

Cabinet

Date: **Monday 3 April 2023**

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 Highways, Infrastructure & Transport
Cllr Bill Borrett	Cabinet Member for Adult Social Care, Public Health & Prevention
Cllr Margaret Dewsbury	Cabinet Member for Communities & Partnerships
Cllr Fabian Eagle	Cabinet Member for Growing the Economy
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 Eric Vardy	Cabinet Member for Environment & Waste

Advice for members of the public:

This meeting will be held in public and in person.

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

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing committees@norfolk.gov.uk

We have amended the previous guidance relating to respiratory infections to reflect current practice but we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

A g e n d a

1 To receive any apologies.

2 Minutes

To confirm the minutes from the Cabinet Meeting held on 6 March 2023

Page 5

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 Updates from the Chairman/Cabinet Members

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 Tuesday 28 March 2023. For guidance on submitting a public question, please follow this link: [Ask a question to a committee - Norfolk County Council](#)

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

7 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by 5pm on Tuesday 28 March 2023.

- | | |
|---|----------|
| 8 Integrated Care Strategy for Norfolk and Waveney and Joint Health and Wellbeing Strategy for Norfolk | Page 50 |
| Report by the Executive Director of Adult Social Services | |
| 9 Norfolk Strategic Infrastructure Delivery Plan (NSIDP) 2022 | Page 90 |
| Report by the Executive Director of Community and Environmental Services | |
| 10 Regulation of Investigatory Powers Act 2000 and Investigatory Powers Act 2016 | Page 198 |
| Report by the Executive Director of Community and Environmental Services | |
| 11 Corporately Significant Vital Signs | Page 241 |
| Report by the Executive Director of Strategy and Transformation | |
| 12 Risk Management | Page 264 |
| Report by the Executive Director of Finance and Commercial Services | |
| 13 Authority to Enact Revenue Pipeline | Page 347 |
| Report by the Director of Procurement & Sustainability | |
| 14 Finance Monitoring Report 2022-23 P11: February 2023 | Page 358 |
| Report by the Executive Director of Finance and Commercial Services | |
| 15 Limited Company Consents | Page 396 |
| Report by the Executive Director of Finance and Commercial Services | |
| 16 Reports of the Cabinet Member and Officer Delegated Decisions made since the last Cabinet meeting: | |
| To note the delegated decisions made since the last Cabinet meeting. | |

Decision by the Cabinet Member for Finance

- [Support for Centre 81 Limited](#)

Decision by the Leader and Cabinet Member for Governance and Strategy

- [Household Support Fund – Round 4](#)

Decision by the Executive Director of Community and Environmental Services

- [Extension of Civil Parking Enforcement Powers Delegated to Norwich City Council](#)

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Date Agenda Published: 23 March 2023



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Cabinet

Minutes of the Meeting held on Monday 6 March 2023 in the Council Chamber, County Hall, at 10am

Present:

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

Executive Directors Present:

James Bullion	Executive Director of Adult Social Services
Paul Cracknell	The Executive Director of Transformation and Strategy
Kat Hulatt	Assistant Director of Governance
Tom McCabe	Executive Director of Community and Environmental Services
Sara Tough	Executive Director of Children's Services

Cabinet Members and Executive Directors introduced themselves. Also present were the Director of Norfolk Fire & Rescue Service and the Police and Crime Commissioner for Norfolk.

1 Apologies for Absence

- 1.1 Apologies were received from the Executive Director of Finance and Commercial Services, (Harvey Bullen, Director of Financial Management, substituting) and the Cabinet Member for Environment and Waste.

2 Minutes from the meetings held on 30 January 2023

- 2.1 Cabinet agreed the minutes of the meetings held on 30 January as an accurate record.

3 Declaration of Interests

- 3.1 The Cabinet Member for Commercial Services and Asset Management declared a non-pecuniary interest in relation to item 18 as Nominated director of Hethel Innovation Ltd and Repton Property Developments Ltd.
- 3.2 The Chairman declared a non-pecuniary interest in relation to item 18 as Nominated director of Norse and Repton Property Developments Ltd.

- 3.3 The Cabinet Member for Communities and Partnerships declared a non-pecuniary interest in relation to item 18 as her son worked for Norse.

