it is aware that they have committed offences under the following legislation:

- section 4 of the Asylum and Immigration (Treatment of Claimants etc.) Act 2004
- section 59A of the Sexual Offences Act 2003
- section 71 of the Coroners and Justice Act 2009
- section 2 or section 4 of the Modern Slavery Act 2015
- an offence in connection with the proceeds of drug trafficking within the meaning of section 49, 50 or 51 of the Drug Trafficking Act 1994

The County Council's Contract Standing Orders were updated during the financial year to formalise the obligation for officers to include requirements in contracts where there is an elevated risk of modern slavery for appropriate risk mitigation.

In addition, through its ongoing contract management we ensure continual monitoring of this area, through performance reviews, in order to improve substandard supplier practices and manage and mitigate against the risks associated with human trafficking and modern slavery. In respect of lower risk supply chains, our Standard Terms and Conditions contain provision for termination of an agreement with a supplier where there is failure to comply with social or labour law.

Employment

The County Council operates a robust recruitment process which includes checks of all new employees to confirm their identity and the right to work in the United Kingdom. This process also involves securing references and ensuring salaries are paid directly into an appropriate, personal bank account. Managers who are involved in recruiting employees are required to complete mandatory recruitment and selection training and to adopt safer recruiting procedures where the prospective employee will encounter children and vulnerable adults in their roles.

The council has rationalised its agency worker supply chain and its contract with its neutral vendor, Geometric Results International (GRI), requires GRI to carry out checks on the agencies it uses.

Training and Awareness Raising

The County Council has implemented mandatory safeguarding e-learning videos in relation to children and adults which all staff are required to watch. These videos cover the possible indicators of harm to a child or adult and potential types of abuse they may suffer. They also provide details of the actions to take where there is concern about an adult or child at risk of harm.

We also have a programme of training and learning for Equality, Diversity and Inclusion accessible to all employees and a specialist programme for adult and children's social services to ensure staff are equipped to perform effectively within their roles. Multi agency safeguarding training is also offered through the Norfolk Safeguarding Children Board and the Norfolk Safeguarding Adults Board. Through these boards the County Council is involved in campaigns and the provision of training and resources to raise awareness, among professionals working with children and vulnerable adults and members of the public, of the signs of adult and child abuse and who to contact where there are concerns.

Norfolk County Council works within multi agency partnerships to protect and safeguard people and seeks to raise awareness of modern slavery through its key partners and partnerships. This includes the Multi Agency Safeguarding Hub (MASH) which is a partnership between Norfolk County Council social care, police, probation services and health services. MASH works to safeguard children and vulnerable adults in the community and to support professionals in understanding the threats to children or vulnerable adults, including modern slavery and human trafficking, to enable steps to be taken to prevent abuse.

Procurement staff have undergone training in modern slavery which will be refreshed in 2021/22.

Reporting

The County Council acknowledges its duty as set out in Section 52 of the Modern Slavery Act 2015 to notify the Home Office of any individual encountered in England and Wales who it believes is a suspected victim of slavery and human trafficking.

Planned Actions for 2021-22

- An Internal Audit of the monitoring and reporting of supply chain Modern Day Slavery Act compliance
- To promote the Modern Slavery Act Statement to staff and relevant stakeholders
- Promotion and monitoring of Modern Slavery Act related training
- Keeping related policies and procedures reviewed and updated

- To register the statement where and when required by the Government
- To require Executive Directors to confirm that Modern Slavery Act policies are complied with, to support the Annual Governance Statement
- To consider where we may work with other councils and the LGA on this issue

Approved by

Name and post of appropriate senior member of County Council and date of signature.

Annex A: Higher-risk supply chains

Category	Rationale
Social care	Adult social care is the council's largest category of expenditure. Employers in this sector typically have high levels of staff turnover, a significant migrant workforce, and low levels of unionisation. The use of agency staff is considerable, and in care homes there are significant numbers of 'back room' staff in roles such as catering, cleaning and laundry.
Waste disposal	The waste disposal industry in the United Kingdom employs significant numbers of low-paid, casual and migrant staff and there are low rates of unionisation. The industry is considered high-risk for health and safety. Certain recyclates are exported for processing and this reduces the visibility of the supply chain.
Highways and construction	Construction is a higher-risk industry because it employs significant numbers of low-paid, casual and migrant staff, there are low rates of unionisation and there are often multiple tiers of contractors.
Electronics	There are significant risks throughout the electronics supply chain. These include for example: <ul style="list-style-type: none"> • the use of 'conflict minerals'; • coercion, child labour and dangerous working conditions in raw material extraction and processing; • coercion, child labour and dangerous working conditions in assembly and sub-assembly.
Catering	Food production and food processing are both high-risk industries that employ significant numbers of low-paid, casual and migrant staff. The county council does not procure significant amounts of food directly, but it has large contracts for school catering and other catering services.
Textiles	The council procures relatively small quantities of textiles (mainly uniforms and personal protective equipment) but this is a high-risk category for child labour, poor working conditions and coercion.
Products derived from forestry products (rubber products, paper, furniture)	Illegal logging raises significant environmental risks and in addition there are risks about use of slave labour by those carrying out illegal trade in forest products



Norfolk County Council

Modern Slavery Statement

Equality Impact Assessment – Findings and Recommendations

23 September 2021

Assistant Director of Finance - Audit

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 – introduction of a Norfolk County Council Modern Slavery Statement

- 1.1 The Home Office has described modern slavery as ‘a serious and brutal crime in which people are treated as commodities and exploited for criminal gain. The true extent of modern slavery in the UK, and indeed globally, is unknown.’
- 1.2 Norfolk County Council’s Modern Slavery Statement [hereon referred to as the Statement], shown as Appendix A to this EqlA, sets out the authority’s response to intended changes to Section 54 of the Modern Slavery Act 2015 and indicates the first step towards a commitment to develop an approach to be adopted by the authority.
- 1.3 The Statement is being introduced in anticipation of new Government guidance, providing an opportunity for the authority to consider the potential impact of the proposals on people with protected characteristics in Norfolk as well as wider as a result of the authority’s supply chain. The Government has recently introduced its own Statement which can be found at [UK Government Modern Slavery Statement \(publishing.service.gov.uk\)](https://publishing.service.gov.uk).
- 1.4 The Statement sets out what the council has done and plans to do to identify and respond to risks associated with Modern Slavery to individuals, operating practices and NCC’s reputation.

2. Legal context

- 2.1 The Government has indicated that Section 54 of the Modern Slavery Act 2015 will be extended to public bodies which have a budget of £36 million or more ‘*when parliamentary time allows*’. Although this means that an exact timeline remains uncertain, it provides NCC with an opportunity to raise awareness both with staff and our supply chain as part of the organisation’s commitment ahead of the official deadline.
- 2.2 The purpose of the statement is to set out NCC’s approach to tackling issues associated with Modern Slavery that could impact upon the authority and the people of Norfolk.
- 2.3 This equality impact assessment considers the context for the introduction of the Statement and subsequent work to develop an approach that will support people with protected characteristics who may be vulnerable to this type of exploitation. Any detrimental impact identified will enable mitigating actions to be developed. Given the amount of uncertainty associated with Modern Slavery, including the level to which it affects Norfolk, there will be a need to monitor this EqlA with a view to refreshing it along with the Statement as more becomes known.
- 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 Anyone can become part of Modern Slavery whether it be directly or indirectly through the purchasing of goods or the employment of those exploiting others. The following section covers some of the key protected characteristics that may contribute to someone's vulnerability in relation to Modern Slavery (to note that this is not an exhaustive list and is not in order of relevance).
- 3.2 Norfolk's population is around 914,039 (Norfolk's JSNA 2020), 50.9% of which are female, with more people living in King's Lynn & West Norfolk and fewer people living in Great Yarmouth and North Norfolk. This is significant in relation to Modern Slavery as 71% of reported cases in the UK relate to women and girls¹.
- 3.3 The proportion of people with an ethnic group other than white living in the county (2020) was 3.5%, varying from 1.4% in North Norfolk to 9.2% in Norwich, with approximately 160 languages spoken in the county. English is not the first language of around 12,400 school children in the county.
- 3.4 Although complex, current data compiled by ONS shows that almost a quarter (23%) of the 6,985 potential victims referred through the NRM (National Referral Mechanism part of the Home Office) in the year ending December 2018 were UK nationals. However, the ability to communicate, understand basic human rights and be part of a stable community may all be factors that can make someone more vulnerable to Modern Slavery. This includes individuals who may have fallen subject to those keen to exploit their desire to live in the UK who may not be known to the authorities.
- 3.5 As of 2020, the average annual gross pay in Norfolk was around £22,860. Over the last year Norfolk's pay gap has widened compared with national pay levels with Indices of Deprivation (2019) showing that Norfolk had experienced an increase in relative deprivation compared with 2015 and 2010. Of Norfolk's 538 LSOAs, 97 have moved to a relatively more deprived decile compared with 2015 and around 135,000 Norfolk residents live in areas which have been classified as being among the 20% most deprived in England². There are around 21,820 children living in families with Absolute low-income, and around 28,150 children living in families with Relative low-income in Norfolk. Great Yarmouth, Norwich and North Norfolk each have higher rates of children living in low-income families, for both Absolute and Relative low-income, than the Norfolk average. This is significant as individuals with low or no income may be more vulnerable to the types of exploitation involved in Modern Slavery.
- 3.6 Key employment sectors where Modern Slavery has been identified in the UK include:
- Sex workers
 - Domestic roles such as cleaners and childcare providers (Nannies)
 - Construction
 - Farming
 - Textiles
 - Car washes
 - Nail bars

- 3.7 Figures from 2020³ show that Construction (15%) and Agriculture (10%) make up a significant part of the Norfolk economy. Workers from both sectors are at risk from Modern Slavery partly because of the transitory nature of their working environment, often moving from site to site. Norfolk County Council commissions significant construction work and is the landlord for a significant farming estate.
- 3.8 It is estimated that there are 17,284 adults with a learning disability who are residents of Norfolk; 73% of these adults are aged between 18-64 years. Of these adults 3% have Downs Syndrome, 41% also have autistic spectrum disorder and 3% have complex behaviours. This is significant as individuals with a learning disability may be more vulnerable to the types of exploitation involved in Modern Slavery. This includes indirect association, for example, through cuckooing (cuckooing is a practice where people take over a person's home and use the property to facilitate exploitation).
- 3.9 For most people Norfolk is very safe - it continues to have one of the lowest crime rates in the country. Norwich and Great Yarmouth continue to have higher crime rates than the Norfolk average. Norfolk's Crime Severity Score is better (lower) than the scores for the region and nationally, although the county has a higher score increase, indicating that the seriousness of types of crimes committed in Norfolk is increasing at a faster rate than regionally and nationally. The restrictions placed on individuals because of the pandemic have led to some changes in behaviour associated with crime which are yet to be fully understood. For example, those wishing to undertake grooming activity have made greater use of online platforms, this, coupled with the fact that most of us have been using such facilities for work and education mean that some individuals may be more at risk of exploitation than previously.
- 3.10 Modern slavery is a complex crime that covers all forms of slavery, trafficking and exploitation. Trafficking includes transporting, recruiting or harbouring an individual with a view to them being exploited. Modern slavery crimes may involve, or take place alongside, a wide range of abuses and other criminal offences such as grievous bodily harm, assault, rape or child sexual abuse. The Norfolk coastline may provide a potential route into the UK for those involved in human trafficking as they may be able to operate with less anonymity than in other areas of the UK. As an International Airport, Norwich may also provide a route which may be perceived by some as less risky than larger facilities such as Heathrow or Gatwick.
- 3.11 Although the picture relating to Modern Slavery in the UK is a complex and evolving one, the demographics shown above demonstrate that Norfolk's population, particularly those with protected characteristics linked to their sex, age, ethnicity and disability may be at particular risk from Modern Slavery. It is also important to remember that the figures stated are only those individuals 'known' to official data sources, it is likely that a high proportion of those vulnerable to these types of exploitation may be unknown to authorities.

4. Potential impact

- 4.1 The Statement has the potential to have a positive impact on individuals with protected characteristics. This is because it makes a clear statement as to the authority's rejection of any activity or association with Modern Slavery and all activity held within it.

- 4.2 Activity in support of the Statement will help those who work for the Council working with vulnerable people and those responsible for commissioning activity on behalf of the authority to better understand what is meant by Modern Slavery.
- 4.3 For frontline staff this will include support / training to help identify clients who may be at risk from this form of exploitation as part of their safeguarding role. This is felt to be particularly important as many individuals involved in Modern Slavery may be fearful of authority figures associated with enforcement activities such as the Police. The close working relationship between social care and health is also an important contributing factor to the identification and support of those subject to this type of exploitation.
- 4.4 Contracts will contain appropriate clauses requiring contractors to manage modern slavery risks in their supply chains. Appropriate training will be provided to contract managers. As a major commissioner of activity within the county as well as employer, Norfolk County Council is able to influence some of the key sectors where Modern Slavery is an identified issue.
- 4.5 The payment of a Living Wage to staff also means that, as a responsible employer, the authority is able to support those working for us to support their families financially, making them less vulnerable to exploitation. However, this does not mean that members of staff and their families are immune. By training individuals to spot the signs of Modern Slavery and providing support to staff through HR policies such as whistle blowing and a culture of inclusion, NCC can provide those working for us with the tools they need to help themselves as well as family and members of their community recognise and report suspicions. We require suppliers to deliver their services in accordance with the law. Higher risk, larger contracts have more onerous and precise requirements.
- 4.6 A strict recruitment process means that an individuals' eligibility to work in the UK is checked prior to engaging them as a member of staff. This ensures that the identity of the individual is known and that information such as whether wages are being paid into a personal account can be checked. In relation to roles working directly with vulnerable clients, members of staff are also required to be DBS checked.
- 4.7 Rules about acceptance of hospitality and gifts also help to maintain the integrity of officers and may be a way of identifying those that seek to exploit the authority as a business and / or its clients.
- 4.8 Accessibility of the Statement will be particularly important to ensure that the authority's intentions are clear. This will be achieved by publishing the Statement on the NCC website in an accessible format as well as making it available in different formats / languages as requested. This is felt to be key to ensuring that the Statement is clear to those whom may be most at risk to Modern Slavery.
- 4.9 Promotion of the Statement to staff will be carried out through internal briefing mechanisms and those in relevant positions will be encouraged to promote it through their own professional networks and partnerships.
- 4.10 Ongoing monitoring of delivery of the Statement (to be carried out annually) will be reported to elected members as well as members of staff to ensure that the Statement and the areas of activity stated within it remain relevant as understanding of Modern Slavery evolves in the UK.

- 4.11 Where concern relating to Modern Slavery is raised involving a member of staff, client, commissioned service or contractor / supplier, mechanisms are in place to support those who are vulnerable / at risk. The Statement will be linked to reporting mechanisms, reflecting NCC's status as a 'first responder' in relation to the Act, as well as clearly identifying the relevant internal policies / procedures.
- 4.12 Based on the evidence available, this proposal is **not likely** to have a detrimental impact on people with protected characteristics.

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 Decision-makers are therefore advised to take these impacts into account when deciding whether the proposal should go ahead, in addition to the mitigating actions recommended below.

6. Recommended actions

	Action	Lead	Date
1.	Ensure that the Norfolk County Council Modern Slavery Statement is available in accessible formats, taking into consideration the particular protected characteristic groups that may be most vulnerable.	Director of Governance-	31 March 2022

7. Evidence used to inform this assessment

- Norfolk County Council's [Equality, Diversity and Inclusion Policy](#)
- Norfolk County Council's [Equality, Diversity and Inclusion Objectives](#)
- Demographic factors set out in [Norfolk's Story 2019](#)
- 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

8. Further information

For further information about this equality impact assessment please contact Adrian Thompson – Assistant Director of Finance – Audit

¹ Data source – Norfolk Anti-Slavery Network [Norfolk Anti-Slavery Partnership \(norfolkantislavery.org\)](http://norfolkantislavery.org)

¹ The most deprived areas in Norfolk are largely centred around the urban areas such as Norwich, Great Yarmouth, and King's Lynn, as well as some market towns such as Thetford, Dereham, and Watton.

¹ Data reference Norfolk Insight [Norfolk Economy and Employment Statistics - Norfolk Insight](#)



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Report to Cabinet

Item No. 15

Report title:	Norfolk County Community Safety Partnership - Safer Norfolk Plan 2021-2024
Date of meeting:	4 October 2021
Responsible Cabinet Member:	Cllr Bill Borrett (Cabinet Member for Adult Social Care and Public Health) Cllr John Fisher (Cabinet Member for Children's Services) Cllr Margaret Dewsbury, (Cabinet Member for Communities and Partnerships)
Responsible Director:	James Bullion, Executive Director for Adult Social Services Sara Tough, (Executive Director of Children's Services) Tom McCabe, (Head of Paid Service & Executive Director of Community and Environmental 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	

The Norfolk County Community Safety Plan (NCCSP) (Appendix A) arises from the requirement that Community Safety Partnerships via their statutory partners, Police, Fire, Probation, Clinical Commissioning Groups (CCGs), District Councils and County Councils, deliver a partnership plan. The NCCSP plan brings together a Norfolk-wide approach, linked to being evidence led and locality focussed. Its aim is to deliver a strategic approach to Norfolk-wide concerns, such as County Lines and domestic violence, but the ability to ensure a local, nuanced approach when required in areas of concentration or concern, such as anti-social behaviour.

The Plan has been presented and agreed by Norfolk County Community Safety Partnership, Leaders Board, Chief Executives Group, District Councils, Public Engagement and County Scrutiny. The plan has to, as one of its requirements, be evidence based with a clear outcome focus. Hence building understanding of what works to reduce community safety concerns by ensuring outcomes are monitored across Norfolk. It also seeks to ensure it identifies the locations and rationale for criminality/abuse by using a public health approach.

The strategic themes are of building resilience and cohesive communities, tackling neighbourhood crime, reducing the threat of criminal exploitation and safeguarding communities from the harm of abuse and serious violence cover the wide, and at times, interlinking issues affecting communities.

The strategy builds upon the continuation of a multi-disciplinary approach to community safety and associated workstreams within Norfolk. It has a concentration on ensuring ever closer working relationships via its new locality-based approach to promote and enhance multi-disciplinary

working. The Plan highlights the closer relationship with Norfolk Constabulary in areas such as County Lines, while ensuring community safety staff are optimised based on intelligence and working with District community safety staff and others to maximise the advantage of using best practice with clear and focussed outcomes measures. The Plan seeks to ensure effective partnership working within a structured process to enhance and develop areas of community safety across the strategic themes.

Recommendations:

Cabinet is recommended to agree NCC support for the endorsement of the Safer Norfolk Plan 2021-2024 and its community approach to community safety.

1. Background and Purpose

- 1.1. The current Norfolk County Community Safety Plan (NCCSP) had a delivery period covering 2018 to 2021 and focused on three priorities:
 - a) Domestic Abuse and Sexual Violence
 - b) County Lines
 - c) Preventing Terrorism
- 1.2. The NCCSP's plan has reached the end of its delivery period and, whilst it is still being delivered, has been refreshed.
- 1.3. The community safety landscape is very different from when the previous plan was introduced three years ago. The response to the Covid-19 pandemic has altered the way our communities interact leading to a shift in community safety needs. The policy landscape has further developed with the introduction of the Serious Violence Duty, amendments to the Prevent Duty, the Domestic Abuse Act receiving royal assent, and the Home Office priority area for policing. Finally, the election of a new Police and Crime Commissioner will mean a new strategic direction will be set through their Police and Crime Plan.
- 1.4. Responsible authorities are required to create a Community Safety Partnership. Community Safety Partnerships have a duty to work together to:
 - a) Reduce reoffending
 - b) Tackle crime and disorder
 - c) Tackle anti-social behaviour (ASB)
 - d) Tackle alcohol and substance misuse, and
 - e) Tackle any other behaviour which has a negative effect on the local environment.
- 1.5. This duty is underpinned by a requirement on Responsible Authorities to:
 - a) Form a Community Safety Partnership (CSP)
 - b) Undertake an annual strategic assessment of the crime and disorder in the area
 - c) Determine priorities
 - d) Consult with the public on the priorities
 - e) Draw up and publish a partnership plan, revised annually
- 1.6. The NCCSP holds responsibilities for overseeing delivery of Domestic Homicide Reviews, the Community Trigger (ASB Case Review) process and managing a Prevent Duty partnership group.
- 1.7. In November 2020 a Memorandum of Understanding between the Office of the Police and Crime Commissioner for Norfolk (OPCCN) and Norfolk County Council was signed which confirmed that the OPCCN would create a single Community Safety team responsible for supporting and working directly with the Chair of the NCCSP.

2. Proposal

2.1. The NCCSP team has taken the following steps in developing the Plan for the NCCSP:

- a) Consulted with the NCCSP responsible authorities including NCC on what the priorities, outcome measures and delivery structure should be
- b) Produced a strategic plan to the NCCSP based on:
 - i. Norfolk's Strategic Assessment. This employs a risk, threat and harm analysis, using the Cambridge Harm Index methodology, and incorporating the findings of existing deep dives on a number of existing priority areas
 - ii. Partnership feedback on priorities, outcome measures and delivery structure
 - iii. Agreed NCCSP approach to community safety, including being evidence-led and locality focused
- c) Policy review, including:
 - i. Domestic Abuse Act 2021
 - ii. Serious Violence Duty
 - iii. Amendments to the Prevent Duty
 - iv. Home Office policing priorities
- d) Consulted on draft Strategic Plan with Norfolk Leaders Board and Norfolk Chief Executives Group, all of whom supported the plan subject to minor amendments
- e) Produced a revised version of the NCCSP Strategic Plan based on minor amendment requests
- f) Produced a NCCSP Strategic Plan Consultation Strategy (Appendix B)
- g) The development of a delivery plan and outcomes framework

2.2. The revised Strategic Plan sets out:

- a. The proposed NCCSP strategic themes:
 - i. Building Resilient and Cohesive Communities
 - ii. Tackling Neighbourhood Crime
 - iii. Reducing the Threat of Criminal Exploitation
 - iv. Safeguarding Communities from Harm of Abuse and Serious Violence
- b. The NCCSP priorities:
 - i. Serious violence (including domestic abuse, sexual abuse, and county lines linked violence)
 - ii. Preventing extremism (including uphold responsibilities under the Prevent Duty)
 - iii. Criminal exploitation (including modern slavery and county lines)
 - iv. Neighbourhood crime (including acquisitive crime, anti-social behaviour, community tensions and hate crime)
 - v. Fraud
- c. NCCSP approach to community safety:
 - i. Respond to community safety issues using the Public Health Model
 - ii. Locality focus
 - iii. Effective and co-ordinated communication
 - iv. Recognise the overlap between offender and victim
 - v. Understand the impact of the response to the pandemic on community safety and what it means for the future of community safety
 - vi. Provide £500,000 Community Safety Fund ringfenced for supporting the delivery and achieving intended outcomes of the NCCSP Strategic Plan
- d. Intended short-, medium- and long-term outcomes for the partnership
- e. Delivery structure
- f. Outline performance framework

2.3. The delivery structure is:

- a) The cessation of the County Lines delivery Group. The responsibility for the County Lines Strategy will remain with the CCSP. The delivery against the strategy will be owned by partnership boards and fora, where the majority of delivery is already taking place. The overall strategy responsibility will sit with Norfolk Constabulary
- b) Integrating the Prevent Delivery Group with the Cohesion Group, to reflect the commonality of agendas and the overlapping membership to increase levels of engagement through reduced duplication
- c) Remaining delivery groups will continue, including the Domestic Abuse and Sexual Violence Group and Norfolk Anti-Slavery Network
- d) A new task and finish group is being established ensure delivery against the Serious Violence Duty “to formulate an evidence-based analysis of the problems associated with serious violence in a local area, and then produce and implement a strategy detailing how they will respond to those particular issues”
- e) The NCCSP will work with the leaders of the Norfolk Against Scam Partnership to tackle fraud

2.4. The NCCSP approach is to build on its locality delivery structure. The NCCSP team's consultation with the responsible authorities identified there was a strong desire for a greater emphasis on locality working. This will be achieved by placing emphasis on understanding and responding to the unique community safety demands Norfolk localities. This will be a responsibility of the Community Safety Officers, funded through the NCCSP. The Community Safety Officers will work closely with locality delivery structures, including with Operational Partnership Teams, Anti-Social Behaviour Action Groups and Early Help Hubs to understand and support the response on a locality basis.

3. Impact of the Proposal

- 3.1. The NCCSP Strategic Plan creates a Norfolk wide approach to the strategic areas identified. It has a locality intervention approach and uses an evidence-based model and approach to identify areas of community concern.
- a) The impact of the plan builds on the success of the prior plan and introducing an evidence-based approach adds to the intelligence and approach community safety requires
 - b) The development of locality working will meet a current gap in community safety which has been identified
 - c) The increased involvement of NCC and the Districts in the plan allows for a more holistic approach to the drivers of crime and improvements to community safety

4. Risks

- 4.1. Within any plan relating to a reduction in domestic violence, drug dealing, terrorism and associated criminality. High profile incidents may occur. The mitigation to such incidents lies within the NCCSP plan and its work with the Police, Districts, Norfolk County Council and the wider community

5. Evidence and Reasons for Decision

- 5.1. The Safer Norfolk Plan 2021-2024 requires Cabinet approval given the requirements to work with NCCSP.

6. Alternative Options

- 6.1 Officers have considered all the implications which members should be aware of. Apart from those listed in this report, there are no other implications to take into account.

7. Financial Implications

- 7.1 None. £500,000 has been ringfenced as part of the Community Safety Fund via the Police and Crime Commissioner precept.

8. Resource Implications

- 8.1 None.

9. Other Implications

9.1 Human Rights implications

- 9.1.1 None identified.

9.2 Equality Impact Assessment (EqIA)

- 9.2.1 None

9.3 Health and Safety implications (where appropriate)

- 9.3.1 None identified

9.4 Sustainability implications (where appropriate)

- 9.4.1 None identified

9.5 Any Other Implications

- 9.5.1 Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.

10. Risk Implications/Assessment

- 10.1 As paragraph 4.1.

11. Select Committee comments

- 11.1 None.

12. Recommendations

- 12.1 **Cabinet is recommended to agree NCC support for the endorsement of the Safer Norfolk Plan 2021-2024 and its community approach to community safety.**

Footnotes:

¹ [Police, Crime, Sentencing and Courts Bill 2021: serious violence duty factsheet - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/612342/Police_Crime_Sentencing_and_Courts_Bill_2021_serious_violence_duty_factsheet.pdf)

² [Revised Prevent duty guidance: for England and Wales - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/612342/Revised_Prevent_duty_guidance_for_England_and_Wales.pdf)

³ [Domestic Abuse Act: Factsheet - Home Office in the media \(blog.gov.uk\)](https://blog.gov.uk/domestic-abuse-act-factsheet/)

⁴ Reduce murder and other homicides, reduce serious violence, disrupt drug supply and county lines, reduce neighbourhood crime, improve satisfaction among victims, particularly among domestic abuse victims, and tackle cyber crime

⁵ The responsible authorities are Local Authorities (County & District), Police, Probation, Community Rehabilitation Company, Fire, NHS Clinical Commissioning Groups. Wider partners also participate in the NCCSP, including, Police & Crime Commissioners, Youth Offending Teams, Trading Standards, Victim Support, and Housing Registered Providers senior representative.

⁶ [NCCSP MoU \(norfolk-pcc.gov.uk\)](https://norfolk-pcc.gov.uk/nccsp-mou/)

⁷ Measures how harmful different crimes are in proportion to the others. This approach adds a larger weight to more harmful crimes (e.g. homicide, rape and grievous bodily harm with intent), distinguishing them from less harmful

types of crime (e.g. minor thefts, criminal damage and common assault). In practice, the crime harm index = number of crimes in a category (e.g. burglaries or murders) X number of days recommended for a prison sentence in the Sentencing Guidelines. This enables comparison between the harm caused by burglary compared to murder.

Officer Contact

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Safer Norfolk Plan 2021-24

*Building resilient, safe and supportive
communities in Norfolk*

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1. Forward

The NCCSP's role is to work together to create safe communities for people to live, work and visit. This plan sets the direction for the Norfolk County Community Safety Partnership (NCCSP) for the next three years.

We need to understand the community safety threats to Norfolk. Our latest assessment of crime and disorder highlighted the most harmful, prevalent or increasing threats in Norfolk, linking these to key national policy agendas. The NCCSP used this to develop its priorities:



- **Serious violence** is a growing issue across England, including in Norfolk. Key drivers are domestic and sexual abuse and County Lines linked drug dealing. We need to take work as a partnership to prevent these crimes.
- **Preventing terrorism** is a statutory responsibility placed on all NCCSP partners to work collaboratively to stop people from becoming drawn into or supporting terrorism.
- **Hate crime and community tension** create fear and can have a devastating impact on individuals and communities. Collectively, we will look to prevent, respond to and support victims of hate crime.
- **Criminal exploitation** is a nationwide issue, including Norfolk. It is often hidden from services which means we must work collaboratively to identify and support victims and to pursue perpetrator.
- **Neighbourhood crimes** like burglary, robbery, vehicle crime and other theft offences as well as anti-social behaviour impact on the quality of life of residents. We need to make people feel safer in their homes and local area.
- **Fraud** leads to over £16 million pounds lost each year in Norfolk alone, not to mention its emotional and practical impact on victims. We can work together to prevent fraud and respond when we identify it.

The NCCSP will continue to develop a robust evidence base of both the demands for community safety locally and an understanding of what works to respond to key priorities. From this, we will implement interventions that have a positive impact on communities in Norfolk.

Norfolk is the 5th largest county in the country and to be effective we need to make sure we work with our different communities across the county. Locality working will ensure we understand and respond to community safety issues unique to local communities.

Finally, only through the concerted efforts of all responsible authorities to work collaboratively as a partnership will we be able to achieve what is an ambitious plan. Together, we will keep Norfolk safe.

Yours Sincerely,

Mark Stokes

Chair of the NCCSP and CEO at the Office of the Police and Crime Commissioner for Norfolk

2. Overview

- 2.1 Norfolk is one of the safest counties in the country, but is still faced with significant and diverse community safety challenges, ranging from combatting the supply of drugs through county lines and growing levels of domestic violence, to modern slavery and environmental crime. This plan sets out how the partnership will respond over the next three years, tackling the biggest areas of concern for our communities by showing leadership, acting collectively, sharing and investing new resources, and adopting new approaches and long-term solutions that will make our county and communities safer for every generation. In doing so, the Plan acknowledges the effects of the Covid-19 pandemic on the health, economy and society of our county and the potential this has to impact adversely on the safety of our communities and the obligation of the partnership to invest every effort into its delivery.

Setting the scene

- 2.2 Norfolk is a county of contrast. About half our residents live in urban towns and cities, and the other half in rural settings and there is a greater concentration of younger people and diversity in Norwich and larger towns. It is a county with low crime rates compared to the rest of the country, yet it does have urban areas with significantly higher crime levels than the more rural areas. The different locations bring with them different community safety challenges that all need to receive attention to make Norfolk an attractive place to live and work.
- 2.3 **Domestic abuse** covers a range of crimes of violence and abuse which form part of a wider pattern of coercive and controlling behaviour. Reports to police and other statutory services have increased across Norfolk over the course of our previous strategic plan, part due to better identification and part due to increased levels of reporting. Approximately 22% of all crime reported to Norfolk Constabulary is domestic abuse related. It is seen as a key contributor to demand with the latest strategic assessment completed by Norfolk Constabulary. Parliament have enacted the Domestic Abuse Act 2021, which will bring new powers and responsibilities for responsible authorities. The high level of demand and period of change make domestic abuse a priority for the NCCSP.
- 2.4 The number of **sexual offences** recorded by Norfolk police has increased significantly since 2014. In 2019 recorded sexual offences in Norfolk were 23% higher than the three-year average. Restrictions imposed as a response to the Covid-19 pandemic have led to minor decreases in some sexual offences, however long-term trends show significant increases. These crime types are significantly underreported nationally, often taking place behind closed doors and committed by someone known to the survivor. The impact on survivors can be huge. The partnership is agreed that preventing sexual violence, providing support to and safeguarding victims and targeting perpetrators should be a priority.
- 2.5 **Serious violence** is a key cause of concern for the NCCSP as, whilst it does occur in relatively low numbers, it is very high harm. Knife crime has increased by 11% in Norfolk for the 12 months ending December 2020 compared to the previous 12 months. The increase has been associated with drug supply, in particular the County Lines drug delivery model. The Policing, Crime and Courts Bill will introduce a new legal duty requiring local public services to work together to tackle serious violence and require Community Safety Partnerships to consider “serious violence”.

- 2.6 The UK faces a continuing threat from terrorism, and whilst Norfolk is a low risk area, threats exist from both Islamic extremists and extreme right-wing group ideologies. The Government introduced the **Prevent Duty** in 2015 for local authorities and a range of partners to tackle the risks of radicalisation from extremist ideologies and prevent people from being drawn into terrorism. Revised guidance for the Prevent Duty was published in April 2021 and the NCCSP holds the requirement to co-ordinate the new risk-based approach to the duty in Norfolk.
- 2.7 **Criminal exploitation** involves the use of power imbalances for coercion, control, manipulation or deception of adults and children to take part in criminal activity or for the purpose of criminal gains and includes modern slavery, child criminal exploitation, and child sexual exploitation. These crime types are hidden by their nature, although the number of cases locally have risen over recent years. The harm caused by these crimes is often hidden and significant. Preventing these crimes, safeguarding victims and disrupting perpetrators must be prioritised.
- 2.8 **Neighbourhood crimes** (burglary, vehicle crime, robbery, and theft from the person) are considerably lower in number than their peak in the mid-1990s, though before the outbreak of the pandemic, this trend had plateaued. The impact of Covid-19 related restrictions on these crimes has been great, reducing the number of neighbourhood crimes with many people spending more time at home. However, neighbourhood crimes are concentrated in certain communities¹ and the societal and economic consequences are likely to have an impact on neighbourhood crime rates. Additionally, anti-social behaviour has a big impact on feelings of safety within communities. By targeting resources and working as a partnership these crime types can be reduced, improving the quality of life for residents.
- 2.9 More than 5,000 reports of **fraud** were made in a year in Norfolk to Action Fraud, with a total reported loss of £16.1m. Clearly it has an impact on victims financially but it also has an emotional impact on the victim. The exploitative methods used by perpetrators manipulate people affecting their confidence and feelings of safety. However, the methods used are also sophisticated and often target the most vulnerable in society, so present a challenge to law enforcement agencies. A national drive to improve the prevention of fraud and support for victims is needed, and the NCCSP can play a key role in protecting people and targeting perpetrators.
- 2.10 **Substance misuse** is an important driver of crime, strongly associated with both criminal exploitation, neighbourhood crimes and domestic abuse. Criminals use extremely harmful coercive tactics to exploit people for financial profit through drug trafficking. Also, some entrenched drug users turn to criminality themselves, to fund their drug use. Norwich has one of the highest drug related death counts nationwide, leading to funding for Project ADDER from the Home Office and Public Health England to tackle drug related crime and improve health outcomes. The NCCSP has a duty to work together to tackle substance misuse in Norfolk and will provide shared oversight to this project.
- 2.11 **Hate crimes** are crimes perceived to have been motivated by prejudice or hostility toward a victim characteristic. The impact of this crime type affects the individual, their community and others who share that person's characteristic, resulting in serious psychological and physical harm. In recent years, a link has been shown between national and world

¹ [safer streets prospectus \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/92424/safer_streets_prospectus.pdf)

events and incidences of hate crime. Hate crime is significantly underreported, with victims often referring to a lack of confidence in the response to hate crime as a reason for not reporting. The Law Commission is making proposals to change hate crime laws to remove the disparity in the way hate crime laws treat each protected characteristic and is that sex or gender be added to the protected characteristics for the first time. Further, the tensions it creates between communities have a negative impact on people's feelings of safety, something the NCCSP is keen to influence. The partnership will ensure there is an effective, accessible and well publicised, co-produced response to hate crime.

- 2.12 The public sector is currently facing a challenging period for delivery. At the start of 2021 Britain left the European Union, significantly shifting how our economy operates which will impact the nature and prevalence of the key community safety priorities of the NCCSP. The Covid-19 pandemic has created uncertainty for the economic future of the country and significantly restricted how we interact socially. The cost of the pandemic on the public purse, both nationally and locally, will also affect the delivery of the plan. These issues will have a significant impact on all sectors (public, private and voluntary and community), and so we must work together better than ever as a partnership to ensure we deliver an effective response to the identified and new and emerging community safety priorities and a safer Norfolk.

3. Strategic themes and priorities

3.1 The NCCSP has four strategic themes, created to highlight concisely how we will respond to our priorities in a co-ordinated way. To deliver on these themes we will:

- Increase the understanding of key community safety issues locally,
- Increase awareness of key issues amongst professionals and the public,
- Prevent community safety issues from happening where possible, and
- Responding in the right way when they do.

Strategic themes



Figure 1: Strategic Themes

3.2 The delivery of this ambitious plan across all seven District's in the county will be supported by a £500k budget. This funding is being provided by the Office of the Police and Crime Commissioner for Norfolk to facilitate delivery against this plan. The members of the NCCSP will work collaboratively to utilise existing resources and bring in extra funding to support the aims of the strategy.

3.3 We will also work with our key strategic partnership boards to ensure join up across the sector. This will include working with the:

- Norfolk Safeguarding Children Partnership,
- Norfolk Safeguarding Adults Board,
- Norfolk and Suffolk Criminal Justice Board,
- Health and Wellbeing Board and
- Other established multiagency working groups.

Priorities

3.4 Based on the local strategic assessment of crime and disorder, the strategic themes and emerging threats, the following are identified as crime and anti-social behaviour priorities.



Figure 2: Priorities

4. Our Approach

- 4.1 The NCCSP will strengthen its response to community safety locally. To do this it will deliver its plan using an evidence led approach, with the Public Health Model of prevention at its heart. This approach has had significant success internationally and will enable us to evidence our positive impact. In addition, we have outlined our approach to communication and the victim-offender dynamic. When implementing these approaches, the overall principles of the NCCSP will be:
- Delivering integrated responses across the partnership to community safety issues in Norfolk
 - Using evidence and research to inform our approach
 - Preventing crime and anti-social behaviour
 - Supporting victims to recover and challenging perpetrators to change their behaviour

Public Health Model

- 4.2 Taking public health approaches means looking behind an issue or problem to understand what is driving it. Often called ‘social determinants’ or ‘structural factors’, these are the circumstances such as housing, education, indebtedness and income that underpin people’s lives and make them more or less likely to, for example, experience criminal victimisation, have contact with the police or enter the criminal justice system. Once these factors are understood preventative interventions are implemented targeting these factors.²

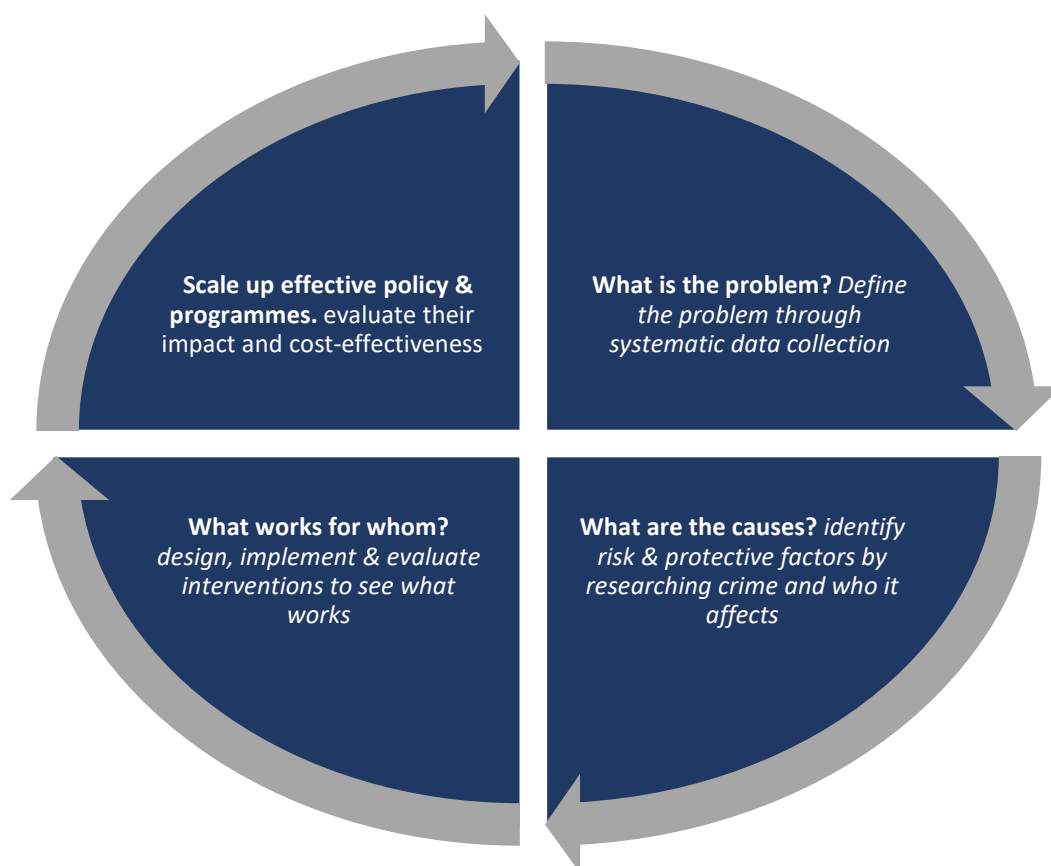


Figure 3: Public Health Model

² [Public Health Approaches in Policing 2019 England.pdf \(cleph.com.au\)](https://cleph.com.au/PublicHealthApproachesinPolicing2019England.pdf)

- 4.3 Epidemiology is a key principle of the Public Health Model and is achieved through the first two stages of the model. The starting point for this using the Public Health Model is **defining the problem**, which involves understanding the social problem and the risk and protective factors associated with it. This step requires population level analysis looking at the frequency and patterns of events in a group of people. The next step in the model is to **identify the risk and protective factors** are.

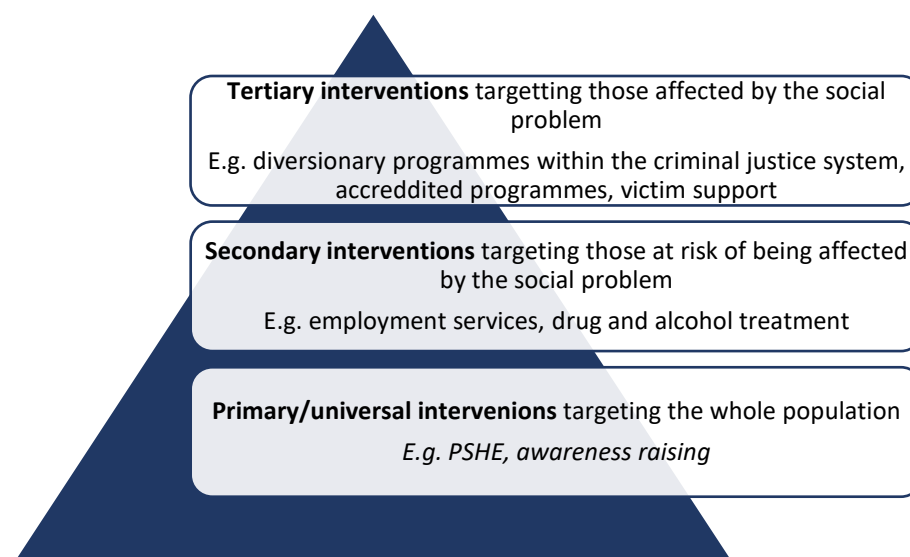


Figure 4: Public Health Model Interventions

- 4.4 Once the risk and protective factors have been identified the focus shifts to **testing** interventions promoting protective and negating risk factors. Through this we will identify effective measures in responding to crime issues and **scale them up** in order to achieve positive impact on crime prevention and community safety.
- 4.5 Partnership is central to public health approaches because of the variety of needs that are identified across a population which require responses from many disciplines and services. Different partners have access to different skills, levers and mechanisms to effect change. This makes the NCCSP ideally placed to lead on the adoption of a public health model of crime prevention.
- 4.6 Interventions within the public health model fit into three overarching categories. Primary/universal, secondary, and tertiary interventions, all focusing on different population groups and all looking to affect factors associated with social problems. As you move up the intervention model the intensity of interventions will increase. As you move down the interventions become less intense and aim to prevent risk factors associated with social problems, often using low level interventions at a universal level.

Responding to risk factors

- 4.7 Over the course of someone's life, we know that events and circumstances occur that can have an impact on that person's life course. The likelihood of a person committing or experiencing crime and anti-social behaviour are affected by a complex web of risk factors.
- 4.8 Research has shown that **experiencing certain events** is correlated with experiencing and committing crime and anti-social behaviour. For example, research into Adverse Childhood Experiences (ACEs) has shown that people who have experienced four or more ACEs are

seven times more likely have been involved in violence in the last year, and eleven times more likely to have used crack or heroin or been incarcerated. Whilst the evidence base is still developing and it not predictive at an individual level, it highlights the relationship between experiencing certain events and experiencing or committing crime.

Adverse Childhood Experiences are potentially traumatic events that occur in childhood (0-17 years). For example:

- experiencing violence, abuse, or neglect
- witnessing violence in the home or community
- having a family member attempt or die by suicide
- aspects of the child's environment that can undermine their sense of safety, stability, and bonding such as growing up in a household with:
 - substance misuse
 - mental health problems
 - instability due to parental separation or household members being in jail or prison

4.9 In addition, we know that there are **socio-economic factors** that are strongly correlated with either being the victim or perpetrator of crime. This include poverty, accommodation, physical and mental health, education, employment and substance misuse. By providing services that directly target factors associated with criminality as early as possible, we will be able to prevent crime and anti-social behaviour in Norfolk.

4.10 Finally, the **environment** within which we live has both a protective and negative impacts on social problems, including crime and anti-social behaviour. Situational Crime Prevention has shown that by carefully considering both public and private spaces, their susceptibility to crime and anti-social behaviour can be designed out.

Locality

4.11 Norfolk's seven districts are unique, and within each district are communities with diverse community safety needs. These needs vary across different demographic groups and geographic settings. A blanket approach to community safety across Norfolk will not be successful because it would not respond to the diversity of needs. The NCCSP will work to develop understanding of community safety needs on a locality basis and provide support to the localities to provide robust responses to needs.

4.12 It will do this through two Community Safety Officers who will be responsible for working closely with locality leads for community safety to deliver this plan across all priority areas. They will be able to: support localities to deliver key strategic objectives across priority areas; ensure that localities are heard when developing responses to priorities; and to identify community safety issues on a local level and support the response to these issues.

4.13 Communities are at the centre of our approach to community safety and need to be given the capacity to support themselves. Asset Based Community Development empowers local communities to lead statutory organisations to solutions created by and for communities, which help to build safer and healthier places to live, work and grow up. Norfolk has a diverse mix of communities, all of which have assets which we can support our communities to make themselves safer and healthier through Asset Based Community Development.

4.14 District council's own enforcement policies setting out their approach to key issues in their area. Locality based enforcement policies will be used to contribute to the achievement of this plan's outcomes. This will require the district councils, other community safety partners and the community itself working together to achieve shared goals. The enforcement policies cover how the district council will robustly respond to:

- Food hygiene and safety
- Licencing
- Health and safety
- Environmental protection and public health

Communications

4.15 Core to our approach is the need to make the public and professionals aware of a variety of community safety issues in order to enable them to identify and protect themselves and others. We believe that by providing Norfolk's residents and its workforce with knowledge about community safety issues we will be able to build resilience and make it harder for criminals to exploit people locally.

4.16 We will deliver communication campaigns targeted at groups where the messages are most needed, such as school aged children, to address key community safety issues in Norfolk, including:

- Increasing public awareness of fraud, how to spot it and reduce the stigma around reporting
- Raising awareness of domestic abuse, what is unacceptable behaviour and how to access the available support
- Promote services providing support to victims of sexual abuse and encourage survivors to access support if they feel they need support
- Highlight to those known to be at risk of criminal exploitation the methods used by criminal exploiters to recruit exploit people
- Increase awareness of how to report anti-social behaviour and how the local authorities respond
- Highlight to residents at risk of neighbourhood crime how they can protect themselves
- Encourage hate crime victims to report their experience and highlight the support available

4.17 Our workforce also needs to be given the latest and best information available to support the community as best it can. We will make sure that the NCCSP member's workforces are given the best and most up to date information possible, including:

- The prevalence of fraud, what the signs of victimisation are and how to support a person to access support
- What hate crime is, how it affects victims and how they can be supported
- Knowledge to support people protect themselves and their community from neighbourhood crime and anti-social behaviour
- Information about abuse in all its forms, including the signs and symptoms of abuse violence and know how to respond.
- The risk factors for serious violence, including the signs and symptom of the risk factors and how to respond to them.

Victim-offender overlap

4.18 There is a growing acknowledgement that the response to victimisation and perpetration should be inter-related as victims and perpetrators share a range of characteristics, such as age and deprivation. This relationship is thought to operate on a number of levels with retaliation and risky behaviour put forward as explanations. The most important explanation for this strategic plan is childhood victimisation leading to adolescent and adult offending³, something which is frequently identified in exploitative and abuse crime types. In addition,

³ https://www.sagepub.com/sites/default/files/upm-binaries/70566_Daigle_Chapter_3.pdf

victims of child criminal exploitation are simultaneously offenders by definition, as they have been coerced into committing crimes. Some effective interventions have used this explanation to develop approaches that take account of life course, as we will do through our ACE and trauma informed approach.

Covid-19 recovery

- 4.19 The 12 months leading to this strategic plan have been extraordinary in many ways. We want and hope the world can return to normal as soon as possible, but we also know it will be a long journey. Our economy has shrunk significantly over the past year and we do not know when it will return to normal. Times of economic uncertainty do impact on crime and anti-social trends so we need to be realistic about what we can achieve and that what we can achieve very much depends on our wider recovery from the pandemic.
- 4.20 Further, the way we interact with one another has changed, with members of the public being unable to socialise in many parts of the entertainments industry. This has been associated with a reduction in violent and sexual crimes. As we work through the Government's roadmap out of the current Covid-19 restrictions, the reduction in violent and sexual crime may reverse. The NCCSP needs to work collaboratively to prevent these crimes and support any victims.

5. Partnership Delivery Structure

- 5.1 To respond to all strategic priorities, the NCCSP needs a diverse delivery structure. The current delivery structure will be expanded to enable the partnership to effectively target each priority and effectively respond to community safety issues on a locality basis. The below diagram outlines the structure that will deliver this strategic plan. Norfolk Anti-Slavery Network, Cohesion Group and Serious Violence Prevention Task and Finish Group are all examples of an expansion to the NCCSP delivery structure.

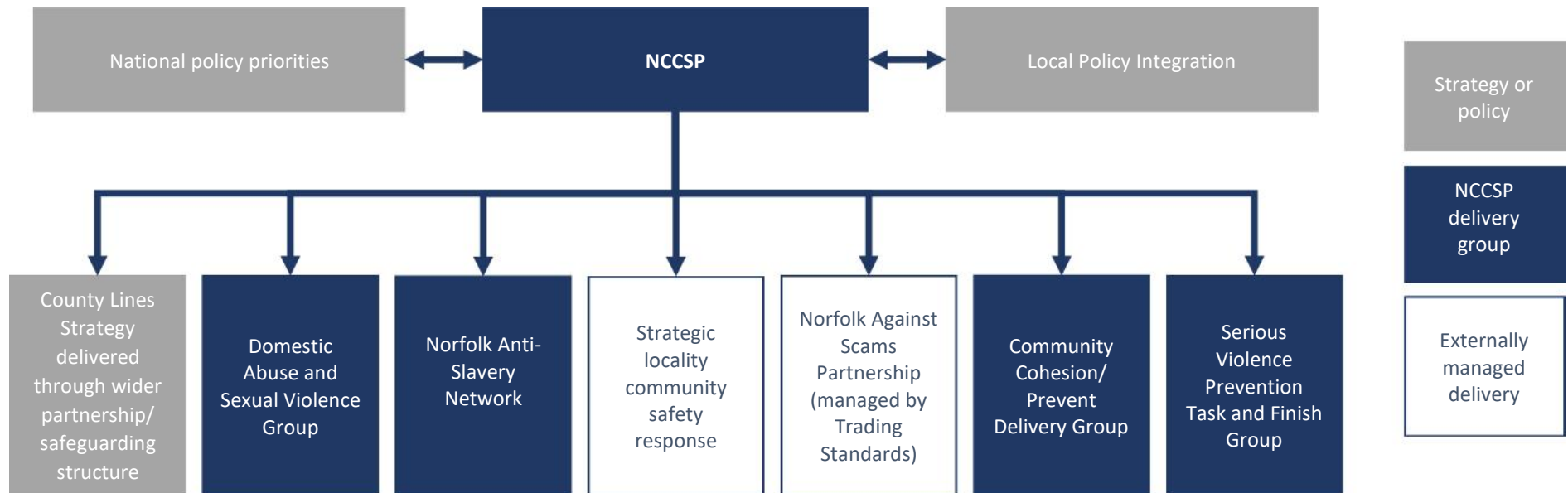


Figure 5: Delivery Structure

- 5.2 NCCSP thematic priority delivery groups will be responsible for responding to NCCSP priorities, including domestic abuse, Modern Slavery, serious violence and community cohesion. In addition, there is an externally managed delivery group supporting the work of the NCCSP fraud – Norfolk Against Scams Partnership.
- 5.3 The NCCSP sits alongside other strategic partnerships, including the Health and Wellbeing Board, Norfolk Safeguarding Adults Board, Norfolk Safeguarding Children Partnership and the Norfolk and Suffolk Criminal Justice Board. To ensure integration between these statutory partnerships,

the Chairs of each meet at the Norfolk Public Protection Forum enabling good co-ordination of response to shared priorities and working together to achieve shared outcomes.

- 5.4 Within each of Norfolk seven districts there are locality-based partnership community safety approaches, which support the delivery of the NCCSP at a more localised level. The NCCSP will support localities to deliver key strategic objectives across priority areas; ensure that localities are heard when developing responses to priorities; and to identify community safety issues on a local level and support the response to these issues. This will include working between district councils and the police to undertake co-ordinated analysis of anti-social behaviours, building on good practice from other local authorities.

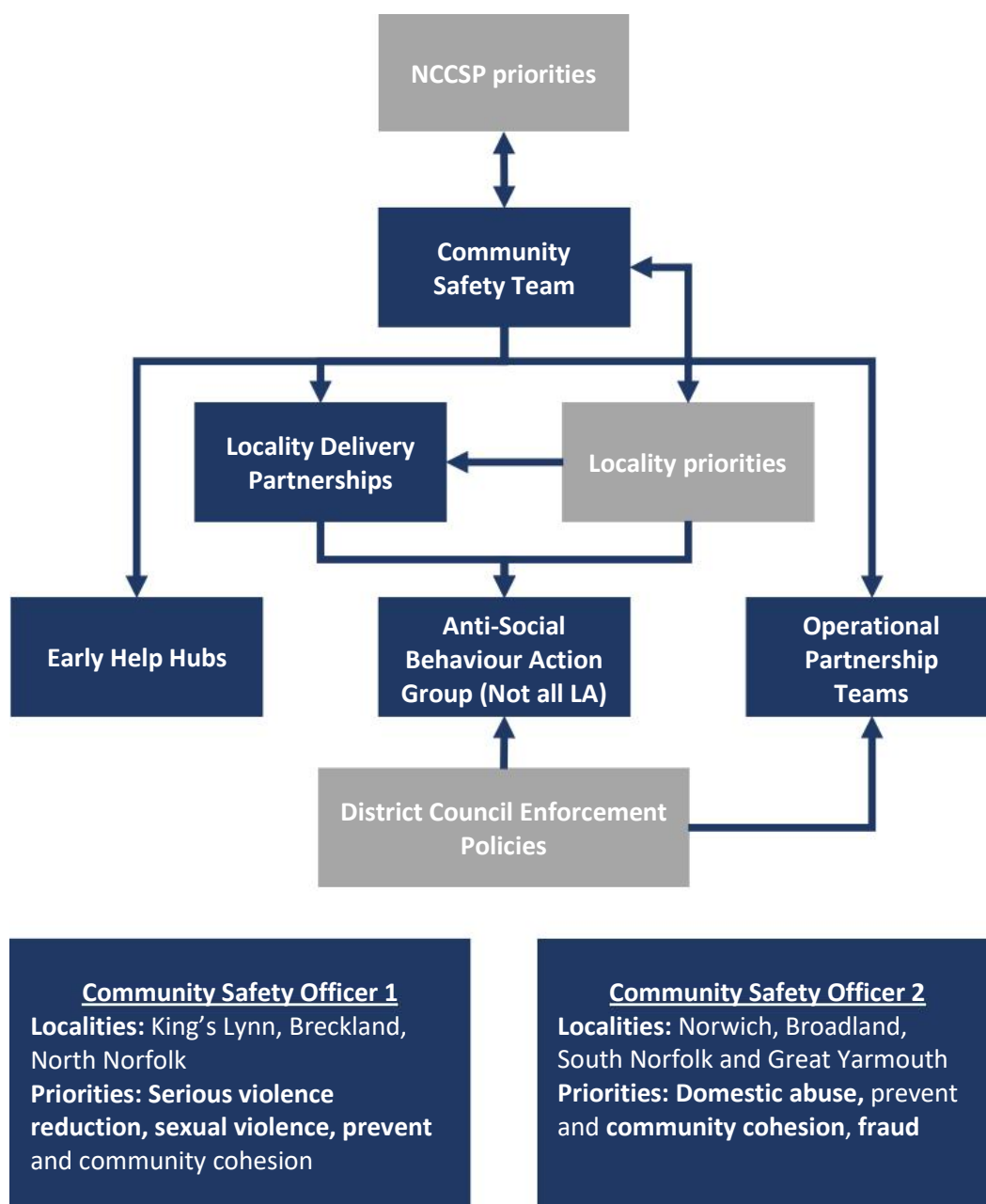


Figure 6: Locality delivery structure

6. Developing our partnership

- 6.1 To improve community safety outcomes across the county in a complex and difficult set of economic, social and health conditions, will require an improvement in the way the NCCSP works.
- 6.2 Improvements have begun to be made, including the development of the basis on which the partnership makes decisions, identifies priorities, sets outcomes and measures the impact of its plans and activity.
- 6.3 The new evidence base comprises an enhanced strategic assessment, the greater use of partnership data and an ongoing review of key community data to ensure the strategic plan remains fit for purpose and responsive to the issues that are affecting our communities.
- 6.4 The strategic assessment has contributed to the development of the Strategic Plan and will underpin the measurements of its success over the next three years through the new performance framework that will be established next, and outlined below.

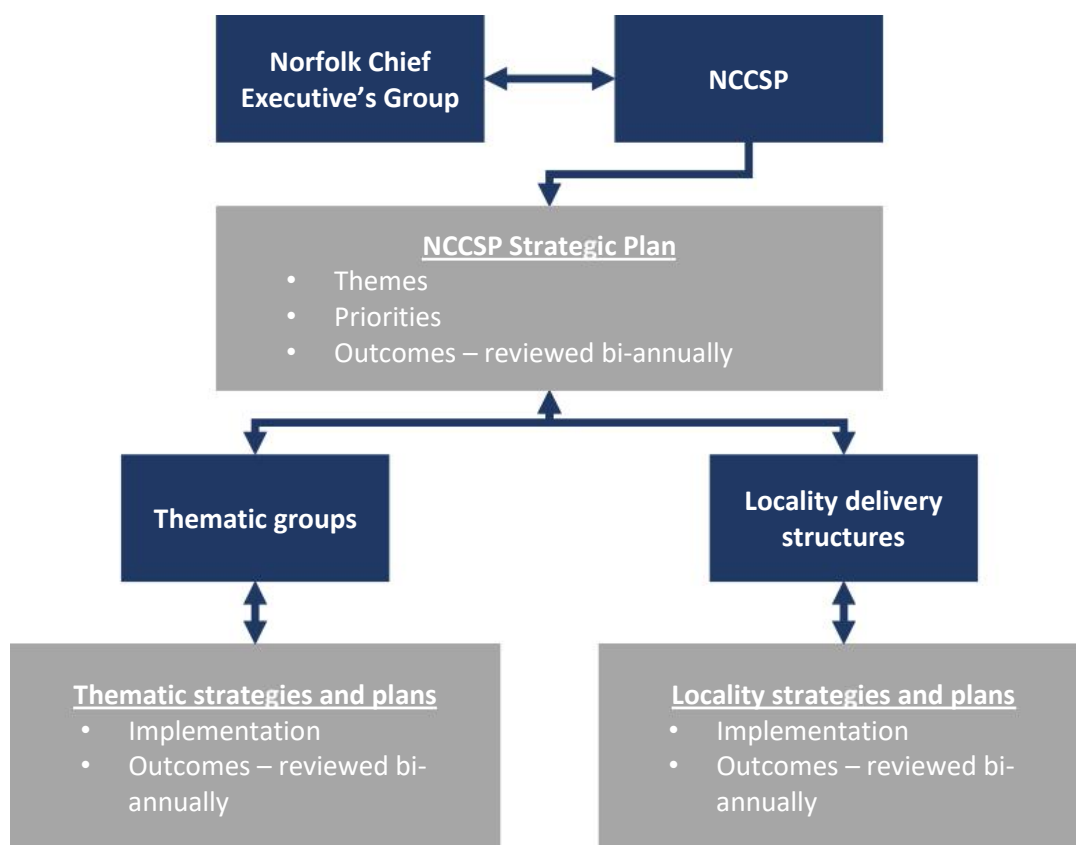
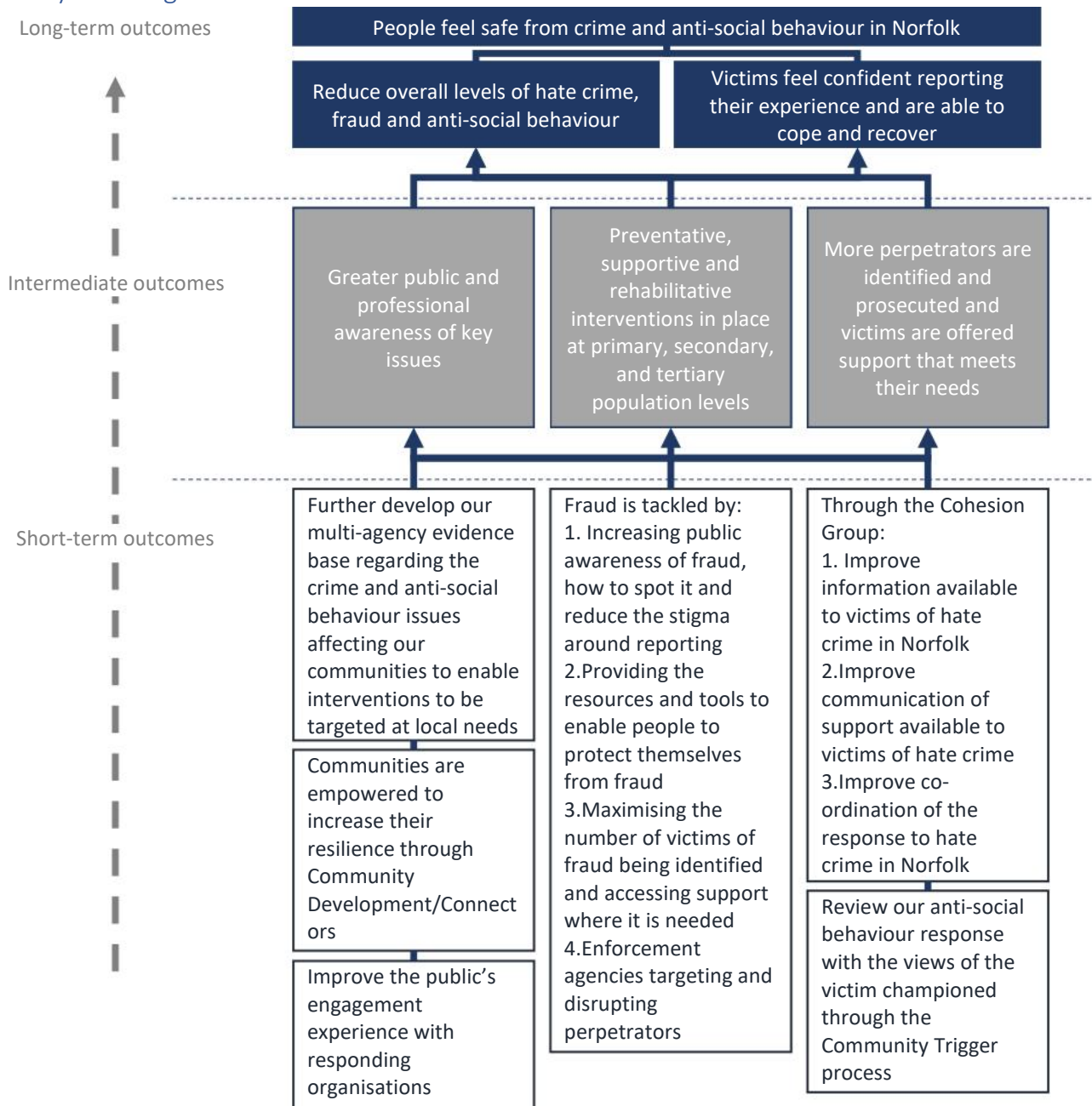


Figure 7: NCCSP Governance Structure

7. Building Resilient Cohesive Communities

- 7.1 Resilience and cohesion help communities to look out for and help each other, which is key to communities thriving. Communities need to be able to withstand, adapt to and recover from adversity and residents need to feel they belong and comfortable mixing and interacting with others. Everyone should have the right to feel safe in their local neighbourhood and in town centres. To help Norfolk communities to become more cohesive and resilient the NCCSP wants to achieve the following outcomes and priorities over the course of the plan.

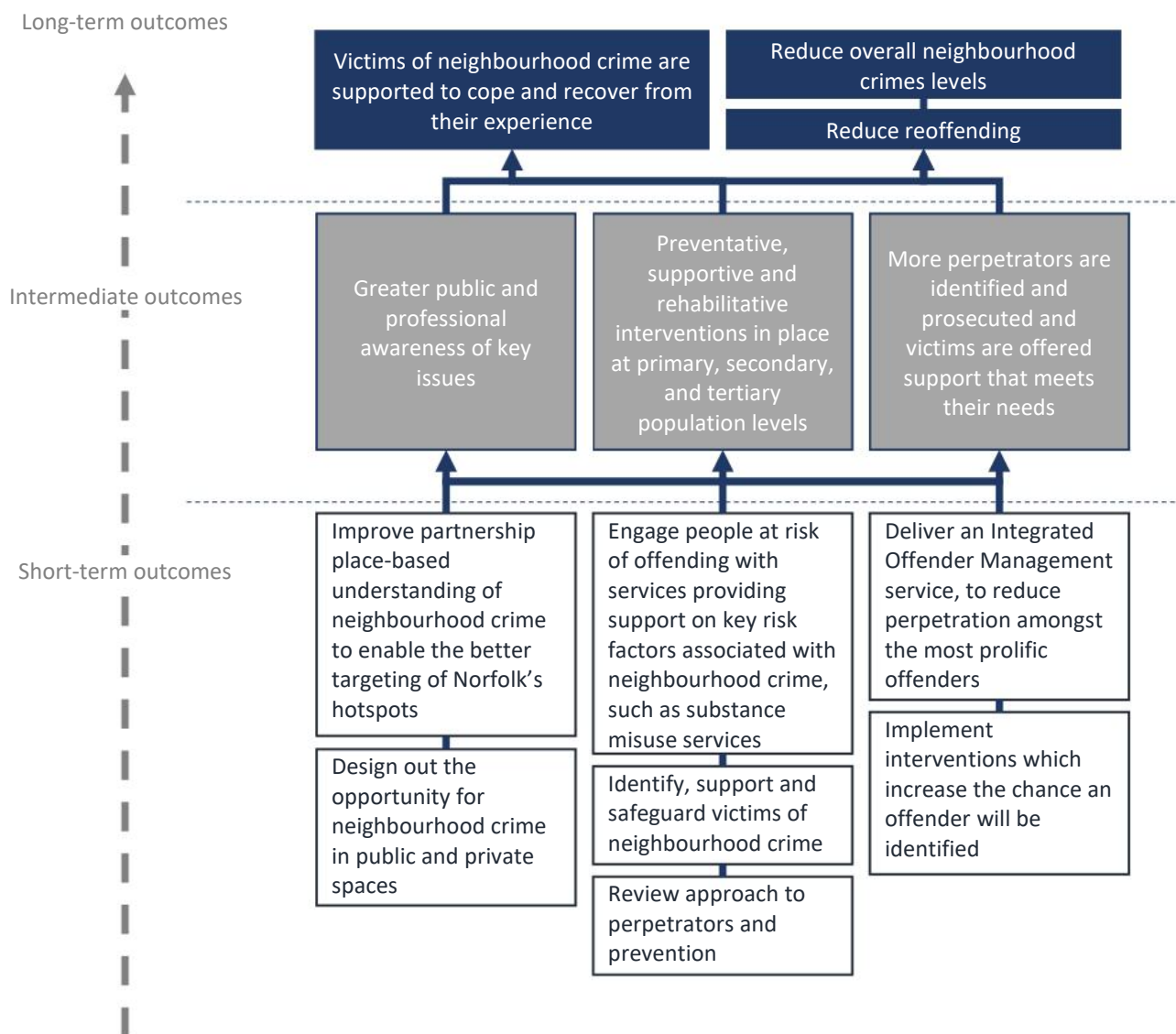
Theory of change



8. Tackling and Reducing Neighbourhood Crime

- 8.1 Where we live has a huge impact on who we are and how we feel. We want local residents to live without fear of being the victim of crime in their neighbourhood. We know that some neighbourhoods are more affected by neighbourhood crimes than others and we want to work together to tackle neighbourhood crime in these areas.

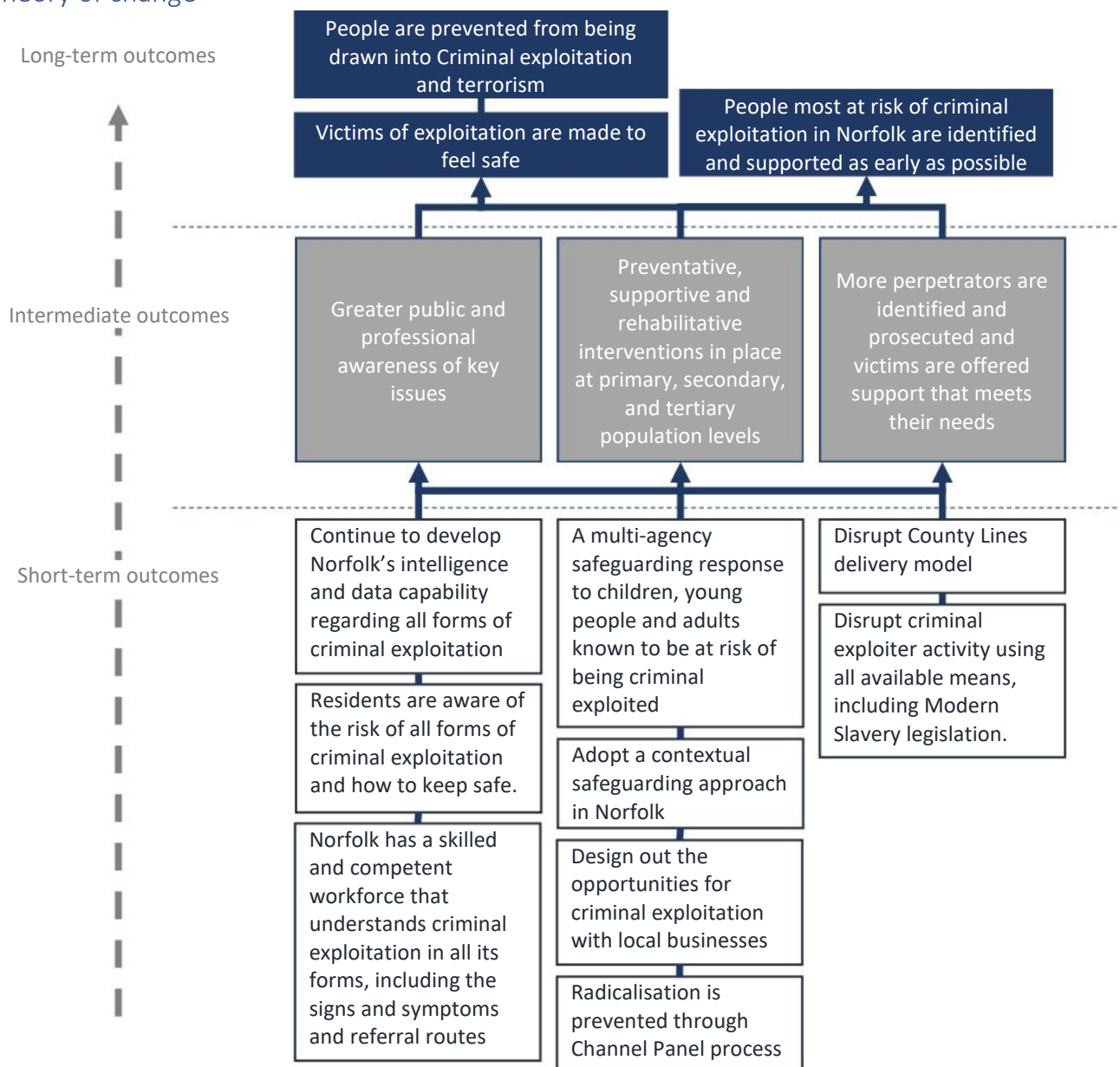
Theory of change



9. Reducing the Threat of Criminal Exploitation

- 9.1 Criminal exploitation takes many forms, all of which are affecting Norfolk currently. It occurs where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child, young person or vulnerable person for criminal purposes. A prominent example currently is County Lines, a model of drug trafficking that exports drugs from major cities to rural areas, often exploiting children and vulnerable adults to move and store the drugs and money. However, this is not the only form of criminal exploitation and this strategic plan aims to set a framework for the NCCSP to tackle all forms through this strategic theme's priorities.

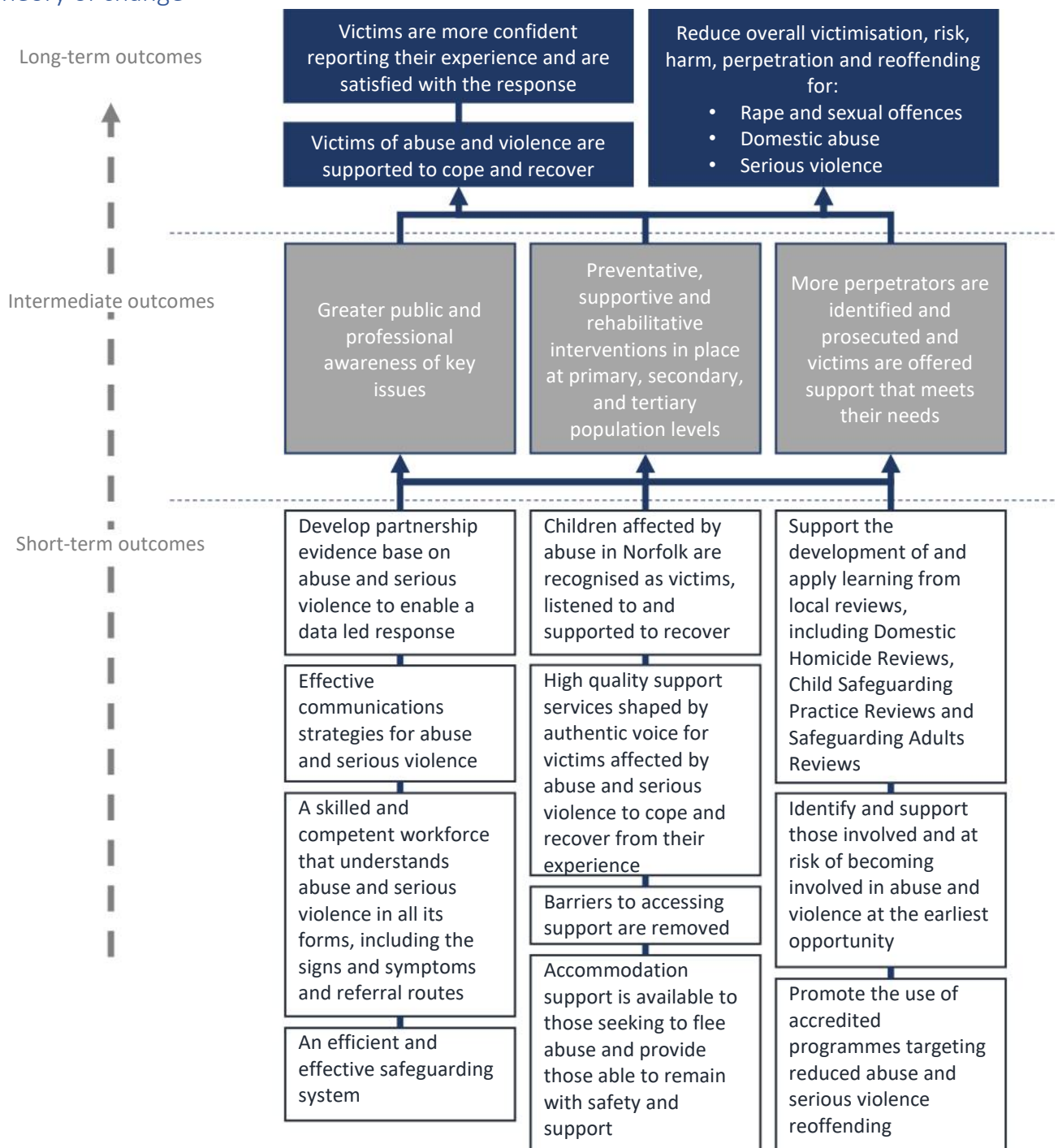
Theory of change



10. Safeguarding Communities from Abuse and Serious Violence

- 10.1 Domestic and sexual abuse have seen significant increases in reports to police over recent years. The impact on victims can be very damaging and perpetrators can continue abusive behaviour in future relationships. We cannot accept this in Norfolk and must prevent it from occurring, support victims recover and prevent perpetrators continuing their behaviour.
- 10.2 There is evidence to show that knife crime, gun crime and homicide have increased nationwide. We cannot accept serious violence taking place in our county and the NCCSP will work to drive it down locally through an evidence based, robust and holistic response.

Theory of change



Appendix 1: Outcomes, Delivery Planning and Impact Assessment

- A1.1 The following outcomes and associated measures have been set for each strategic theme, and will be measured at both a county wide, district and locality level (wherever appropriate). For each priority a separate delivery plan exists, or will be developed, to performance manage delivery and monitor the impact of the plan on the outcomes in our theories of change over the next three years.
- A1.2 The NCCSP acknowledges that data accuracy issues mean that the ideal direction of travel is not always clear. For example, hate crime is significantly underreported, so a change in the number of hate crimes reported to police would not necessarily show a similar change in the number of hate crimes committed. Therefore, where this is the case the intended impact has been listed as neutral, and other measures will be required to show whether intended long-term outcomes have been achieved.

Measures	
Long-term outcome 1: People feel safe from crime and anti-social behaviour in Norfolk	
1	Anti-social behaviour reported to police and councils
2	Qualitative feedback from Norfolk residents on feelings of safety and fear of crime
3	Satisfaction with the service provided by responsible authorities
Long-term outcome 2: Reduce overall levels of hate crime, fraud and anti-social behaviour	
1	Hate crime reported to the police
2	Fraud reported to Norfolk Constabulary and Action Fraud
3	Anti-social behaviour reported to police and councils
Long-term outcome 3: Victims feel confident reporting their experience and are able to cope and recover	
1	Satisfaction with the response to crime and anti-social behaviour from responsible authorities
2	Public confidence in reporting crime and anti-social behaviour to the responsible authorities
3	Victims who access support service feel they have been supported to cope and recover
Long-term outcome 4: Reduce overall neighbourhood crimes levels	
1	Number of reported burglaries in Norfolk
2	Number of reported robberies in Norfolk
3	Number of reported vehicle crimes in Norfolk
4	Number of reported violent offences in Norfolk
5	Reduce levels fly tipping
Long-term outcome 5: Reduce reoffending	
1	Number of reoffences
2	Number of reoffenders
3	Seriousness of reoffending, measured using Cambridge Crime Harm Index
Long-term outcome 6: People are prevented from being drawn into criminal exploitation and terrorism	
1	Children and young people arrested for drug offences
2	Number of referrals to channel panel process
3	Deliver against the 'Prevent Duty Toolkit for Local Authorities and Partner Agencies'
Long-term outcome 7: Victims of exploitation are made to feel safe	
1	National Referral Mechanisms referrals for children and young people
2	National Referral Mechanisms referrals for adults

Long-term outcome 8: People most at risk of criminal exploitation in Norfolk are identified and supported as early as possible

1	Trend in the Children and young people screened through the Multi-Agency Criminal Exploitation (MACE) process
2	Trend in adults screened through the Vulnerable Adult Risk Assessment Conference (VARAC) process (Norwich only)
3	Number of Modern Slavery offences recorded
4	Number of children and young people diverted from the criminal justice system

Long term outcome 9: Reduce overall victimisation, risk, harm, perpetration and reoffending for:

- Rape and sexual offences
- Domestic abuse
- Serious violence

1	Number of reported rapes, serious sexual offences and other sexual offences in Norfolk
2	Number of historic rapes, serious sexual offences and sexual offences reported
3	Number of victims referred to sexual violence services by the police
4	Number of sexual offences referred to Crown Prosecution Service
5	Number of sexual offence reports resulting in a conviction
6	Number of child sexual offences reported
7	Number of domestic abuse crimes reported
8	Number of repeat domestic abuse victims and offenders
9	Number of hospital admissions for serious violence
10	Number of knife crimes recorded
11	Number of homicides

Appendix 2: What is a Community Safety Partnership?

- A2.1 Community Safety Partnerships were created by the 1998 Crime and Disorder Act, which required a partnership to be created between the Responsible Authorities. The responsible authorities are Local Authorities (County & District), Police, Probation, Fire and NHS Clinical Commissioning Groups. They have a duty to work together to:
- reduce reoffending
 - tackle crime and disorder
 - tackle anti-social behaviour (ASB)
 - tackle alcohol and substance misuse, and
 - tackle any other behaviour which has a negative effect on the local environment.
- A2.2 This duty is underpinned by a requirement on Responsible Authorities to:
- form a Community Safety Partnership (CSP)
 - undertake an annual strategic assessment of the crime and disorder in the area
 - determine priorities
 - consult with the public on the priorities identified
 - draw up and publish a partnership plan, revised annually
- A2.3 In Norfolk the 7 district-based CSPs merged in 2012 to form a single Norfolk countywide CSP (NCCSP). This statutory partnership has a number of requirements placed on it, which fall to the Responsible Authorities (A2.1) to ensure delivery:
- identification of a cohort of Prolific and Other Priority Offenders – relating to having a formal responsibility for reducing re-offending
 - Chair of the CSP has a formal responsibility to initiate multi-agency reviews of domestic homicides occurring within the CSP area
 - at least one public meeting to be held each year, which must be attended by individuals who hold a senior position within each Responsible Authority
 - protocol governing information sharing, with each Responsible Authority having a designated liaison officer to facilitate the sharing of information with other partners
 - certain defined sets of depersonalised information must be shared quarterly
- A2.4 Following election of the Police & Crime Commissioner (PCC) in 2012, Government grants for local crime & disorder initiatives were transferred from CSPs to PCCs. In addition, a new duty was established requiring the CSP and PCC to cooperate and take account of each other's priorities. Wider partners also participate in the NCCSP, including:
- Police & Crime Commissioner
 - Youth Offending Team
 - Trading Standards
 - Victim Support
 - Housing Registered Providers senior representative.
- A2.5 In November 2020 a Memorandum of Understanding between the Office of the Police and Crime Commissioner (OPCCN) for Norfolk and Norfolk County Council was signed which

confirmed that the OPCCN would create a single Community Safety team responsible for supporting and working directly with the Chair of the NCCSP.⁴

- A2.6 Scrutiny of the NCCSP is required at least annually, and is undertaken by the County Council through a sub-panel called the Community Safety Scrutiny Panel, which includes a representative from each district council.

⁴ [NCCSP MoU \(norfolk-pcc.gov.uk\)](https://norfolk-pcc.gov.uk/nccsp-mou)

Appendix 3: Local policy context

A3.1 The policy landscape in Norfolk has several other key partnerships operating within a similar space to the NCCSP. The key groups and their priorities at the time of writing this strategy are set out in the below table.

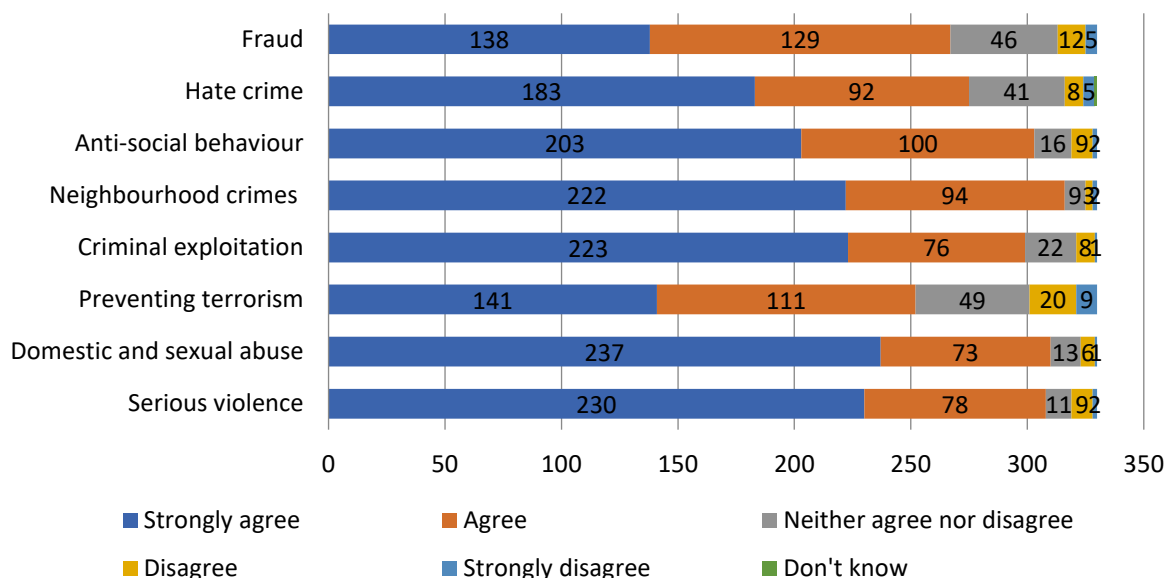
Norfolk Strategic Partnership Priorities	
Partnership	Priorities
Norfolk Safeguarding Children Board	<ul style="list-style-type: none"> • Priority areas: <ul style="list-style-type: none"> ○ Neglect ○ Child Exploitation
Norfolk Safeguard Adults Board	<ul style="list-style-type: none"> • Preventing abuse and neglect
Norfolk Criminal Justice Board	<ul style="list-style-type: none"> • Provide support to Victims and Witnesses throughout the CJS • Prevent crime and reduce the likelihood of re-offending by managing offenders effectively and diverting people away from offending behaviour
Norfolk Reducing Reoffending Board	<ul style="list-style-type: none"> • Prevention – Intervening early to help to prevent the onset of offending behaviour • Diversion – Diverting people involved in minor offences away from unnecessary contact with the criminal justice system • Offender Management – Ensuring effective delivery of custodial and community sentences to ensure that those convicted of offences are held to account for their actions, whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future • Rehabilitation and Resettlement – Delivering practical support services to help those who are motivated to change to reintegrate successfully into the community and to achieve stable lifestyles away from crime
Norfolk Health and Wellbeing Board	<ul style="list-style-type: none"> • Prioritising prevention • Tackling inequalities • Integrating our way of working • All working towards a Single Sustainable Health and Wellbeing System

Consultation on NCCSP Strategic Plan

Executive Summary

- 1.1 This report is based on the activity of the Norfolk County Community Safety Partnership (NCCSP) and responses from the public covering the eight-week consultation period.
- 1.2 All district councils have provided sign off to the Community Safety Team that they are willing to adopt the strategic plan in their council area.
- 1.3 The consultation has been promoted extensively with a wide range of groups, boards, forums and using social media in order to ensure key stakeholder engagement which is inclusive of the public is as high as possible. Current Covid restrictions have prevented engagement in public spaces which has limited capacity to maximise response rate and ability to engage hard to reach communities. The NCCSP team worked with Norfolk Constabulary's Engagement Officers and the Independent Advisory Group to ensure these groups are given the opportunity to engage in this consultation.
- 1.4 The findings from the 330 consultation responses clearly show support from the public for the priorities and outcomes. In addition, the public values increased visible policing, prevention of crime, road safety, tackling low level offending and anti-social behaviour and tackling drug use.

Graph 1: Number of responders agreeing with NCCSP proposed priorities



Partnership Sign-Off

- 2.1 The NCCSP asked its members from district councils to review the strategic plan and attain sign off from their respective council members to facilitate the future scrutiny of the NCCSP delivery. All district councils in Norfolk have agreed to support the delivery of the plan.

How has the consultation been promoted?

- 3.1 The consultation strategy set out that the consultation would be promoted through the following groups and networks:
- Safer Neighbourhood Action Panel (SNAP) meetings
 - Police and Crime Commissioner (PCC) and Norfolk Constabulary websites
 - Local Authority websites
 - Norfolk Fire and Rescue Websites
 - Norfolk Constabulary Intranet
 - Police Connect (messaging service via text)
 - PCC's regular news round-up
 - Office of the Police and Crime Commissioner for Norfolk (OPCCN) e-mail signatures
 - OPCCN partner contacts
 - Local, community and parish publications and websites
 - Volunteers
 - Social media accounts of all NCCSP partners
 - 'Mainstream media'
 - Norfolk Association of Local Councils
 - Elected representatives
- 3.2 On 24th May the consultation was launched on the Office of the Police and Crime Commissioner for Norfolk's website as well as Norfolk County Council's consultation page. This was combined with the publication of a press release, and promotion of the consultation via Twitter, Facebook and Nextdoor by the OPCCN. These social media posts have been republished consistently through the consultation period. All NCCSP representatives were asked to assist in the promotion of the consultation using their organisations social media presence and professional networks. In addition to this, the NCCSP team worked with other boards, groups, forums and mailing lists to share the publication of the consultation.¹
- 3.2 Consulting on the plan with the public during a time where restrictions on social contact are in place has meant consulting in public spaces has not been possible. However, the NCCSP team has taken steps to make the consultation as accessible and widely distributed as possible. This includes presenting the plan via Microsoft Teams to public meetings, such as SNAPs.
- 3.3 The NCCSP team has been meeting weekly to review responses to date and considering how to increase response rate and also how to target lower response demographic and geographical areas. On the 10th June the OPCCN reviewed how the consultation had been promoted locally. This identified that there was a significant drop from the number of

¹ See Appendix 1 for a breakdown of who has been engaged with the Plan's consultation.

unique visits to the consultation website to the number of responses to the consultation.

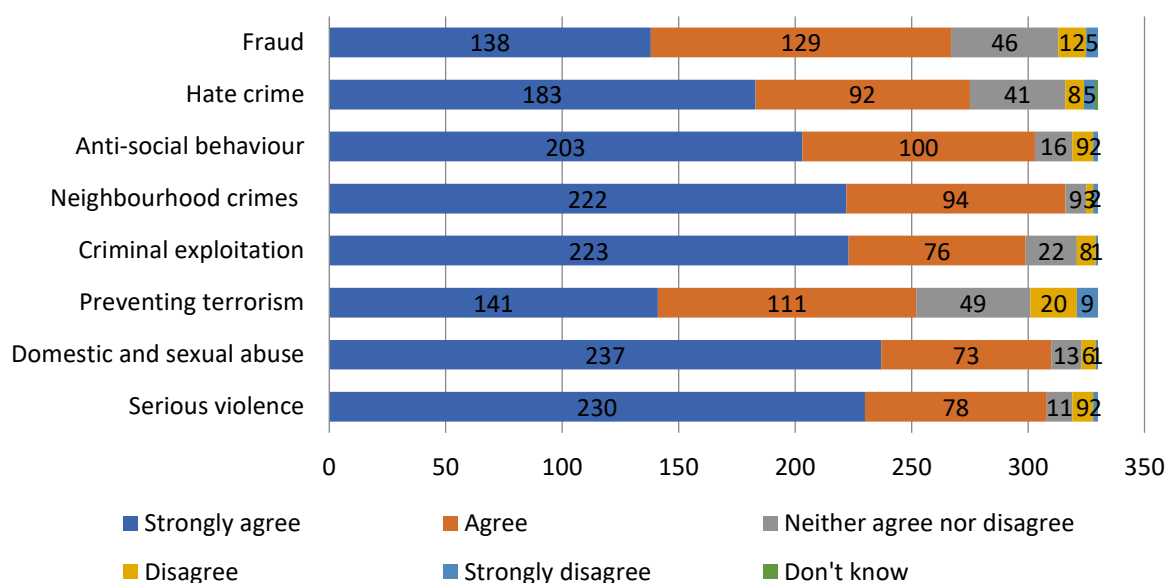
This suggests that the content may be too lengthy, meaning people do not want to engage.

This is further supported by the number of partially completed surveys, with nearly 30% of people starting a response but not completing the response. To make the consultation more accessible, the link to the consultation has been made more prominent on the consultation OPCCN landing page.

- 3.4 In addition, the social media activity on Twitter was assessed. This identified that not all NCCSP members had used their social media profiles to promote the consultation. Analysis showed a positive correlation between district councils and local policing teams having promoted the content on social media and the number of responses. Therefore, districts who had not promoted the content were approached, asking them to share the consultation via their social media accounts.
- 3.5 To date the OPCCN has tweeted and posted on Facebook about the consultation 12 times on each platform. This has been retweeted or quote tweeted by many of the Responsible Authorities' social media accounts including many district councils and the county council, police, Norfolk and Suffolk Victim Care, Norfolk Fire and Rescue Service, and the Norfolk Adult Safeguarding Board social media accounts. Other organisations have used their own social media accounts and networks to promote the strategy internally.
- 3.6 The NCCSP team invited Norfolk Association of Local Council members to attend a presentation on the proposed priorities and welcomed feedback from these representatives, which took place on 7th July and was attended by over 20 representatives of local councils from across Norfolk.

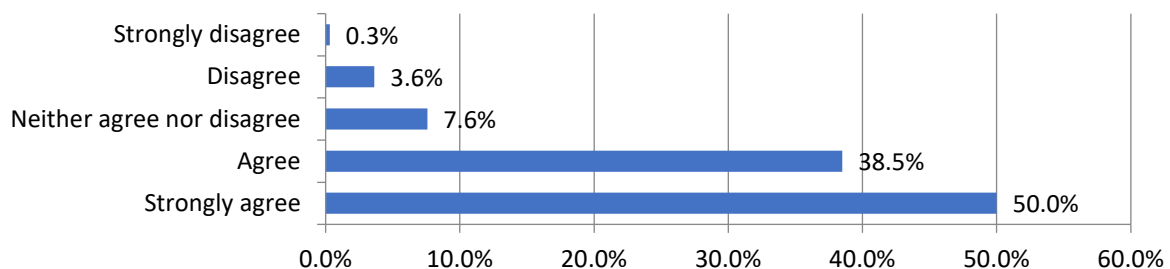
What are responders telling us?

Graph 2: Number of responders agreeing with NCCSP proposed priorities



- 4.1 Responders have shown high levels of support for the identified priorities. The two priorities to have the lowest proportion of people to strongly agree and agree with the priority are Prevent (76%) and Fraud (81%). This shows strong support from the public for the priorities put forward by the NCCSP. The most common themes from comments about the priorities showed that residents felt there was a need to focus on low level offending, that the priorities need to work for all social groups, drug use and related crime are concerns and road safety should be prioritised.

Graph 3: proportion of responders who agree with the proposed outcomes



- 4.2 Responders have generally agreed with the proposed outcomes (88.5% agreed or strongly agreed). Slightly under 4% of responders have said they disagreed or strongly disagreed. This shows that the outcomes proposed in the community safety plan meet the expectation of consultees.
- 4.3 The question on agreement with proposed outcomes received comments covering a variety of topics. Within these comments there were very few themes identified. The theme most consistently mentioned was wanting to see an improvement in the response of services. Other themes included:

- General support for the outcomes
- Three years is too short a timescale and are there enough resources
- How will success be measured
- Too many outcomes
- The outcome for hate crime should be increased reporting
- Hate crime should be responded to separately from fraud
- Restorative justice
- Rural crime
- Community safety is not just about the police

- 4.4 Question 4 was open-ended and asked responders whether they had anything else to add in relation to the plan. This question received many responses which were supportive of the plan. Each of the following themes were only mentioned by a relatively small number of responders.

- Wanting to see a focus on prevention
- Mental health needing to be responded to as it can lead to crime
- Low level offending needs to be prioritised

- Questioning whether the partnership had the resources to achieve the plan
- Desire for more visible policing

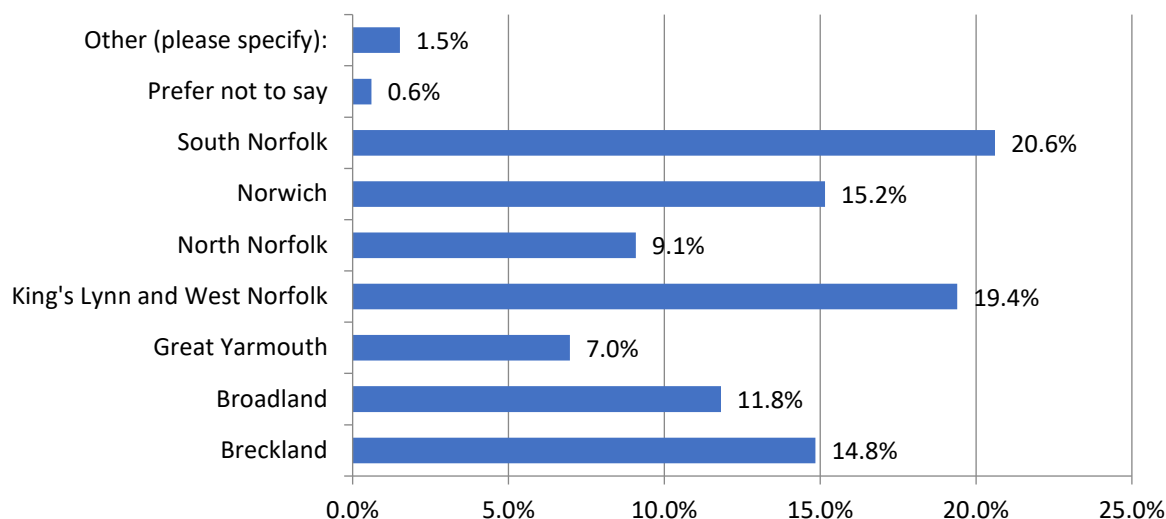
4.5 Question 5 asked residents what would make them feel safer in Norfolk. The most frequently mentioned theme from responses was wanting to see more visible policing, receiving many more mentions than any other theme. Tackling drug use and dealing, road safety and effectively responding to low level offending and anti-social behaviour (ASB) were the next most frequently mentioned themes relating to feelings of safety in Norfolk. The ten most mentioned themes were:

- More visible policing
- Increase road safety and tackle speeding
- Already feel safe
- Tackling drug use and dealing
- Effectively responding to low level offending and ASB
- Provision of CCTV and/or street lighting
- More responsive policing/engagement
- Bring back PCSOs
- Greater provision of youth activities
- Improved response to domestic abuse.

Consultation responses demographic

Districts

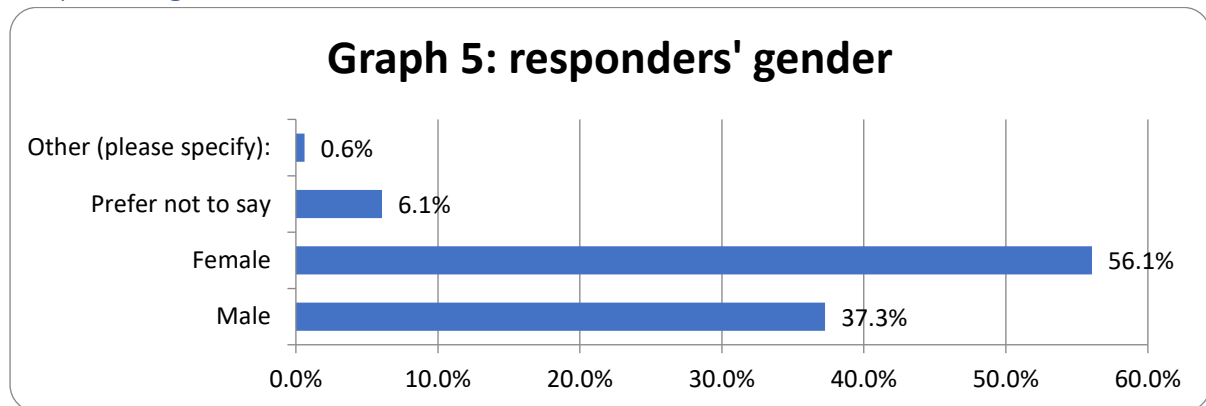
Graph 4: Which district do responders live in?



5.1 There had been 330 completed responses. South Norfolk has received a disproportionately high proportion of responses. The consultation has been strongly promoted here through police and council. Great Yarmouth was the district to have received the lowest proportion of the response and is the district with the smallest population. The relevant councils and police engagement officers have been worked with to ensure residents are offered the opportunity to respond to the consultation. In addition, the consultation has been promoted

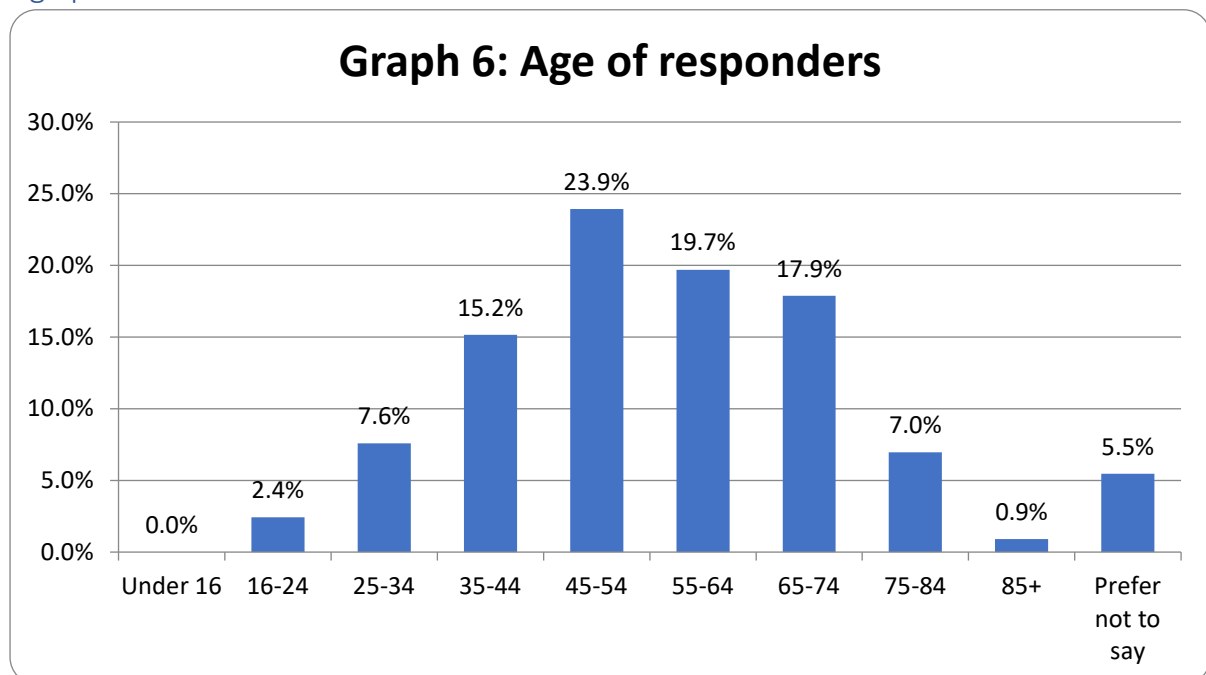
at SNAP meeting attendees within these districts. This has resulted in improvements in these districts.

Responder gender



- 5.2 The gender profile of responders shows that, of those who stated their gender, 18.8% more females have responded to the consultation compared to males. A further 6.1% of responders did not state their gender and 0.6% stated their gender as other.

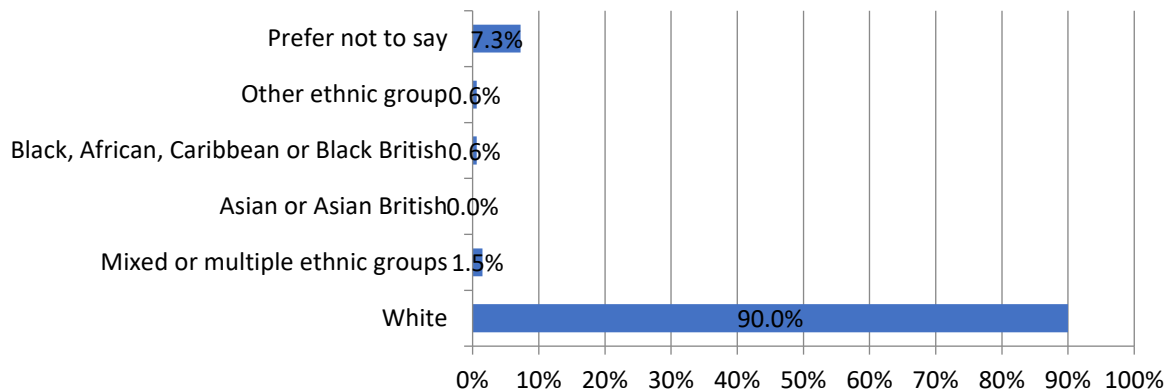
Age profile



- 5.3 The age profile of responders does not follow the same pattern as the counties age profile in that the age group 45-54 are overrepresented, as to a lesser extent are 35-44, 55-64 and 65-74 year olds. The inverse is true for those aged under 34 and aged 65 and over. The consultation has been promoted with the PCC's Youth Commission and Children's Services have been approached to promote the consultation through the Youth Advisory Boards. The consultation has sought to gain responses from older age groups through working with local representatives of charities representing these age groups.

Responder ethnicity

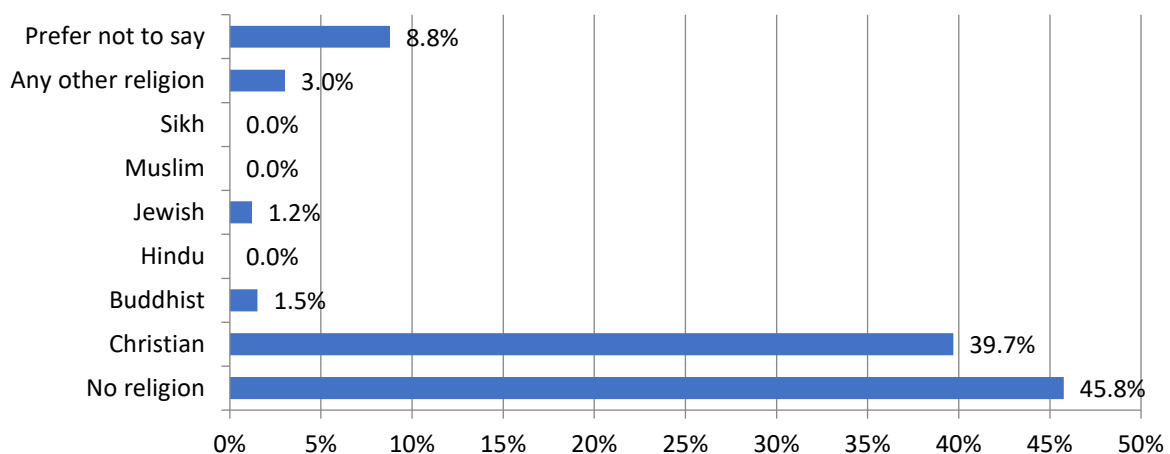
Graph 7: Ethnicity of responders



- 5.4 The responses from different ethnic groups is similar to that of the population of Norfolk. 90% of responses to date have come from the white ethnic group, which is lower than the 96.5% of Norfolk population. Responses from mixed or multiple ethnic groups are similar to the population of Norfolk (1.5% and 1.2% respectively). The response rate from the 'other ethnic group' is similar to the population of Norfolk (0.6% and 0.3% respectively) whilst 0.6% responses have been received from Black or Asian ethnic groups to date. 7.3% of responders have chosen not to state their ethnicity.
- 5.5 Whilst the ethnicity of response is largely similar to the population of Norfolk, there has been less engagement from some ethnic groups. The Norfolk Human Rights Council were contacted to promote the consultation as have local charities working with different minority groups. The NCCSP team worked with Norfolk Constabulary's engagement officers and the OPCCN's Independent Advisory Group (IAG) to promote the consultation with a variety of different groups. Therefore, activity has been undertaken to improve the response from different ethnic groups.

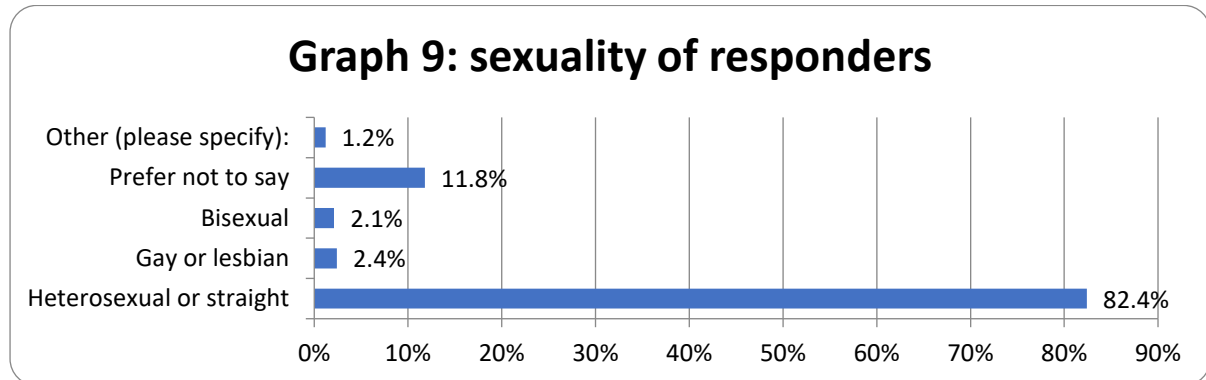
Responder religion

Graph 8: religion of responders



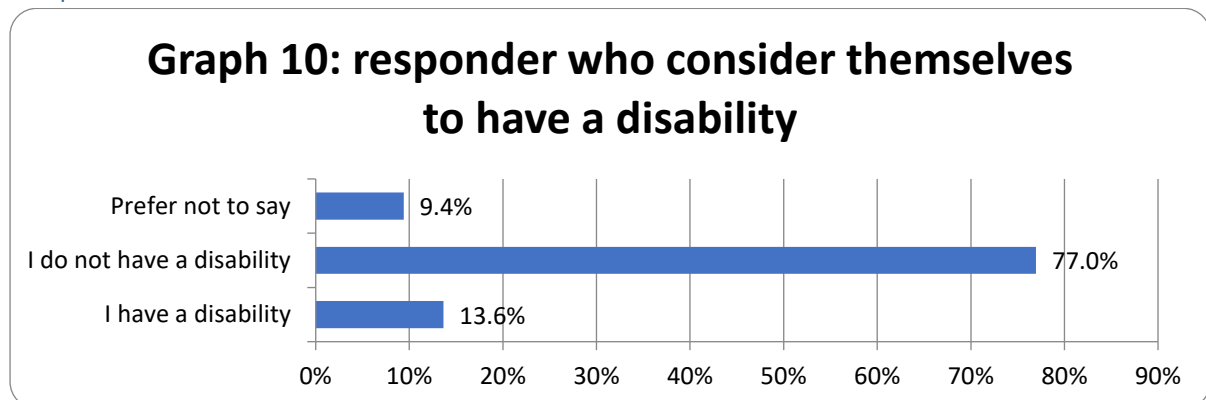
- 5.6 Analysis of responses received show that currently no responses have been received from either of the Sikh, Muslim or Hindu communities of Norfolk. The NCCSP team worked with Norfolk Constabulary's Engagement Officer and the OPCCN's Independent Advisory Group (IAG) to promote the consultation through their networks, including to key independent networks (KIN covering different religious groups).

Responder sexuality



- 5.7 A 2012 Office for National Statistics study found that 93.5% of the population said they were heterosexual, 1.1% said they were gay or lesbian and 0.4% said they were bisexual. Based on this, responses to the NCCSP consultation have a similar proportionate response levels to the estimates of the size of the lesbian, gay, and bisexual communities. To ensure good response rates are received the NCCSP worked with Norfolk Constabulary's Engagement Officer to promote the consultation through their networks, including to LGBT key independent networks.

Responders with disabilities



- 5.8 20% of Norfolk residents said that their day to day activity is limited either a lot or a little by health problems in the 2011 Census. The response rate from those who state they have a disability suggests positive engagement from this community. To ensure good response rates are achieved the NCCSP team worked with Norfolk Constabulary's Engagement Officer and disability groups to promote the consultation through their networks.

Appendix 1: organisation, boards and forums engaged to promote the consultation

- A.1 Norfolk Constabulary's Engagement Officers provided significant support to the consultation, ensuring the consultation was received by:
- Councillors
 - Parish Clerks
 - Faith Contacts
 - Large Business
 - Care Homes
 - Neighbourhood Watch
 - Charities
 - Libraries
 - Disability Groups
 - Youth Advisory Boards
 - Council Connectors
 - Buddhism Centre
 - Jewish Community KIN
 - CSW Coordinators
 - Hear Norfolk
 - Mind (Mental Health)
 - Men's Shed
 - Muslim Community KIN
 - LGBT KINS
 - Hindu Community KIN
- A.2 The NCCSP team encouraged NCCSP members to promote the consultation with their key networks, groups and forums. In addition, the NCCSP team promoted the consultation with:
- Domestic Abuse and Sexual Violence Board
 - Domestic and Sexual Abuse Partner Forum
 - Norfolk Against Scams Partnership
 - Norfolk Criminal Justice Board
 - Norfolk Re-offending Board
 - Vulnerable Adolescents Group
 - Vulnerable Adolescents Provider Forum
 - Norfolk Anti-Slavery Partnership
 - County Lines Strategic Group
 - Norfolk Association of Local Councils
 - Norfolk Community Advice Network Newsletter
 - Adult Social Services Development Worker distribution list
 - Norfolk Youth Justice Board
- A.3 The NCCSP team worked with the OPCCN media and communications team to promote the consultation via Twitter, Facebook, and Nextdoor.

- A.4 The NCCSP team provided briefing to Councils who requested them, namely Broadland District Council, King's Lynn and West Norfolk Borough Council and Great Yarmouth Borough Council. The strategic plan was also presented to the North Norfolk District Council by the Community Safety representative.
- A.5 Th NCCSP provided presentations to SNAP meetings organised via the Norfolk Constabulary Engagement Officers and provided presentations to the Hellesdon, Spixworth, St Faiths and Horsham, Wroxham, Swaffham and Harleston SNAP meetings. All Engagement Officers supported the NCCSP team to promote the consultation with SNAPS the team were unable to attend.
- A.6 On the 7th July the Norfolk Association of Local Councils arranged for the NCCSP team to present the plan to parish council Clerks. The presentation received an audience of over 20 Clerks and resulted in constructive conversation around community safety priorities in Norfolk. Feedback included:
- Lots of concerns about anti-social behaviour
 - The importance of visible policing to residents
 - Road safety
 - The importance of partnership and taking responsibility
 - Fraud affects a lot of residents
 - Wanting police officers to engage with local councils
 - Capacity and resources to deliver the plan, acknowledging that it covers a broad range of priorities
 - The importance of providing activities for young people in preventing anti-social behaviour
 - Drug possession, use and dealing are key issues for communities

Appendix 2: Consultation question



Norfolk County Community Safety Partnership (NCCSP) Strategic Plan Consultation

1.

What is the NCCSP?

The NCCSP brings together organisations from across Norfolk to tackle crime and disorder, and ensure the county remains a safe place for people to live, work and visit.

The partnership is currently supported by the Office of the Police and Crime Commissioner for Norfolk (OPCCN) and chaired by its Chief Executive. The members of the NCCSP represent local councils, policing and fire services, probation, youth offending, health and housing. Its role is to work together to:

Reduce reoffending

Tackle crime and disorder

Tackle anti-social behaviour (ASB)

Tackle alcohol and substance misuse, and

Tackle any other behaviour which has a negative effect on the local environment.

The NCCSP has worked together to create a new strategic plan, which contains new community safety priorities for Norfolk.

Introduction

Thank you for taking part in the NCCSP's consultation on its Strategic Plan. It should take around 10 minutes to complete and results will be published once the consultation closes and results have been analysed.

If you would like to report a crime you can do so through Norfolk Constabulary's ['Report it'](#)

[webpage²](#) or by calling 101. In an emergency call 999.

Responses will be processed by the OPCCN. Your responses will be anonymous. If any individually identifiable information is provided, the OPCCN will ensure that any publications relating to the survey maintain anonymity. You may withdraw your consent at any time, by closing the survey before completion. Any data provided before closing the survey will not be used in our analysis and will be confidentially destroyed accordingly. The OPCCN complies with data protection legislation, including GDPR, by applying its [Data Protection Policy](#).

Once complete, please return to library reception who will return survey to the OPCCN.

1. Which district do you live in? *

- ☐ Breckland
- ☐ Broadland
- ☐ Great Yarmouth
- ☐ King's Lynn and West Norfolk
- ☐ North Norfolk
- ☐ Norwich
- ☐ South Norfolk
- ☐ Prefer not to say
- ☐ Other (please specify):

2. The NCCSP's strategic assessment of crime and community safety issues affecting Norfolk informed the seven proposed priorities for the next three years. The key reasons for our proposed priorities are set out on page 3 to 5 of the Strategic Plan³.

Do you agree that the following should be priorities for the NCCSP? *

² <https://www.norfolk.police.uk/contact-us/6-report-it>

³ The plan is available through the following web address: <https://www.norfolk-pcc.gov.uk/assets/documents/DraftSaferNorfolkPlan2021.pdf>

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
Serious violence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Domestic and sexual abuse	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Preventing terrorism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Criminal exploitation, including modern slavery and county lines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Neighbourhood crimes like burglary, robbery, vehicle crime and other theft offences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Anti-social behaviour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hate crime and community tensions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fraud	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

3. The Community Safety Partnership has proposed setting 12 long-term outcomes, which it will work to achieve over the course of the next three years. They are spread across four strategic areas, which are set out below:

Building Resilient Cohesive Communities

1. People feel safe from crime and anti-social behaviour in Norfolk
2. Reduce overall levels of hate crime, fraud and anti-social behaviour
3. Victims feel confident reporting their experience and are able to cope and recover

Tackling and Reducing Neighbourhood Crime

1. Victims of neighbourhood crime are supported to cope and recover from their experience
2. Reduce overall neighbourhood crimes levels
3. Reduce reoffending

Reducing the Threat of Criminal Exploitation

1. People are prevented from being drawn into Criminal exploitation and terrorism
2. Victims of exploitation are made to feel safe

3. People most at risk of criminal exploitation in Norfolk are identified and supported as early as possible

Safeguarding Communities from Abuse and Serious Violence

1. Victims are more confident reporting their experience and are satisfied with the response
2. Victims of abuse and violence are supported to cope and recover
3. Reduce overall victimisation, risk, harm, perpetration and reoffending for:
 - a. Rape and sexual offences
 - b. Domestic abuse
 - c. Serious violence

Do you agree with the NCCSP's long-term outcomes? *

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☐ Strongly disagree

Comments:

4. Do you have any further comments regarding the draft Strategic Plan?

5. What would make you feel safer in your local area?

6. What is your gender? *

- ☐ Male
- ☐ Female
- ☐ Prefer not to say
- ☐ Other (please specify):

7. How old are you? *

- ☐ Under 16
- ☐ 16-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65-74
- ☐ 75-84
- ☐ 85+
- ☐ Prefer not to say

8. What is your ethnic group? *

- ☐ White
- ☐ Mixed or multiple ethnic groups
- ☐ Asian or Asian British
- ☐ Black, African, Caribbean or Black British
- ☐ Other ethnic group
- ☐ Prefer not to say

9. What is your religion? *

- ☐ No religion
- ☐ Christian
- ☐ Buddhist
- ☐ Hindu
- ☐ Jewish
- ☐ Muslim
- ☐ Sikh
- ☐ Any other religion
- ☐ Prefer not to say

10. Which of the following options best describes your sexuality? *

- ☐ Heterosexual or straight
- ☐ Gay or lesbian
- ☐ Bisexual
- ☐ Prefer not to say

☐ Other (please specify):

11. Do you consider yourself to have a disability? *

- ☐ I have a disability
- ☐ I do not have a disability
- ☐ Prefer not to say

Report to Cabinet

Item No. 16

Report title:	Notifications of Exemptions Under Contract Standing Orders
Date of meeting:	
Responsible Cabinet Member:	Cllr Andrew Jamieson (Cabinet Member for Finance)
Responsible Director:	Simon George, Executive Director of Finance
Is this a key decision?	No

Introduction from Cabinet Member

Contract standing orders require that all exemptions to standing orders granted for the award of contracts valued in excess of £250,000 are reported to Cabinet.

The report sets out all such exemptions and purchases up to 10th September 2021

Recommendations:

- 1. As required by paragraph 10.b of Contract Standing Orders, Cabinet is asked to note the exemptions over £250,000 that have been granted under paragraph 10.a.ii of those orders by the Director of Procurement and Director of Governance in consultation with the Leader of the Council.**

Supplier	Value, term and ref	Short description of Contract and Reason for Exemption
PSS UK	£833,000 01/11/2021-31/03/2022 Ref EX61860	Shared Lives services for adults This is a joint contract with Suffolk County Council. In January 2021, the two authorities agreed to a plan to decommission the current Shared Lives service provided by PSS (UK) Ltd and bring the service in house, to be delivered by NCC with Suffolk as a customer. Suffolk subsequently withdrew from the arrangement and so we now require a short contract extension to allow time for a robust recommissioning process

Officer Contact

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

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

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Report to Cabinet

Item No. 17

Report Title: Finance Monitoring Report 2021-22 P5: August 2021

Date of Meeting: 06 September 2021

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

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

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 03 September 2021

Introduction from Cabinet Member

This report gives a summary of the forecast financial position for the 2021-22 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2022, together with related financial information.

Executive Summary

Subject to mitigating actions, on a net budget of £439.094m, the forecast revenue outturn for 2021-22 at the end of period 5 (August) is **a balanced position** after taking into account use of £19.274m Covid reserves brought forward from 2020-21 to meet Covid pressures in 2021-22

General Balances are **£23.763m** following transfers of £4.056m from non-Covid related savings and Finance General underspends at the end of 2020-21. Service reserves and provisions are forecast to total **£133.052m**.

Covid-19 financial pressures are taken into account in the forecasts in this report. Details of these pressures and progress on achieving saving are addressed in detail in this report.

Recommendations:

1. To recommend to County Council the addition of £3.952m to the capital programme to address the capital funding requirements as set out in detail in Capital Appendix 3, paragraph 4.2 as follows;
 - £3.952m for the 2021-22 Local Full Fibre Network funded by the Department for Culture, Media and Sport (DCMS)
2. Subject to County Council approval of recommendation 1 above, 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 recompeted
 - 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 note the update on the budget setting process for 2022-23 as set out in Appendix 4
 4. To agree in principle to submit a request to form a Business Rates Pool with Norfolk District Councils for 2022-23 as set out in Appendix 4 section 2.3, and delegate a final decision on pooling for 2022-23 to the Leader in consultation with the Executive Director of Finance and Commercial Services.
 5. To note the period 5 general fund forecast revenue **balanced position**, 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 **£72.466m**, including £19.274m brought forward from 2020-21;
 7. To note the period 5 forecast 95% 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 **£23.763m**.
 9. To note the expenditure and funding of the revised current and future 2021-25 capital programmes, including the update from the Better Broadband project in

Appendix 3, section 1.11; highlighting the receipt of rebates to date which will effectively remove the need for the £11m external borrowing earmarked to fund this project. Next month's report will reflect this reduction in external borrowing requirement in Appendix 3.

1. Background and Purpose

- 1.1. This report and associated annexes summarise the forecast financial outturn position for 2021-22, to assist members to maintain an overview of the overall financial position of the Council.

2. Proposals

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

3. Impact of the Proposal

- 3.1. The impact of this report is primarily to demonstrate where the Council is anticipating financial pressures not forecast at the time of budget setting, including the implications of the Covid-19 pandemic, together with a number of other key financial measures.

4. Evidence and Reasons for Decision

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

Appendix 1 summarises the revenue outturn position, including:

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

Appendix 2 summarises the key working capital position, including:

- Treasury management
- Payment performance and debt recovery.

Appendix 3 summarises the capital outturn position, and includes:

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

Appendix 4 provides an update on the development of the 2022-23 Budget and Government announcements

- 4.2. Additional capital funds will enable services to invest in assets and infrastructure as described in Appendix 3 section 4.

5. Alternative Options

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

6. Financial Implications

- 6.1. As stated above, the forecast revenue outturn for 2021-22 at the end of P5 was a **balanced position** linked to a forecast 95% savings delivery. Forecast outturn for service reserves and provisions is **£133.8m**, and the general balances forecast remains at **£23.763m**. Funding of **£53.192m** is forecast to be received in the year to off-set additional expenditure occurred as a result of the Covid-19 pandemic. When added to £19.274m Covid reserves brought forward the total Covid funding available is **£72.466m**.
- 6.2. Overall, service net pressures have been offset by underspends and a balanced position is anticipated. A narrative by service is given in Appendix 1.
- 6.3. The Council's capital programme is based on schemes approved by County Council in February 2021, including previously approved schemes brought forward and new schemes subsequently approved.

7. Resource Implications

- 7.1. None, apart from financial information set out in these papers.

8. Other Implications

8.1. Legal Implications

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

8.2. Human Rights implications

None identified.

8.3. Equality Impact Assessment

In setting the 2021-22 budget, the council has undertaken public consultation and produced equality and rural impact assessments in relation to the 2021-22 Budget. An overall summary Equality and rural impact assessment report is included on page 284 of the Monday 22 February 2021 Norfolk County Council agenda. [CMIS > Meetings](#)

The Council is maintaining a dynamic [COVID-19 equality impact assessment](#) to inform decision making during the pandemic.

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

8.4 Data Protection Impact Assessments (DPIA)

DPIA is not required as the data reported in this paper does not drill down to the personal data level.

9. Risk Implications/Assessment

- 9.1. Corporate risks continue to be assessed and reported on a quarterly basis to both Cabinet and the Audit Committee. The Council's key financial based corporate risk (RM002 - The potential risk of failure to manage significant reductions in local and national income streams) has been reviewed and refreshed in February 2021 to incorporate the 2021/22 budget and medium term financial strategy 2021/22 - 2024/25 being set. Key risk mitigations include amongst others regular (monthly) financial reporting to Cabinet, working to the Medium Term Financial Strategy and setting robust budgets within available resources.
- 9.2. Unlike many other parts of the public sector such as the NHS, local authorities are required by law to set a balanced budget. As part of their duties, the Executive Director of Finance and Commercial Services has a responsibility to report to members if it appears to him that the authority will not have sufficient resources to finance its expenditure for the financial year. While not underestimating the continued severity of the current crisis on Council's finances, the Executive Director of Finance and Commercial Services believes a balanced budget will be achieved in 2021-22.

10. Select Committee comments

- 10.1. None

11. Recommendation

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

12. Background Papers

- 12.1. Summary Equality and rural impact assessment [CMIS > Meetings](#) page 284

Officer Contact

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

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Appendix 1: 2021-22 Revenue Finance Monitoring Report Month 5

Report by the Executive Director of Finance and Commercial Services

1 Introduction

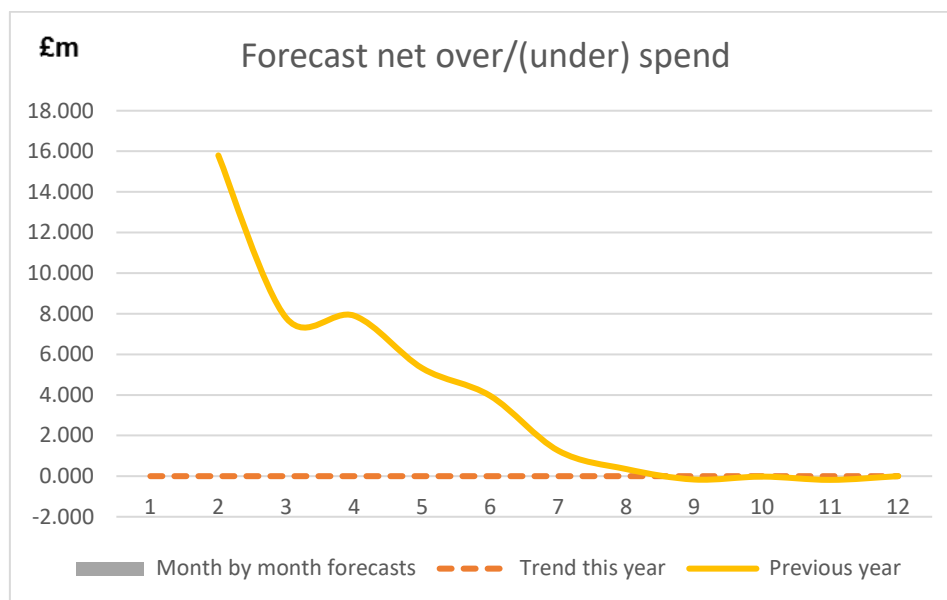
1.1 This report gives details of:

- the P5 monitoring position for the 2021-22 Revenue Budget
- additional financial information relating to the Covid-19 pandemic
- forecast General Balances and Reserves as at 31 March 2022 and
- other key information relating to the overall financial position of the Council.

2 Revenue outturn – over/(under)spends

2.1 **At the end of August 2021**, a balanced position is forecast on a net budget of £439.094m.

Chart 1: forecast /actual revenue outturn 2021-22, month by month trend:



2.2 Chief Officers have responsibility for managing their budgets within the amounts approved by County Council. They have been charged with reviewing all their cost centres to ensure that, where an overspend is identified, action is taken to ensure that a balanced budget will be achieved over the course of the year.

- 2.3 Details of all under and overspends for each service are shown in detail in Revenue Annex 1 to this report, and are summarised in the following table:

Table 1: 2021-22 forecast (under)/overspends by service

Service	Revised Budget	Cost Pressures	(Under spends/ Savings)	Earmarked Reserves & Provisions Utilised	Net (under)/ overspend	%	RAG
	£m		£m		£m		
Adult Social Care	252.550	9.921	-0.182	-9.738	0	0%	G
Children's Services	178.886	5.285	0	-5.285	0	0%	G
Community and Environmental Services	158.236	1.307	0	-1.307	0	0%	G
Strategy and Transformation	8.461	0.299	-0.032	-0.267	0	0%	G
Governance Department	1.865	0.975	0	-0.975	0	0%	G
Finance and Commercial Services	32.389	3.054	0	-3.054	0	0%	G
Finance General	-193.293	1.965	-1.720	-0.245	0	0%	G
Total	439.094	22.806	-1.934	-20.871	0	0%	G

Notes:

- 1) the RAG ratings are subjective and account for the risk and both the relative (%) and absolute (£m) impact of overspends.
- 2) Earmarked reserves and provisions were set aside in 2020-21 in order to meet and fund additional pressures in 2021-22.

- 2.4 **Children's Services:** The forecast outturn as at Period 5 (end of August 2021) remains an overspend of £5.285m offset by use of reserves, resulting in an overall breakeven position. Budgets continue to be under significant pressure reflecting the operational pressures being felt and challenging market forces that are outside of NCC's control. Whilst management action is being taken to mitigate the budget risks as much as possible, significant uncertainty remains that could result in these pressures increasing, which is compounded by the unknown ongoing impact of the pandemic over the short-to-long-term.
- 2.5 The budgets causing greatest concern are demand-led, specifically the external residential social care placements and home to school transport.
- 2.6 As previously reported, the former is under pressure due to a combination of the number of places required, the rising complexity of need for vulnerable adolescents, and market forces favouring suppliers of provision. The number of places required since the start of the financial year is because of both the level of need and the availability of foster carers, which has been impacted by the pandemic. Additionally, there has been increasing pressure on the leaving care budget, including where post-18s continue to need to be supported due to needs and/or the challenge of securing suitable housing exacerbated by the pandemic. At this stage, the forecast overspend is expected to be met through a corresponding contribution from Children's Services Business Risk Reserve.
- 2.7 The transport budget pressure is particularly due to the number of children and young people with high special educational needs and disabilities that need individual and/or

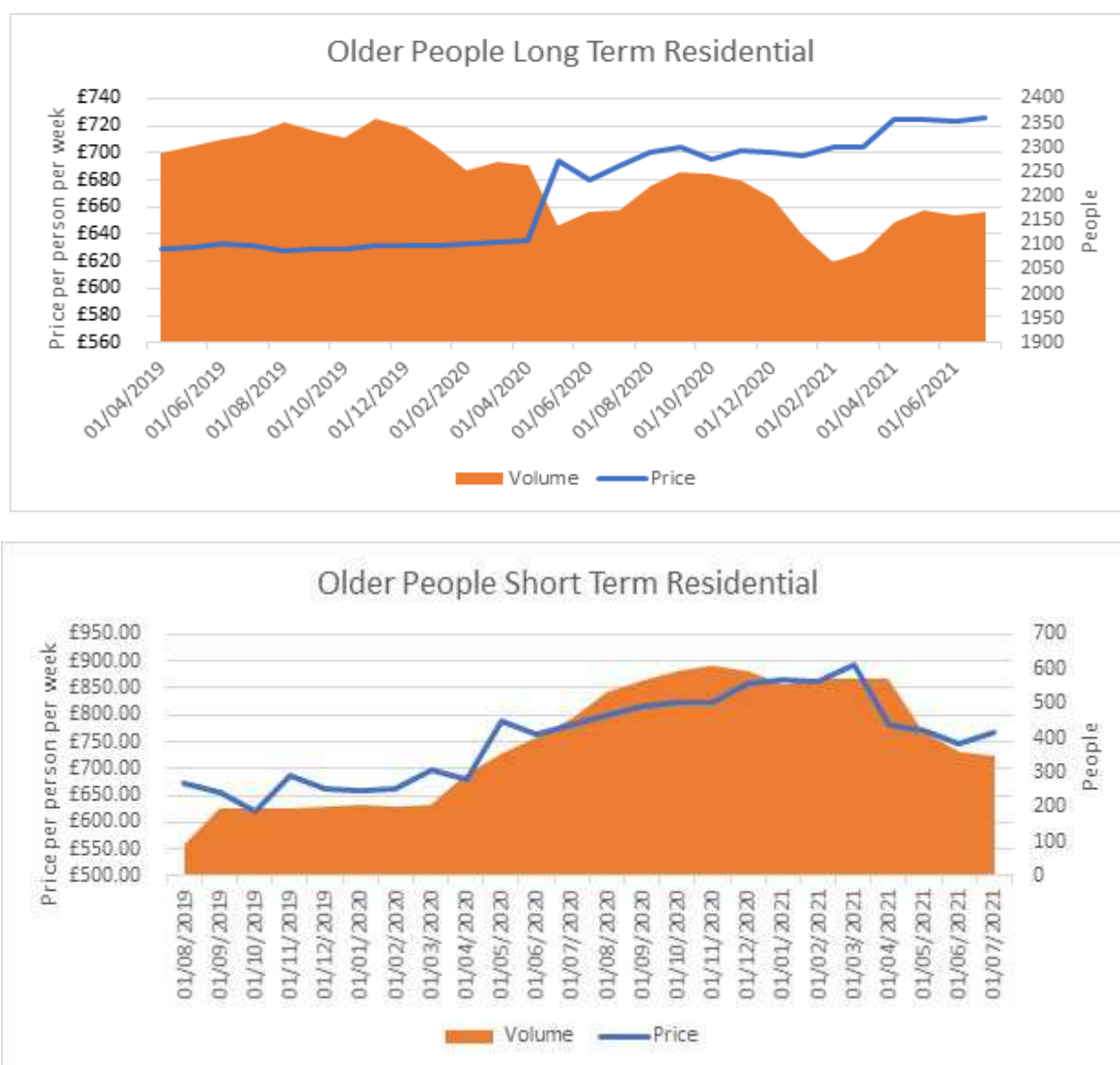
high-cost assistance to travel to and from school. Since schools returned in April, NCC has seen a significant increase in demand for Education, Health and Care Plans and for specialist school provision; this results in increasing demand for transport. The forecast is in line with the pressure anticipated for this year when contributions were made to the Transport Equalisation Reserves at the end of the 2020-21 financial year; the use of these reserves has forecast to mitigate this overspend at this stage.

- 2.8 Management action is being taken within the department to reduce these risks, wherever possible. Any impact upon future years' budgets is being kept under close review ahead of the 2022-23 Budget Planning process. The service also continues to presume the use of reserves to cover committed expenditure that slipped from 2020-21 due to the pandemic.
- 2.9 Given the current national context, there continues to be significant influences beyond the Council's control that make delivery of the transformation programme (and, therefore, savings) difficult in light of the ongoing recovery work, ongoing Covid-related impacts including self-isolation of staff, surges in demands and any further Covid waves that may bring further restrictions and / or new scenarios to manage. These risks are continuing to be kept under close review.
- 2.10 **Adult Social Services:** The forecast outturn as at Period 5 (end of August 2021) is a balanced position after one-off reserve utilisation. With Adult Social Care (ASC) being a demand led service, the budget to provide it always operates under a degree of uncertainty. This has never been more apparent than in the last 12 months and is likely to continue for at least the remainder of this financial year. As reported throughout 2020/21, Covid-19 had a detrimental effect on the pace and scale of the ASC transformation programme. This therefore resulted in a shortfall in savings delivery which is still creating a legacy pressure against the department budget. At this time there is a risk that ASC will not be able to catch-up on the 2020/21 savings whilst also delivering against the new 2021/22 savings. This month we have now declared that £2m of our 2021/22 saving are unlikely to be delivered (see note 6.5). During 2020/21 the department recognised the risk to 2021/22 budgets and built up a level of reserves to mitigate the risk.
- 2.11 The ASC service continues to be under immense pressure, with demands for services creating particular system and capacity constraints. We have seen a substantial increase in weekly referrals during the last quarter. Whilst over the last 2 years we had successfully reduced holding lists, the recent volume increases during the last 12 months has meant a 33% increase in our holding lists – now at 1900 people. These lists are constantly monitored and prioritised to enable risk to be managed. Furthermore, since November 2020 we have seen a significant rise in the level of completed S42 (Care Act 2014) safeguarding enquiries. Equally, the pressure facing our partners in the health system has meant discharge referrals from hospital into the Home First Hubs have increased by over 100% more than the staffing and commissioning capacity. We continue to work with members of Norfolk's Health and Care system to manage this demand. At the same time, the pressure on hospital discharge is felt by our care market. Intelligence provided by the market indicates that the level of acuity upon discharge is higher than previously experienced. Moreover, our care providers ability to recruit and retain staff, especially in services such as home support, is under strain at this time and will clearly limit capacity. For Home Support, since July 2020, we have seen a 35% increase in care vacancies, and in our care homes, a 14% increase in the last 3 months alone. Within this past month we are seeing a rise in the number of contracts that are either being handed back, or having to be managed for interim periods due to temporary inability

to staff. As a result, during the last 18 months we've experienced a significant increase in care prices, with this peaking during the height of the pandemic at a near 25% unit price increase, alongside a 400% rise in our usage of short term residential care. Internally our own provider, Norfolk First Response, have also experienced a near doubling of requests for Reablement support directly from a hospital discharge.

- 2.12 What the preceding paragraph means is our ASC budget, in particular the Older People Purchase of Care budget, continues to be under pressure. For our care purchasing budgets, whilst the pandemic has, in the short term, resulted in some reduced demand for services such as long term residential care (see Graph 1), overall we have still seen a 3% rise in demand for long term care, within which is a 13% rise in older people needing to access these services. We continue to give focus to our utilisation of short-term residential care beds and are seeing some positive results in reducing our dependence upon them. However, a high proportion of those previously in receipt of short term bedded care have converted into long term need. Of course, for the Health and Care system, the winter seasonal peak in demand will soon be upon us, and capacity planning is underway to manage this in the most cost-effective way possible.

Graph 1 & 2: Example of Older People care volume and price spikes over last 18 months.



- 2.13 In order to meet current demand levels and balance both Covid recovery and service transformation, the department has needed to continue with both its recruitment drive

and focus on staff retention. This means that some of our staff budgets that have historically underspent (due to vacancies) may well be under pressure. We recognised that 2021/22 would likely be a difficult financial year and built an adequate reserve balance to manage any presenting risk. Whilst still relatively early in the financial year, as at period 5, the ASC department is forecasting an underlying overspend of £9.7m, mitigated by one-off utilisation of Business Risk reserves. The ASC reserve forecast (Table 3, section 4.3) therefore reflects this planned reserve utilisation. The department recognises the one-off nature of reserve utilisation and therefore for both ASC, and the wider Council, it will be critical that the service is supported to manage the presenting risks before heading into the 2022-26 Medium Term Financial Strategy (MTFS) cycle.

- 2.14 **CES:** we are currently forecasting a balanced outturn position after the use of the business risk reserve, historically CES budgets have been fairly stable throughout the year, however the impact of the pandemic has added a degree of uncertainty to the budgets, specifically around income generation.
- 2.15 There is a significant uncertainty in relation to the impacts on income. We are currently forecasting pressures around income within Museums, libraries and On-street parking. Overall, the position will be mitigated through the Local government income compensation scheme for lost sales, fees and charges and the use of the business risk reserve.
- 2.16 The department is also reviewing the additional costs of reopening services to ensure that they are available to the public and operating within the government guidelines.
- 2.17 Waste volumes at Recycling Centres and kerbside collections remain volatile following an exceptional year in 2020/21. The 2021/22 budget allowed for an increase in waste volumes, we continue to monitor this closely and the long term impacts on the budget.
- 2.18 **Corporate services:** The Strategy and Transformation, Governance and Finance and Commercial Services directorates are forecasting a balanced position, making use of Covid reserves brought forward from 2021-22 where appropriate.
- 2.19 **Finance General:** A balanced budget is forecast in Finance General at Period 5 (end of August 2021). The forecast overspend of £1.965m resulting from on-going Covid related PPE, staff and premises costs are balanced by forecast underspends in interest payable costs £0.739 being less than budgeted due to the timing of borrowing and sustained low interest rates on new borrowing and £0.726m Travel Rights Grant. Other forecast underspends include £0.1m reduction in member travel and allowances, and the £0.1m Council's pension AVC salary sacrifice scheme. The remaining £0.245m overspend is being mitigated by COVID reserves as set out in Appendix 1: Revenue Annex 1
- 2.20 The forecast assumes use of £19.274m Covid reserves brought forward from 2020-21 to mitigate Covid related expenditure where appropriate and necessary to maintain a balanced budget. We are assuming that the combination of Covid grants and reserves will be sufficient to cover additional cost pressures, but at this early stage of the year the extent of cost pressures may still change.
- 2.21 Further details are given in Appendix 1: Revenue Annex 1.

3 Approved budget, changes and variations

- 3.1 The 2021-22 budget was agreed by Council on 22 February 2021 and is summarised by service in the Council's Budget Book 2021-22 (page 17) as follows:

Table 2: 2021-22 original and revised net budget by service

Service	Approved net base budget	Revised budget P5
	£m	£m
Adult Social Care	252.550	252.552
Children's Services	178.886	178.886
Community and Environmental Services	158.307	158.236
Strategy and Transformation	8.422	8.461
Governance Department	1.904	1.865
Finance and Commercial Services	32.235	32.389
Finance General	-193.210	-193.293
Total	439.094	439.094

Note: this table may contain rounding differences.

- 3.2 In August 21, there were some minor budget transfers between services, however the Council's net budget for 2021-22 remains unchanged.

4 General balances and reserves

General balances

- 4.1 At its meeting on 22 February 2021, the County Council agreed a minimum level of general balances of £19.706m in 2021-22. The balance at 1 April 2021 was **£23.763m** following transfers of £4.056m from non-Covid related savings and Finance General underspends at the end of 2020-21. The forecast for 31 March 2022 is unchanged, before any over/(under)spends.

Reserves and provisions 2021-22

- 4.2 The use of reserves anticipated at the time of budget setting was based on reserves balances anticipated in January 2021. Actual balances at the end of March 2021 were higher than planned, mainly as a result of grants being carried forward, including Covid-19 support grants, and reserves use being deferred.
- 4.3 The 2021-22 budget was approved based on a closing reserves and provisions (excluding DSG reserves) of £111.8m as at 31 March 2022. This, and the latest forecasts are as follows.

Table 3: Reserves budgets and forecast reserves and provisions (excluding LMS/DSG)

Reserves and provisions by service	Actual balances 1 April 2021(1)	Increase in March 2021 balances after budget setting	2021-22 Budget book forecast March 2022	Latest forecast balances 31 March 2022
	£m	£m	£m	£m
Adult Social Services	38.611	16.836	14.102	11.179
Children's Services (inc schools, excl LMS/DSG)	17.412	8.953	5.832	8.410
Community and Environmental Services	54.223	12.274	49.780	55.841
Strategy and Transformation	1.892	0.529	1.265	1.625
Governance	2.119	0.236	0.908	1.106
Finance & Commercial Services	4.628	1.340	1.872	1.575
Finance General	39.255	6.172	30.739	39.010
Schools LMS balances	17.018	4.204	7.308	14.306
Reserves and Provisions including LMS	175.158	50.544	111.806	133.052
DSG Reserve (negative)	-31.797	-0.834	-34.355	-49.897

- 4.4 Covid grants and other grants and contributions brought forward as at 31 March 2021 resulted in reserves and provisions being £50.5m higher than had been assumed at the time of budget setting. However, it is assumed that the majority of these reserves will be used for service provision during 2021-22. As a result, the latest forecast net total for reserves and provisions at 31 March 2022 is approximately £21.246m higher than was assumed at the time of budget setting.
- 4.5 **Dedicated Schools Grant (DSG):** The latest forecast DSG Reserve is based on the latest modelling of the Dedicated Schools Grant (DSG) Recovery Plan after the 2020-21 outturn. The forecast is for an in-year deficit of £18.1 m overspend as at the end of March 2022 which increases the DSG Reserve to £49.9m as at 31 March 2022. The forecast overspend is due to the High Needs Block, with all other Blocks forecast to break-even at this early stage. This compares to a budgeted deficit of £8.635m.
- 4.6 The areas of most significant cost pressure are independent school placements, post-16 provision and maintained special school placements. There has been further increase in demand, particularly for independent special school provision placements, ahead of the new academic year. As a result of the demand seen, it is forecast that it will exceed the growth built into the budget. This significantly contributes to the increased overspend forecast for the 2021-22 financial year. These budgets will continue to be kept under close review given the demand-led nature of these budgets and the statutory duties of the local authority to meet the education needs of the children and young people with high special educational needs.
- 4.7 In addition, a thorough review is underway of the demand upon the 'invest-to-save' support for Early Intervention Special Educational Needs (SEN) Funding. This funding is specified to support individual children, to enable needs to be met and to prevent the escalation of needs (and subsequent potential move to more costly, specialist places). As the pandemic restrictions ease, there has been a significant increase in applications for this support and this could result in increased spend in future months. This will be kept under close review, but it should be noted that

additional spend on these budgets should mitigate pressures on maintained special school and independent school placements, particularly in the medium-to-longer-term.

- 4.8 Despite the pandemic, significant work by the NCC, Norfolk Schools Forum and the wider system continues to take place as part of the Children's Services Transformation Programme both to ensure that the right specialist provision is in the right place to meet needs (i.e. the capital investment), whilst also progressing work to transform how the whole system supports additional needs within mainstream provision
- 4.9 NCC is reporting the forecast position each term to the Norfolk Schools Forum, in line with DfE expectations and feedback from the Forum continues to be sought. Additionally, the position last reported to Norfolk Schools Forum was shared with the DfE in July in line with their requests for periodic update. As part of the DfE's ongoing monitoring where a local authority is carrying a cumulative deficit, it is anticipated that there will be a follow up meeting with representatives from the DfE early in the Autumn term.
- 4.10 Sustainable funding for the HNB continues to be pursued and NCC recently responded to a DfE consultation regarding revising the historical basis for the national funding formula for HNB; this consultation suggested that Norfolk has been under-funded for a number of years and, even if the proposals are implemented, will continue to be under funded due to a capping system. We have now received the provisional DSG allocations for 2022-23 that includes the outcome of this consultation; unfortunately, for Norfolk the final historical adjustment has been capped at a lower level than the consultation, meaning that level of under-funding for Norfolk continues and is exacerbated.
- 4.11 The outcome of the national major review into support for children with special educational needs following the implementation of the SEND Reform Act 2014 is currently expected this Autumn, having been previously delayed by three times. It is anticipated that this review will deliver significant findings and that these will have financial implications.
- 4.12 **Provisions included in the table above**

The table above includes forecast provisions of £30.999m comprising

- £10.0m insurance provision,
- £12.6m landfill provision (this provision is not cash backed),
- £5.389m provisions for bad debts,
- £2.996m business rates appeals provision, and
- a small number of payroll related provisions.

5 Covid-19 financial implications

5.1 Details of central government funding announcements and forecast Covid-19 pressures are set out below.

5.2 Covid-19 funding forecasted to date is as follows:

Table 4a: Covid-19 funding

Funding	Actual/forecast 2021-22 £m
Covid reserves brought forward	
Home to School and College Transport Funding carried forward	0.598
Local Outbreak Control: test and trace service support grant carried forward	1.271
Contain Outbreak Management Fund carried forward	14.389
Community Testing Funding carried forward	0.050
Clinically Extremely Vulnerable Funding carried forward	2.420
Wellbeing for Education Recovery Grant carried forward	0.037
Holiday Activity Fund Grant carried forward	0.018
Norfolk Assistance Scheme Reserve	0.491
Use of funding brought forward from 2020-21	19.274
COVID-19 MHCLG Grant Tranche 5	18.892
Infection Control Fund	3.860
Infection Control and Testing Fund	4.755
Home to School and College Transport Funding	0.245
Contain Outbreak Management Fund	4.859
Wellbeing for Education Recovery Grant	0.125
Covid Winter Grant Scheme	0.644
COVID Local Support Grant	2.579
Adult Social Care Rapid Testing Fund	2.535
Holiday Activity Fund Grant	2.389
Covid-19 Bus Services Support Grant	2.291
Funding for Travel Demand Management	0.117
Fire Home Office Grant	0.192
Hospital Discharge funding	6.210
Sales, fees and charges compensation	1.687
Furlough Income (non-schools)	0.202
Practical Support for Self-Isolation Grant	1.116
Community Testing Funding	0.496
Funding forecast in 2021-22	53.192
Funding for 2021-22	72.466

New / confirmed funding

5.3 The majority of funding above is a continuation of funding streams first received in 2020-21. New funding sources include:

5.4 **Hospital Discharge Funding:** £6.210m agreed funding from Norfolk & Waveney CCG to cover the hospital discharge costs incurred by NCC for Adult Social Care up until 30 September 2021. £478m nationally has been announced by the Government

for the second half of the financial year in relation to the Hospital Discharge Programme, but no details have as yet been published. We have in the last period, with our N&W CCG, submitted an economic case to NHS England and Improvement (NHSEI) for additional funding to cover the discharge costs for the up to 4 week period that may occur in October 2021 relating to discharges to 30th September.

- 5.5 An additional element of cost mitigation included in forecast over and underspends is the Government's **Coronavirus Job Retention Scheme**. While the scheme has not been used to duplicate other sources of public funding, such as the Covid-19 support grants, the government has recognised that there are exceptional cases where, for example, Local Authorities have needed to close venues such as museums and registry offices. Claims for the period from April 2021 to the end of July 2021 totalled £0.226m, including £0.024m in respect of schools.
- 5.6 **Funding for bus services:** on 6 July 2021 the Transport Secretary announced new funding of £226.5m for bus operators to ensure they continue to run services as COVID-19 restrictions are lifted and passenger numbers begin to return in higher numbers. This funding covers the period September 21 to April 22 and replaces the COVID-19 Bus Service Support Grant which ends on 31 August 2021. Norfolk's 2021-22 allocation of £0.769m was received in period 5.
- 5.7 **Practical Support for Self-Isolation Grant:** The Council is expecting six months funding from the DHSC to provide practical support for those self-isolating. Funding received to period 5 totals £0.838m.

Other funding

- 5.8 **Local government income compensation scheme for lost sales, fees and charges:** MHCLG have confirmed the extension to the Sales, Fees and Charges Scheme, into the first three months of 2021/22. The compensation is expected to be subject to the same deductions as 2020-21 based on a 5% budget absorption and the 75 pence in every pound of loss thereafter) and be based on profiled budgets to reflect seasonality of income. MHCLG released the SFC compensation for April – June 2021 return on 20 September. The council will work on the return and submit a claim by the deadline of 22 October. Early forecast indicates the council can expect to receive grant income of £1.687m from government to compensate for lost income. Updates to this forecast will be included in future period monitoring when the claim amount is known.

Covid-19 related cost pressures

5.9 A summary of the forecast Covid-19 related cost pressures are as follows:

Table 4b: Covid-19 cost pressures

Table 4b: Covid-19 cost pressures	Adult Social Services	Children's Services	Community and Environmental Services	Strategy and Transformation	Governance	Finance and Commercial Services	Finance General	Total
	£m	£m	£m	£m	£m	£m	£m	£m
2021-22 Covid-19 cost pressures	40.051	5.899	30.064	0.035	0.950	0.599	5.622	83.220
Use of funding brought forward from 2020-21	0.000	-0.653	-18.130	0.000	0.000	0.000	-0.491	-19.274
2021-22 Grants and funding	-17.613	-3.664	-9.595	0.000	-0.025	-0.174	-22.120	-53.192
2021-22 Covid-19 Funding	-17.613	-4.317	-27.725	0.000	-0.025	-0.174	-22.611	-72.466
Net pressure	22.438	1.582	2.339	0.035	0.925	0.425	-16.990	10.753

5.10 The forecast net Covid cost pressure position reflects ongoing pressures and costs throughout 2021-22 in areas such as testing, infection control and the hospital discharge programme. Funding allocations for infection control and testing, and hospital discharge funding have only been confirmed to the end of September, resulting in a net forecast Covid cost pressure of £10.753m. £478m nationally has been announced by the Government for the second half of the financial year in relation to Hospital Discharge Programme funding but no individual organisation allocations have as yet been published. Any additional income received for the period October 21 to March 22, is likely to reduce the net cost pressure. If additional income is not received consideration will need to be given to the approach taken allowing for the impact on market sustainability and the health and care system.

Other pressures

5.11 A particular risk relates to Business Rates and Council Tax income. This has been taken into account during 2021-22 budget setting. To assist future budgeting, the government has allowed Council's to spread their tax deficits over 3 years rather than the usual one year

5.12 The costs and income pressure relating to Covid-19 vary from the overall Council forecast balanced budget position shown in this report. This is due to non-Covid-19 related actions put in place by Chief Officers to mitigate the financial impacts of the pandemic.

6 Budget savings 2021-22 summary

- 6.1 In setting its 2021-22 Budget, the County Council agreed net savings of £41.179m. Details of all budgeted savings can be found in the 2021-22 Budget Book. A summary of the total savings forecast to be delivered is provided in this section.
- 6.2 The latest monitoring reflects total forecast savings delivery of £39.179m and a total shortfall of £2.000m (5%) at year end.
- 6.3 The forecast savings delivery is anticipated as shown in the table below:

Table 5: Analysis of 2021-22 savings forecast

	Adult Social Services	Children's Services	Community and Environmental Services	Strategy and Transformation	Governance	Finance and Commercial Services	Finance General	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Budget savings	17.858	11.300	8.288	0.553	0.353	1.927	0.900	41.179
Period 5 forecast savings	15.858	11.300	8.288	0.553	0.353	1.927	0.900	39.179
Savings shortfall (net)	2.000	0.000	0.000	0.000	0.000	0.000	0.000	2.000

Commentary on savings risk areas

- 6.4 Some saving programmes have highlighted risk areas which will need to be kept under review. Any updates to the forecast delivery of savings will be included in future monitoring to Cabinet.

Adult Social Services

- 6.5 Adult Social Services are presently forecasting to deliver £15.9m of their £17.9m 2021/22 savings target, but further significant risks exist. The £2m non-delivery relates to the Short Term Out of Hospital Offer saving (ASS015) due to the high demand experienced for short term residential care following hospital discharge. The saving was predicated on the reduction of the use of short-term beds and the ability to reduce the length of stay, however due to Covid this has not been possible. Therefore, at Period 5 we are declaring £2m non delivery against this £3.67m saving.
- 6.6 There are other risks to the delivery of savings which may well mean in future periods some of the following savings (note 6.7 and 6.8 below) will have adverse forecasts applied to them. As conveyed in the revenue section of this report, Adult Social Services will likely struggle to deliver the previous year's (2020/21) savings shortfall whilst also delivering the present year savings.
- 6.7 ASC036 Maximising potential through digital solutions £2.000m savings target: Elements which are uncertain are those relating to flexible and mobile working - in response to Covid-19 teams are now operating differently and benefits previously identified are not likely to be realised, and the Ebrokerage system - has not

progressed due to Covid-19. These items may be mitigated by other digital savings including contract management which are currently being investigated.

- 6.8 ASS024 Contract renegotiation £2m savings target - Ensuring the requirements of commissioners are reflected in the Norsecare contract: There is a level of risk associated with this saving until the outcome of the transformation plans are known and upcoming risk conversations have been held.

Children's Services

- 6.9 Despite the pressures being seen by the department, at this stage it is anticipated that all budgeted savings within Children's Services will be delivered in 2021-22, although it should be noted that there are significant stresses within the system due to the ongoing impact of the pandemic that are diverting resources away from the transformation programme. These significant influences are beyond the Council's control and continue to make delivery of the transformation programme (and, therefore, savings) difficult considering the ongoing recovery work, ongoing direct Covid-related impacts including self-isolation of staff, increases in demand seen and further waves. Therefore, expected delivery of savings will continue to be kept under close review.

2022-23 to 2024-25 savings

- 6.10 Budget setting in 2021-22 saw the approval of £2.245m savings for 2022-23, £1.600m for 2023-24 and £2.500m savings for 2024-25. Any impact on the deliverability of these savings, including any 2021-22 savings that are permanently undeliverable, will be considered as part of the budget setting process for 2022-26.

Forecast revenue outturn

Revenue outturn by service

The forecast net balanced budget is a result of a range of underlying forecast over and underspends which are listed below.

Revenue budget outturn by service – detail

Adult Social Services	Revised Budget	Overspend	Under spend	Forecast net spend
		£m	£m	
Purchase of Care		8.958		
Commissioned Services		0.734		
Community Social Work			-0.005	
Business Development		0.059		
Early Help & Prevention			-0.080	
Community Health & Social Care		0.170		
Management, Finance & HR			-0.097	
Use of Business Risk Reserve			-9.738	
Forecast over / (under) spends		9.921	-9.921	
Net total	252.550		0	252.550
<i>The underlying over and underspends above excludes the planned use of ASC reserves built into the 2021-22 budget</i>				
Children's Services				
Social Care		4.000		
Learning and Inclusion		1.285		
Use of Children's Services Business Risk Reserves			-4.000	
Use of Transport Equalisation Risk Reserves			-1.285	
Forecast over / (under) spends		5.285	-5.285	
Net total	178.886		0	178.886
Community and Environmental Services				
Museums – Forecast Loss of income		0.699		
Libraries Loss of income		0.208		
On-street Parking income		0.400		
Use of Business risk reserve			-1.307	
Forecast over / (Under) spend		1.307	-1.307	
Net total	158.236		0	158.236

	Revised Budget	Overspend	Under spend	Forecast net spend
Strategy and Transformation				
Net underspends			-0.032	
Human Resources use of reserves for COVID cost pressures		0.299		
Use of Business Risk Reserve			-0.267	
Forecast over / (under) spend		0.299	-0.299	
Net Total	8.461		0	8.461
Governance				
Election costs		0.975		
Use of Election Costs reserves			-0.975	
Forecast over / (under) spend		0.975	-0.975	
Net Total	1.865		0	1.865
Finance and Commercial Services				
COVID 19 – Loss of income		0.784		
Cost pressures in Property and Finance		2.270		
Use of Business Risk Reserves			-3.054	
Forecast over / (under) spend		3.054	-3.054	
Net Total	32.389		0	32.389
Finance General (see below for narrative)				
Covid-19 additional costs		1.698		
Other cost pressures		0.267		
Travel Rights Grant income received			-0.779	
Members travel and allowances			-0.101	
Pension AVC Salary Sacrifice scheme			-0.103	
Interest on balances – <i>updated interest payable forecasts for external borrowing taken earlier in the year to secure lower fixed interest rates</i>			-0.332	
Interest receivable			-0.407	
Use of COVID reserves			-0.245	
Forecast over / (under) spend		1.965	-1.965	
Net total	-193.293			193.293
TOTAL	439.094			439.094

Revenue Annex 2 – Dedicated Schools Grant Reserve

	Reserve as at 31 Mar 21	Revised Budget (A)	Budgeted Reserve as at 31 Mar 22	Forecast Spend (B)	Over / (under) spend A-B	Forecast Reserve as at 31 Mar 22
<i>Dedicated schools grant</i>						
High Needs Block		8.635		18.100	9.465	
Increase in net deficit to be carried forward		-8.635				
Forecast over / (under) spend				-18.100	-9.465	
Net deficit (DSG Reserve)	-31.797		-40.432			-49.897

Revenue Annex 3

Impact of Covid-19 – forecast cost pressures

Forecast cost pressures summarised in paragraph 5 of the main report are as follows:

**2021-22
Forecast
£m**

Identified / forecast costs

Adult Social Care

Support for people experiencing domestic abuse	0.050
Provider support payments to cover liquidity/sustainability issues and any additional costs where not specifically related to a person's changing care needs	2.770
Savings Risk Mitigation and Covid Recovery	0.750
Weekend or Overtime staff costs	0.196
Additional Capacity	1.814
Adult Social Care remote working costs	0.075
Adult Social Care Voluntary Sector	0.016
Hospital Discharge Programme	16.807
Full use of Infection Control funding	10.421
Full use of Adult Social Care Rapid Testing Fund	7.113
Full use of Workforce Capacity Fund for Adult Social Care	0.040

Adult Social Care Total	40.051
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Children's Services

Loss of income - Children's Services	1.093
Loss of income - Maintaining Early Year's Provision	0.075
Safeguarding campaign	0.030
Additional placement costs for over-18s	0.125
Additional placement costs for under-18s	0.125
Additional costs of contracted delivery	0.300
Sustainability grants and support to the market	0.125
Additional frontline agency costs	0.500
Children's Services remote working costs	0.008
Additional staff costs	0.017
Additional social worker training	0.075
Holiday Activity Fund	2.421
Full use of Home to School and College Transport Funding	0.843
Full use of Wellbeing for Education Return Grant	0.162

Children's Services Total	5.899
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Community and Environmental Services

Customer Services additional Covid expenditure	0.002
Additional Resilience costs	0.151
Highways additional COVID costs from 3rd party contractor work	0.054
Public Transport - Covid Bus Services Support Grant	2.291
Public Transport – Funding for Travel Demand Management	0.117
Loss of income: CES Libraries	0.520
Loss of income: CES Museums	1.180
Loss of income: CES Recreation and Sport	0.008
Loss of income: Parking Services	0.188

**2021-22
Forecast
£m**

Loss of income: CES including On-street Parking	0.400
Additional / redeployed Libraries staff	0.007
Additional / redeployed Museums staff	0.125
Additional / redeployed Records Office staff	0.005
CES remote working costs	0.014
CES property costs	0.011
Public Health expenditure	0.200
Full use of Fire Home Office Grant	0.192
Full use of Local Outbreak Control: Test and Trace service support grant	1.271
Full use of Contain Outbreak Management Fund grant	19.248
Full use of Community Testing funding	0.546
Full use of Clinically Extremely Vulnerable funding	3.536
Community and Environmental Services Total	30.064

Strategy and Transformation

Time to Recover sessions for staff – HR cost	0.035
Strategy and Transformation Total	0.035

Governance

Additional cost of Elections	0.650
Additional / redeployed Registrars staff	0.205
Additional / redeployed Coroners staff	0.040
Additional / redeployed Governance staff	0.055
Governance Total	0.950

Finance and Commercial Services

Homeworking equipment	0.078
Loss of income across Finance and Commercial Services including IMT	0.409
Services to Schools, Property and Car Park income	
Additional / redeployed IMT staff	0.024
IMT - Infrastructure - Extra Telephony costs associated with WFH	0.088
Finance and Commercial Services Total	0.599

Finance General

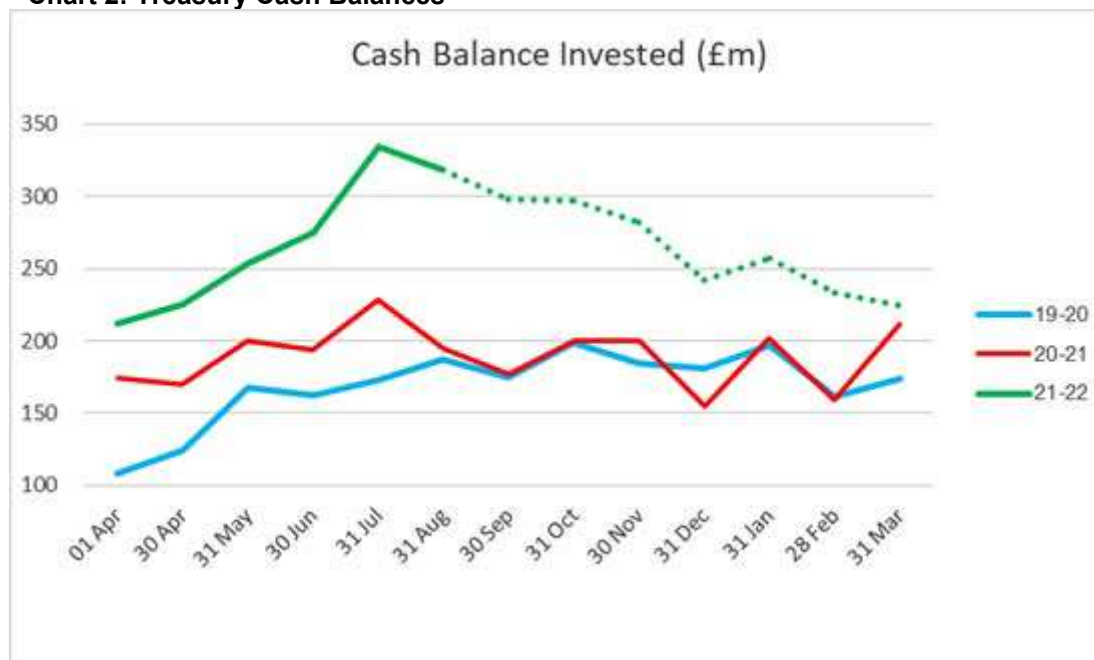
Covid response costs - redeployed staff, property costs	0.997
Temporary mortuary costs	0.178
Corporate procurement of PPE	0.113
Distribution hub - Site costs	0.259
Extension of Norfolk Assistance Scheme (NAS)	0.491
Kit for digitally disadvantaged children	0.184
IMT Guided Learning	0.176
Use of COVID Local Support Grant	2.579
Use of COVID Winter Grant Scheme funding	0.644
Finance General Total	5.622
Covid-19 financial pressures Norfolk County Council total	83.220

Appendix 2: 2021-22 Balance Sheet Finance Monitoring Report Month 5

1 Treasury management summary

- 1.1 The corporate treasury management function ensures the efficient management of all the authority's cash balances. The graph below shows the level of cash balances over the last two financial years to March 2021, and projections to March 2022.

Chart 2: Treasury Cash Balances

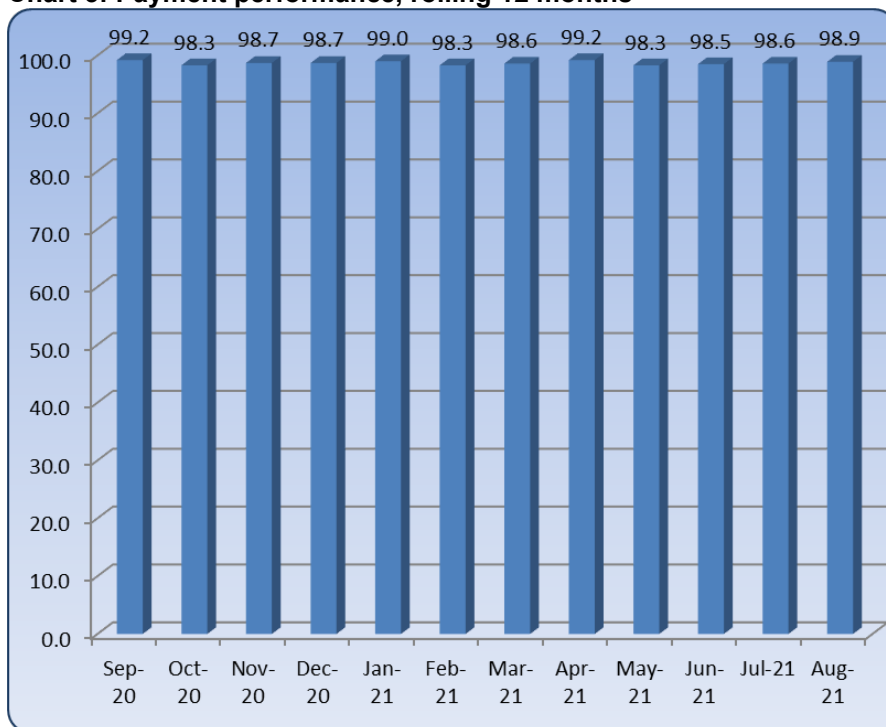


- 1.2 The Council has not borrowed any additional loans in August 2021 and given the current healthy cash balance, no further borrowing is expected until Q4 2021-22
- 1.3 Although the Council has healthy cash balances for the immediate future, the year to date borrowing of £60m has reduced the Council's exposure to potential future interest rate rises.
- 1.4 The Council's Treasury Strategy assumes as much as £80m may be borrowed in 2021-22, plus £30m deferred from 2020-21. The forecast cash flows above assume that the remaining £50m will be borrowed in Q4 2021-22 resulting in a closing cash balance of approximately £225m. If, in order to minimise the cost of carrying unnecessary borrowing, no further borrowing takes place before 31 March 2022, then the projected year-end cash balances will be approximately £175m.
- 1.5 PWLB and commercial borrowing for capital purposes was £808.1m at the end of August 2021. The associated annual interest payable on existing borrowing is £31.346m.

2 Payment performance

- 2.1 This chart shows the percentage of invoices that were paid by the authority within 30 days of such invoices being received. Some 470,000 invoices are paid annually. 98.9% were paid on time in August 21 against a target of 98%. The percentage has remained above the target of 98% in the last 12 months.

Chart 3: Payment performance, rolling 12 months



Note: The figures include an allowance for disputes/exclusions.

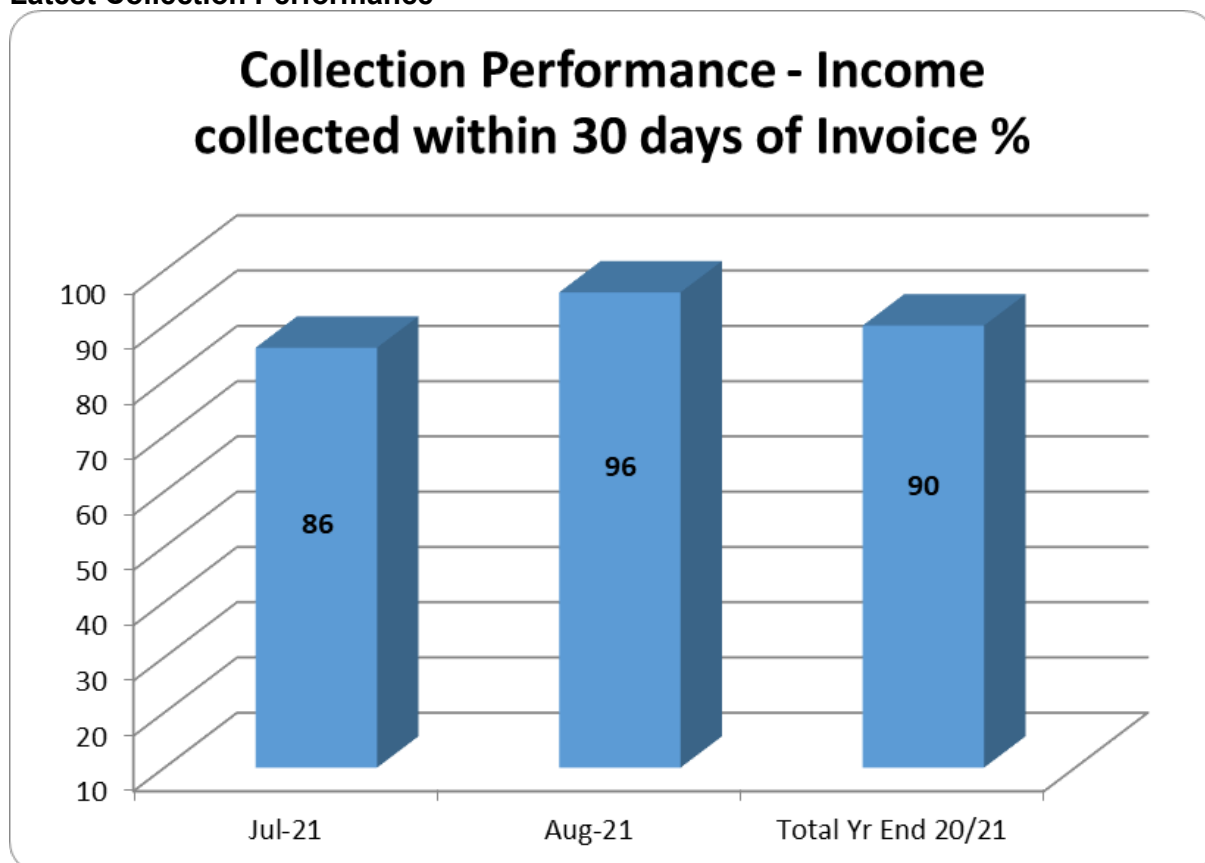
3 Debt recovery

- 3.1 **Introduction:** In 2020-21 the County Council raised over 135,100 invoices for statutory and non-statutory services. These invoices totalled in excess of £1.7bn. Through 2020-21 90.1% of all invoiced income was collected within 30 days of issuing an invoice, with 97.5% collected within 180 days.

Debt collection performance measures – latest available data

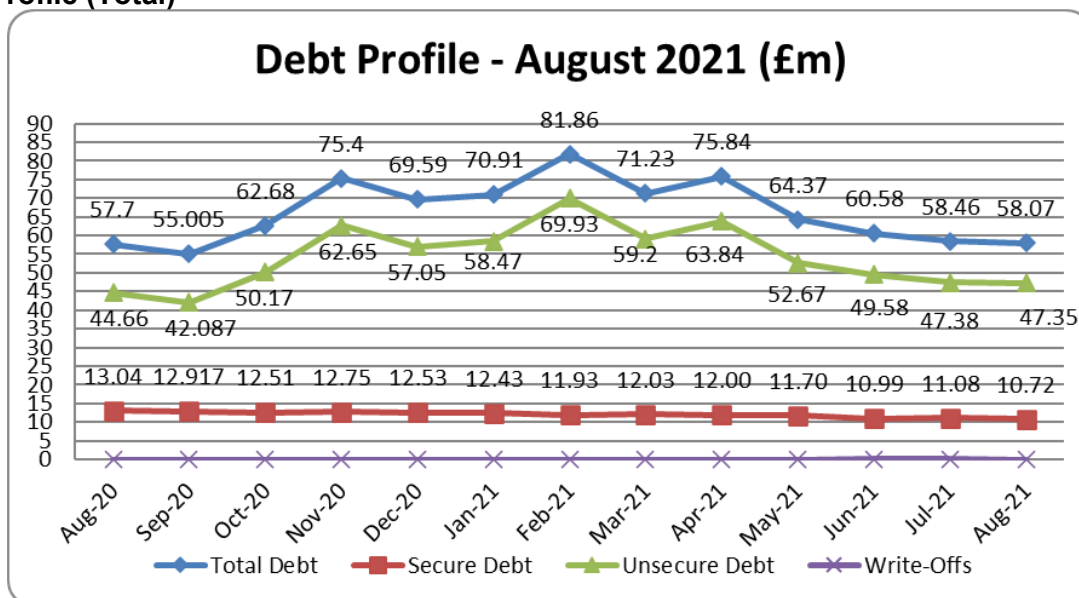
- 3.2 The proportion of invoiced income collected within 30 days for invoices raised in the previous month – measured by value – was 96% in August 2021.

Latest Collection Performance



- 3.3 The value of outstanding debt is continuously monitored, and recovery procedures are in place to ensure that action is taken to recover all money due to Norfolk County Council. The level of debt is shown in the following graph:

Debt Profile (Total)



- 3.4 The overall level of unsecure debt continues to decrease, by a further £0.03m in P5. Of the £47.35m unsecure debt at the end of August 21; £10.42m is under 30 days. The largest area of unsecure debt relates to charges for social care, £36.95m, of which £6.06m is under 30 days and £14.97m is debt with the CCG's for shared care, Better Care Pooled Fund, continuing care and free nursing care.
- 3.5 Secured debts amount to £10.72m as at 31 August 21. Within this total £3.98m relates to estate finalisation where the client has died, and the estate is in the hands of the executors.
- 3.6 **Debt write-offs:** In accordance with Financial Regulations and Financial Procedures, Cabinet is required to approve the write-off of debts over £10,000. The Executive Director of Finance and Commercial Services approves the write-off of all debts up to £10,000.
- 3.7 Service departments are responsible for funding their debt write-offs. Before writing off any debt all appropriate credit control procedures are followed.
- 3.8 For the period 1 April 2021 to the end of August 2021, 133 debts less than £10,000 were approved to be written off following approval from the Executive Director of Finance and Commercial Services. These debts totalled £134,209.18.
- 3.9 No debts over £10,000 have been approved for write-off since the 2020-21 Finance Outturn Report for the financial year 2020-21.

Appendix 3: 2021-22 Capital Finance Monitoring Report

Report by the Executive Director of Finance and Commercial Services

1 Capital Programme 2021-25

- 1.1 On 22 February 2021, the County Council agreed a 2021-22 capital programme of £281.594m with a further £256.066m allocated to future years', giving a total of £537.660m.
- 1.2 Additional re-profiling from 2020-21 resulted in an overall capital programme at 1 April 2021 of £661m. Further in-year adjustments have resulted in the capital programme shown below:

Table 1: Capital Programme budget

	2021-22 budget	Future years
	£m	£m
New schemes approved February 2021	33.687	68.781
Previously approved schemes brought forward	247.907	187.285
Totals in 2021-25+ Budget Book (total £537.660m)	281.594	256.066
Schemes re-profiled after budget setting	95.379	
New schemes approved after budget setting	1.249	
Other adjustments after budget setting including new grants	20.489	6.363
Revised opening capital programme (total £661.140m)	398.711	262.429
Re-profiling since start of year	-117.853	117.853
Norwich Western Link (approved 7 th June 21)	12.296	174.543
Other movements including new grants and approved schemes	83.703	6.258
Total capital programme budgets (total £937.941m)	376.857	561.083

Note: this table and the tables below contain rounding differences

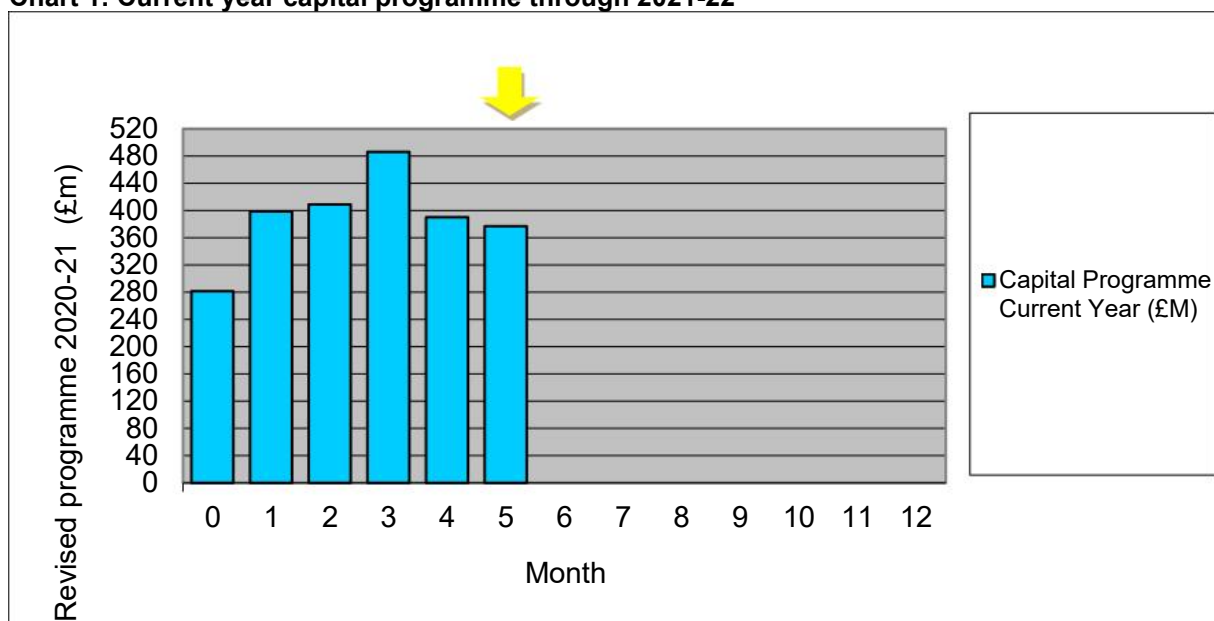
- 1.3 The total capital programme budget has increased by £2.866m compared to P4 (£935.074m) due to:
- £3.962m additional funding received from the Department for Digital, Culture, Media & Sport (DCMS) for the Local Full Fibre Network (LFFN), offset by
 - Further reduction in Highways budget of £1.058m which includes a £0.8m reduction in the budget for the Norwich Wayfinding Project.
 - Other minor adjustments to various project budgets totalling a £0.037m reduction following the Q1 review of capital forecasts
- 1.4 A further £16.173m of 2021-22 budget has been reprofiled to future years bringing the total budget reprofiled this year to £117.853m. The majority of the reprofiling relates to the Department for Education (DfE) funded Schools Capital Programme. A full breakdown of these movements in capital budget are available in Capital Annex 1 below.

- 1.5 The following recommendations to increase the capital programme have been sent to the September Council for approval and will be included in the P6 report following receipt of that approval:
- At the 5 July 2021 Cabinet meeting a further increase in the capital programme of £6.788m was recommended, including £5m for the Older People Estate Transformation.
 - At the 6th September 2021 Cabinet meeting an increase of £10m for the new Pot Hole Fund for Highways spread across 4 years (as set out in Appendix 3 – Table 1) and
 - £1m for the Road Safety Community Fund to be funded by the County Council (as set out in Appendix 3)

Changes to the Capital Programme

- 1.6 The following chart shows changes to the 2021-22 capital programme through the year.

Chart 1: Current year capital programme through 2021-22



- 1.7 Month “0” shows the 2021-22 capital programme at the time of budget approval, with schemes reprofiled after budget setting shown in month 1, followed by the most up to date programme. The current year programme will change as additional funding is secured, and when schemes are re-profiled to future years as timing becomes more certain.

1.8 The current year's capital budget is as follows:

Table 2: Service capital budgets and movements 2021-22

Service	Opening programme	Previous report	Reprofil ng since previous report	Other Changes since previous report	2021-22 latest Capital Budget
	£m	£m	£m	£m	£m
Children's Services	133.879	-39.845	-9.276	0.000	84.759
Adult Social Care	14.888	0.286	-0.436	0.000	14.738
Community & Environmental Services	162.948	31.302	-2.154	-1.128	190.968
Finance & Commercial Services	86.914	-0.290	-4.376	3.994	86.243
Governance	0.082	0.000	0.068	0.000	0.150
Total	398.711	-8.546	-16.173	2.866	376.857
		390.164		-13.307	

Note: this table may contain rounding differences.

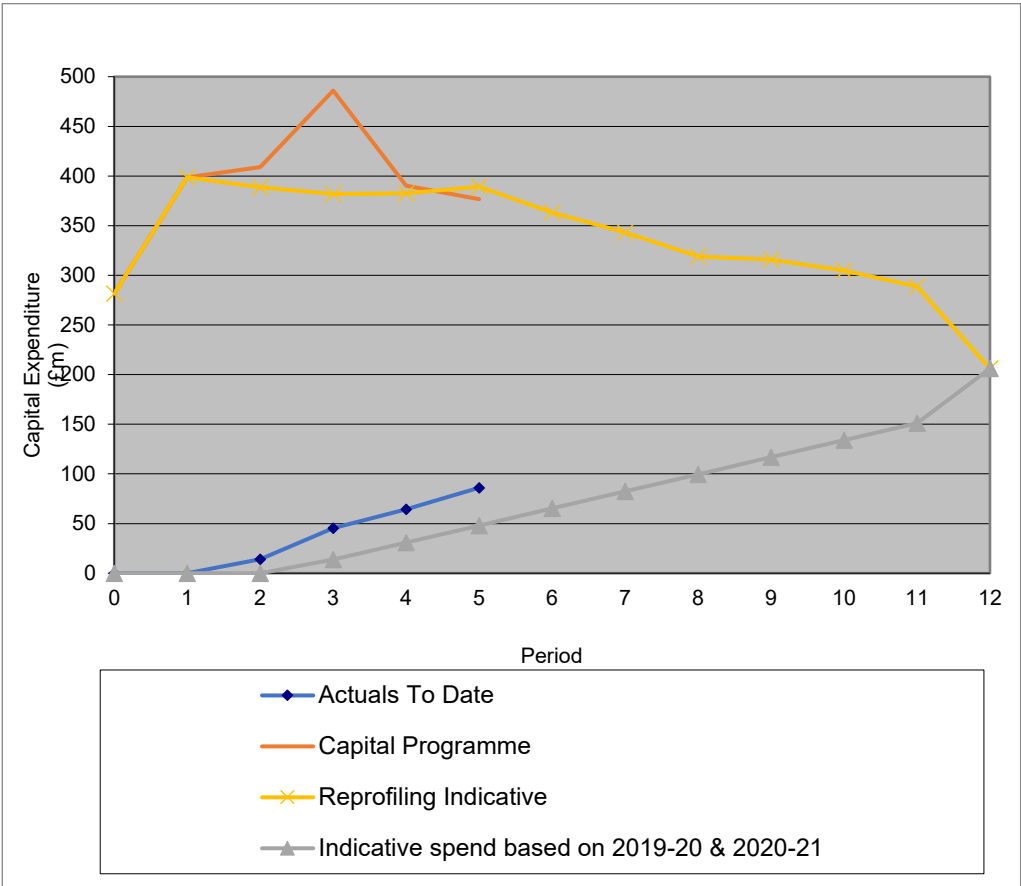
1.9 The revised programme for future years (2022-23 to 2024-25 and beyond) is as follows:

Table 3: Capital programme future years 2022+

Service	Previously reported future programme	Reprofil ng since previous report	Other Changes since previous report	2022+ Future Capital Budget
	£m	£m	£m	£m
Children's Services	119.021	9.276	-	168.287
Adult Social Care	42.723	0.436	-	52.030
Community & Environmental Services	258.561	2.154	-	300.721
Finance & Commercial Services	33.851	4.376	-	39.763
Governance	0.350	-0.068	-	0.282
Total	454.506	16.173	-	561.083
		9.276	-	168.287

Note: this table contains rounding differences

1.10 The graph below shows the movement on the current year capital budget and year to date capital expenditure:



The graph shows that actual year to date capital spend is ahead of the opening forecast, which was based on the opening capital programme and an indicative calculation based on previous years' expenditure. It also shows that budgets are being re-profiled to future years as the progress on projects becomes clearer. As a result, capital expenditure of approximately £206m is expected to take place in 2021-22.

1.11 In addition, the Better Broadband for Norfolk project continues at pace, with take up rates exceeding the project assumptions. This has contributed towards higher levels of rebates from BT Openreach than plan, allowing the Council to reinvest rebates of £6.4m to date back into BBfN with a further £10m in rebates expected based on take up projections for the next stages of the project. As a result, NCC's £13.7m contribution to the BBfN project will be wholly funded by the rebates, thus reducing the need for the previously ear-marked £11m external borrowing and the associated finance costs.

2 Financing the capital programme

- 2.1 Funding for the capital programme comes primarily from grants and contributions provided by central government and prudential borrowing. These are supplemented by capital receipts, developer contributions, and contributions from revenue budgets and reserves.

Table 4: Financing of the capital programme

Funding stream	2021-22 Programme	Future Years Forecast
	£m	£m
Prudential Borrowing	186.548	342.74
Use of Capital Receipts		
Revenue & Reserves	-0.001	-
<i>Grants and Contributions:</i>		
DfE	29.626	36.14
DfT	115.500	161.89
DoH	9.352	0.17
MHCLG	0.139	-
DCMS	5.175	-
DEFRA	2.000	-
Developer Contributions	17.933	16.10
Other Local Authorities	0.422	-
Local Enterprise Partnership	1.049	
Community Infrastructure Levy	3.932	2
National Lottery	4.407	2.03
Commercial Contributions		
Business rates pool fund		
Other	0.776	0.02
Total capital programme	376.857	561.083

Note: this table may contain rounding differences

- 2.2 For the purposes of the table above, it is assumed that all capital receipts will be applied directly to the re-payment of debt and transformation projects, rather than being applied to fund capital expenditure. Any proposals to utilise capital receipts to fund in-year capital expenditure are recommended to Cabinet for approval (see section 3 below)
- 2.3 Developer contributions are funding held in relation to planning applications. Section 106 (Town and Country Planning Act 1990) contributions are held in relation to specific projects: primarily schools, with smaller amounts for libraries and highways. The majority of highways developer contributions are a result of section 278 agreements (Highways Act 1980).

3 Capital Receipts

- 3.1 The Council's property portfolio is constantly reviewed to ensure assets are only held where necessary so that capital receipts or rental income can be generated. This in turn reduces revenue costs of the operational property portfolio.
- 3.2 The capital programme, approved in February 2021, gave the best estimate at that time of the value of properties available for disposal in the four years to 2024-25, totalling £20.4m.

Table 5a: Disposals capital programme forecast

Financial Year	Property sales forecast £m
2021-22	10.6
2022-23	5.7
2023-24	3.9
2024-25	0.2
	20.4

The timing of future year sales is the most optimistic case and may slip into future years if sales completions are delayed.

- 3.3 The revised schedule for current year disposals is as follows:

Table 5b: Capital receipts and forecast use current financial year £m

Capital receipts 2021-22	£m
Capital receipts reserve brought forward	6.449
Loan repayments – subsidiaries forecast for year	0.787
Loan repayments – LIF loan repayments to date	0.358
Capital receipts to date	
Sale of Hopton Land to Repton	2.862
Other Capital receipts in year	0.585
Capital Receipts forecasted for asset disposals subject to contract	3.180
Secured capital receipts to date	14.221
Potential current year farms sales	2.973
Potential current year non-farms sales	0.863
Potential development property sales	2.030
Potential capital receipts	5.866
Forecast available capital receipts	20.087
Forecast use of capital receipts	
Budget 2021-22 to repay debt	2.000
Maximum flexible use of capital receipts to support transformation costs	3.000
Norwich Western Link Reserve	5.061
Total forecast use of capital receipts	10.061

- 3.4 As can be seen from this table, enough capital receipts have been secured to support the approved 2021-22 revenue budget. Further sales will contribute to the capital receipts reserve which can be used to reduce the external borrowing requirement, fund debt repayments, flexible use of capital receipts or capital investment.

- 3.5 2021-22 is the final year when capital receipts can be utilised to support transformation costs. Table 5b includes £3m earmarked for this - £1m to ASC and £2m to Children's Services.
- 3.6 The capital receipts forecast above excludes any receipts anticipated from the sale of the surplus land and buildings on the Norwich airport estate. The recommendation to declare them as surplus assets will go to the September Council meeting and the forecast will be updated in due course.

4 New capital budget proposals

- 4.1 The additions to the capital budget for August 2021 are primarily external funded.
- 4.2 The ICT Budget for 2021-22 has been increased by £3.962m for the Local Full Fibre Network project funded by the DCMS. The breakdown of the sources of funding is set out below in Capital Annex 1.

Capital Annex 1 - changes to capital programme since last Cabinet

Service	Project	Funding Type	2021-22 Change (£m)	2021-22 REPROFILE	22-23+ Change (£m)	22-23+ REPROFILE	Reason
Adult Social Care							
SC8143	Care Act Implementation	NCC Funding		-0.349		0.349	Budget reprofiled accordingly to current expectations
		DoH - Funding Budget		-0.086		0.086	Budget reprofiled accordingly to current expectations
Total Adult Social Care			0.000	-0.436	0.000	0.436	
Children's Services							
EC4290	Condition Contingency	S106-Dev Contributions		-0.600		0.600	Reprofile pot for use in future years
EC4349	CM - Blofield Primary Masterplan	Dfe Basic need		0.100		-0.100	Move funds back to cover in year expenditure
EC4695	Basic need	Dfe Basic need		-2.000		2.000	Reprofile pot for use in future years
EC4822	Condition Funding	Dfe Capital Maintenance		-4.977		4.977	Reprofile pot for use in future years
							Reprofiled as project paused for now as housing development not progressing as originally thought
EC4829	CM - Thetford New Primary	Dfe Basic need		-0.049		0.049	Start on site feb 22 so reprofiled accordingly
EC4908	CM - Poringland Phase 3	S106-Dev Contributions		-0.800		0.800	Reprofiled as project is still in development stage
EC4939	Wymondham High Masterplan	S106-Dev Contributions		-0.800		0.800	Reprofiled as in design stage and work not likely to start until next summer
EC4946	Hunstanton Primary Classbase extension	S106-Dev Contributions		-0.150		0.150	
Total Children's Services			0.000	-9.276	0.000	9.276	
Adult Education							
LA9007	Wensum Lodge Development	NCC Borrowing		-1.200		1.200	Reprofiled as per current expectations
Ec Development							
PU2916	Great Yarmouth Energy Park	NCC Borrowing		-1.833		1.833	Reprofiled as per current expectations
PU2917	Development of Norfolk Infrastructure	NCC Borrowing		-0.437		0.437	Reprofiled as per current expectations
ETD - Other							
PQ6002	Single Employee Portal	NCC Borrowing		-0.003		0.003	Reprofiled as per current expectations
PQ6000	CES - Customer Services Strategy	NCC Borrowing		-0.082		0.082	Reprofiled as per current expectations
Environment							
PQ7008	Norfolk Windmills Trust - Review	NCC Borrowing		-0.023		0.023	Reprofiled as per current expectations
Fire							
CF0398	Fire Training Facilities - Provisnal Police Collab	NCC Borrowing		-1.300		1.300	Reprofiled as only planning stages are likely to complete in year
CF0508	Fire Retained Alerter Equipment	NCC Borrowing	-0.100				Funds returned as no longer required
CF0508	Fire Retained Alerter Equipment	NCC Borrowing		-0.040		0.040	Reprofiled as per current expectations
Highways							
	Various budgets	NCC Borrowing		2.481		-2.481	NCC budgets reprofiled for allocations to various local road schemes + 1.1m for Surface Dressing
	Various budgets	External	-1.058				Increases and decreases across many small schemes including 0.8m decrease in Nch Wayfinding.
Libraries							
LL0733	S106 Hethersett North, Hethersett HET	S106 Developer Contribution	0.024				S106 funding received
LL0813	S106 Four Miles Development, Docking, HUN	S106 Developer Contribution	0.007				S106 funding received
LL1040	Library Building Improvements	NCC Borrowing		0.418		-0.418	Funds moved back to 21/22 to cover expected spend in year
				-0.133		0.133	Various small budgets reprofiled including 0.038 at Silfield Land, 0.015 Pointers East Ormesby & 0.013 at George Lane Loddon
	Various budgets	S106 Developer Contribution					
Total CES			-1.128	-2.154	0.000	2.154	

Strategy & Governance							
KA0002	Nplaw IT System	NCC Borrowing		0.068		-0.068	Funds moved back to cover in year expenditure
			0.000	0.068	0.000	-0.068	
Finance ICT							
KT0120	ICT Transformation Project	NCC Borrowing		-0.147		0.147	Reprofiled as per latest forecast
KT2611	Digital Transformation	NCC Borrowing		-0.130		0.130	Reprofiled as per latest forecast
KT2680	Local Full Fibre Network (LFFN)	DCMS	3.962			0.000	Additional funding received
KF0077	Card Payment System	NCC Borrowing	0.053			0.000	Additional funding received
KF0088	NCC - HR & Finance Systems Replacement	NCC Borrowing		1.235		-1.235	Funds moved back to cover in year expenditure
Capital Loan Facility							
	Repton Loan	NCC Borrowing		-1.900		1.900	Reprofiled as per latest forecast
Minor Works							
AA0400	Corporate Minor Works Pot	NCC Borrowing		-0.430		0.430	Reprofiled as per latest forecast
CA2202	DSBLD DISCRM ACT 00	NCC Borrowing		-0.144		0.144	Reprofiled as per latest forecast
Offices							
CA2251	Room Booking System Replacement	NCC Borrowing	-0.021				Funding no longer required
CA2252	Norfolk One Public Estate Programme	NCC Borrowing		-0.203		0.203	Reprofiled as per latest forecast
CA2287	Changing Places Toilets (20/21)	NCC Borrowing		-0.200		0.200	Reprofiled as per latest forecast
CA2248	Corporate Offices Capital Maintenance	NCC Borrowing		-2.576		2.576	Reprofiled as per latest forecast
CA2289	Energy Related Project (20/21)	NCC Borrowing		-0.569		0.569	Reprofiled as per latest forecast
CA2266	Accommodation Rationalisation Programme 2019-2021	NCC Borrowing		1.500		-1.500	Funds moved back to cover in year expenditure
CA2255	County Hall Heating/Cooling Systems	NCC Borrowing		-0.055		0.055	Reprofiled as per latest forecast
CA2232	VARIOUS:FIRE SFTY REQUIRE	NCC Borrowing		-1.055		1.055	Reprofiled as per latest forecast
CA2262	Whitegates Relocation/Fire Station Remodelling	NCC Borrowing		-0.139		0.139	Reprofiled as per latest forecast
CA2271	Childrens Homes Refurbishment Programme (20/21)	NCC Borrowing		0.653		-0.653	Funds moved back to cover in year expenditure
CA2283	NFRS - Reconstruction of Drill Yards (20/21)	NCC Borrowing		0.281		-0.281	Funds moved back to cover in year expenditure
CA2282	NFRS - Height Training Facilities (20/21)	NCC Borrowing		-0.110		0.110	Reprofiled as per latest forecast
CA2299	CPT - Museums Capital Maintenance	NCC Borrowing		-0.075		0.075	Reprofiled as per latest forecast
CA2298	CPT - Museums Property Structural Repairs	NCC Borrowing		-0.250		0.250	Reprofiled as per latest forecast
CA2300	CPT - Gressenhall Museum Capital Maintenance	NCC Borrowing		-0.060		0.060	Reprofiled as per latest forecast
Total Finance			3.994	-4.376	0.000	4.376	
Total			2.866	-16.241	0.000	16.241	

Appendix 4 – 2022-23 Budget Planning

1. Update on the development of the 2022-23 Budget and Government announcements

- 1.1. The Council's 2022-23 budget planning is (once again) being undertaken in challenging circumstances. As set out elsewhere in this monitoring report, in 2021-22 the Council continues to deal with the service and financial implications of the COVID-19 pandemic. It remains to be seen precisely what the longer term impact of this will be on local government cost pressures, but it is likely to be significant over the medium term. Although it is to be welcomed that Government has now published an outline of [plans to reform social care](#)¹, it remains a key concern that most of the additional funding within the package will not be available to local government (as the NHS has been prioritised in the first three years). In addition, other major reforms to local government funding including the Fair Funding Review, and reforms to Business Rates retention / localisation have been repeatedly delayed, with the latest indications being that they will be postponed again beyond 2022-23. In this context, the timing of the Local Government settlement also remains to be announced.
- 1.2. The Council's usual budget-setting timetable would normally result in a list of savings proposals being published at the October Cabinet followed by the launch of a public consultation process (after consideration by Scrutiny Committee). However, it is always the case that the budget planning process allows for a degree of flexibility to respond to changing circumstances. Therefore, in light of the timing of the [2021 Spending Review](#)² (SR21) and Autumn Budget 2021 on 27 October 2021, coupled with anticipated emerging clarity around social care reforms, the Political Leadership of the Council have decided to delay that process until the November cycle of Cabinet, Select Committee and Scrutiny Committee meetings.
- 1.3. The overall MTFs position will be kept under review in light of future government funding announcements, and as the scale of the impact of both social care reform announcements and any implications of winter pressures (COVID or otherwise) on the Council become clearer. In the meantime, the Council has submitted a representation to HM Treasury in response to the Spending Review. The Spending Review launch set out several priorities to "Build Back Better," including:
 - Ensuring strong and innovative public services - making people's lives better across the country by investing in the NHS, education, the criminal justice system and housing;
 - Levelling up across the UK to increase and spread opportunity; unleash the potential of places by improving outcomes UK-wide where they lag and working closely with local leaders; and strengthen the private sector where it is weak;

¹ <https://www.gov.uk/government/publications/build-back-better-our-plan-for-health-and-social-care>

² <https://www.gov.uk/government/news/chancellor-launches-vision-for-future-public-spending>

- Leading the transition to Net Zero across the country and more globally;
- Advancing Global Britain and seizing the opportunities of EU Exit;
- Delivering our Plan for Growth - delivering on our ambitious plans for an infrastructure and innovation revolution and cementing the UK as a scientific superpower, working in close partnership with the private sector.

1.4. In its response, the County Council has highlighted the following key areas of concern, including the need for:

- A multi-year local government finance settlement
- An increase in the overall quantum of funding for local authorities
- Historic funding gap issues to be addressed
- Provision of sustainable and fair funding, including updating the relative needs formula
- All unfunded new burdens to be provided for
- Meaningful reform of social care funding
- The High Needs Block funding deficit within Dedicated Schools Grant to be resolved
- Government to recognise that the financial impacts of Covid-19 may extend beyond 2021-22.
- Public Health to be adequately funded to address the health inequalities highlighted by the Covid-19 pandemic
- Local government to be adequately funded as a matter of urgency to enable it to support achievement of national carbon reduction aims.

1.5. It remains a concern that Local Government appears to be largely “unprotected” and therefore may be expected to shoulder a proportion of any wider requirement to make efficiencies. The Chancellor of the Exchequer, Rishi Sunak, said *“At the Spending Review...I will set out how we will continue to invest in public services and drive growth while keeping the public finances on a sustainable path.”*³ In launching the Spending Review, the Chancellor has asked Government Departments to identify *“at least 5% savings and efficiencies from their day-to-day budgets.”*

1.6. The [Build Back Better plan for health and social care](https://www.gov.uk/government/publications/build-back-better-our-plan-for-health-and-social-care)⁴ published 7 September includes a £36bn funding commitment shared between both systems across the UK starting in 2022-23. This will be followed by a White Paper for Social Care in the Autumn. The Government also intends to consult on a National Plan for integration of Health and Care. The £36bn represents £12bn per year for three years for Health and Care, to be funded by 1.25% increases in National Insurance (which is ultimately to become a “Health and Care levy”), and dividend tax from April 2022. The plan states that Government intends to compensate public sector employers at the Spending Review for the increased cost of the Levy. The Council awaits the detail to

³ <https://www.gov.uk/government/news/chancellor-launches-vision-for-future-public-spending>

⁴ <https://www.gov.uk/government/publications/build-back-better-our-plan-for-health-and-social-care>

understand how this will be distributed and whether it will be adequate to cover the associated cost pressure.

- 1.7. In the short (and potentially longer) term, most of the funding will go to the NHS but £5.4bn over the three years has been committed for social care to fund a number of reforms, including:
- Charging reform from October 2023 including a cap on the lifetime cost of “personal care” of £86,000 (although this does not include “accommodation” costs); a new means test; and an expectation that self-funders will be able to commission more care through local authorities to lower the fees they pay.
 - £500m nationally to fund workforce measures.
 - Minimum Income Guarantee (MIG) and Personal Expenses Allowance (PEA) to increase with inflation from April 2022.
 - Increased support to unpaid carers (support, advice and respite).
 - Disabled Facilities Grant increase and supported housing/innovative housing solutions.
 - Changes to the assurance regime and improved information for customers to help them navigate the care system.

Government intends to consult on funding distribution and charging reforms from October. In spite of these recent announcements, significant uncertainty remains, particularly around funding levels for 2022-23 and the longer term share of funding between social care and health. Significantly, the Build Back Better plan sets out that Government expects that “*demographic and unit cost pressures*” will be met “*through council tax, social care precept, and long-term efficiencies.*”⁵ This is a key issue which requires funding, and each year broadly represents an £18-20m cost pressure for Norfolk.

- 1.8. The forecast gap is kept under continuous review throughout the Budget process. However, it is not proposed to update the forecast budget pressures from the Medium Term Financial Strategy position at this point, taking into account the wider uncertainty about local authority finances and the absence of both detailed Government funding announcements and updated forecasts for local income streams including council tax and business rates. It is nevertheless important to note that as at October 2021, further revenue budget pressures are beginning to emerge. Work is underway to fully quantify and validate these emerging pressures.

2. Business Rates pooling offer for 2022-23

- 2.1. On 13 September, the Government invited councils to submit proposals for Business Rates pooling in 2022-23. The establishment of a pool provides an opportunity to retain locally the levy on business rates growth which would otherwise need to be paid to Government by Norfolk District Councils. Norfolk Councils have previously opted not to pool in 2021-22, taking into account the

⁵ <https://www.gov.uk/government/publications/build-back-better-our-plan-for-health-and-social-care/build-back-better-our-plan-for-health-and-social-care#our-plan-for-adult-social-care-in-England>

risks of pooling in light of the potential impact of the COVID-19 pandemic on business rates income (at the time the extension of extraordinary reliefs into 2021-22 had not been confirmed). A response to the 2022-23 pooling invitation is required by 8 October 2021. At the time of preparing this report, forecasts of the potential gain from pooling in 2022-23 are being gathered from District Councils.

- 2.2. Initial discussions have been undertaken with Norfolk Districts. Subject to forecasts received and confirmation of the individual District's appetite to participate, it is proposed that Cabinet confirm agreement in principle to progress with an application to establish a Business Rates pool in 2022-23 in partnership Districts. This would be based on forecasts from all Districts to inform making a final decision on membership prior to the deadline. If an expression of interest is submitted by the deadline of 08/10/2021, it is assumed that (as in previous years) there remains an opportunity to withdraw from pooling later in the process, but no changes to membership of the pool would be possible after this point.
- 2.3. Cabinet is recommended to delegate a final decision on pooling for 2022-23 to the Leader in consultation with the Executive Director of Finance and Commercial Services.