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

- 4.1 Cabinet received the report outlining the recommendation to Cabinet from Scrutiny Committee from their meeting held on 26 January 2023 when they considered a report providing an overview of Education Health and Care Plan performance. The recommendation asked that the Cabinet Member for Children's Services "be asked to review the adequacy of the support for families that were currently going through the appeal process with the aim of reducing the incidence of appeals".
- 4.2 The Cabinet Member for Children's Services provided a verbal response to the recommendation from Scrutiny Committee:
- The written scheme of action board would be replaced by the local first inclusion board and Members would be invited to sit on this. Monthly meetings of the delivery group, practitioner reference group, schools' forum and parent carer groups would input into this board.
 - The aim of the local first inclusion board was to support children and families at an earlier stage so that they did not need to seek an Education Health and Care Plan. Increased help and support would also be developed, and more specialist provision would be made available in mainstream schools.
 - A new role would be invested in to restore relationships with parents and help minimise disputes.
 - This work could be reviewed through the Select Committee if required.
- 4.3 Cabinet:
- **Considered** the recommendation from Scrutiny Committee outlined in the report responding to issues raised
 - **Noted** the verbal response to the recommendation from Scrutiny Committee given by the Cabinet Member for Children's Services who explained the developments which would be put in place to support families and children with Special Educational Needs and Disabilities to reduce the incidence of appeals relating to Education Health and Care Plans.

5 Update from the Chairman/Cabinet Members

- 5.1 The Cabinet Member for Children's Services gave an update to Cabinet:
- Since the last Cabinet meeting on 30 January 2023, the report from the Ofsted revisit looking at the Special Educational Needs and Disabilities (SEND) written scheme of action had been received. Ofsted noted that the Council was on the right track and no longer showing any significant areas of weakness and that support for services and children with Special Educational Needs and Disabilities was satisfactory.
 - The Cabinet Member for Children's Services was keen to recognise that there was more to be done to support children and young people with Special Educational Needs and Disabilities and their families and Local

First Inclusion and the improvement programme would build on what had been done so far.

- The inspection came after the standard inspection in which the service was found to be good across the board, with exemplary practice in place to support care leavers and exceptional services provided to children in care. The Cabinet Member for Children's Services thanked staff involved in this service.
- The Cabinet Member for Children's Services thanked the Executive Director for Children's Services for her work and thanked the Council for its continued investment in children's social care.
- Further work would continue to develop the investment programme for more schools for children with Special Educational Needs and Disability.

5.2 The Chairman also thanked staff for their work.

6 Public Question Time

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

6.2.1 Liam Calvert asked a supplementary question:

- Mr Calvert asked, given that police had not prosecuted anyone for exceeding a 20mph speed limit in the last year, whether the Cabinet Member would encourage them to do so.

6.2.3 The Vice-Chairman replied that speed limits were put in place for a reason and felt that if the police had the powers to enforce them, they should do so.

6.2.4 The Chairman asked the Police and Crime Commissioner to add to this response. The Police and Crime Commissioner noted that the minimum speed limit in law in England was 30mph. 20mph speed limits were usually advisory unless backed by specific laws, and so work was being done by parliament to review this. As 20mph speed limits were being put in place more often outside of schools and in residential areas the Police and Crime Commissioner hoped that there would be a change in the law from this review.

7 Local Member Questions/Issues

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

7.2.1 Cllr Brenda Jones asked a supplementary question:

- Cllr Jones noted that in order to get better quality care, there needed to be a real term increase in funding and asked whether the Cabinet Member supported the principle of paying more to increase quality.

7.2.2 The Cabinet Member for Adult Social Care, Public Health and Prevention replied that he believed in good quality care; good quality care had a cost and as a society it was important to invest in care. The Cabinet Member for Adult Social Care, Public Health and Prevention believed it was important to spend what was necessary to get people the care that they needed.

7.3.1 Cllr Maxine Webb asked a supplementary question:

- Cllr Webb noted that in the reply to her substantive question it had been reiterated that the number of children in independent and Special Educational Needs and Disabilities schools had been increasing for a number of years, with the safety valve programme proposing a loss of 1000 children from independent places which would impact on the sector, children and families. Cllr Webb asked what engagement had been carried out with independent providers during these years since the increases had been being seen, to reduce costs and balance budgets.

7.3.2 The Cabinet Member for Children's Services replied that the Council engaged with independent schools but had recently started to increase this engagement to ensure they were aware of issues in the market.

8. Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26

8.1.1 Cabinet Received the report detailing Norfolk Fire and Rescue Service's Community Risk Management Plan which all fire and rescue authorities are required to produce in accordance with the Fire and Rescue National Framework for England 2018, setting out the authority's strategy in collaboration with other agencies, for reducing the commercial, economic and social impact of fires and other emergency incidents.

8.1.2 The Director of Norfolk Fire & Rescue Service gave an introduction to the report: The Community Risk Management Plan previously presented to Cabinet had been through a public consultation and brought back following feedback. The main changes had been in relation to proposal 5 regarding the response to the summer heatwave, with the proposals having been strengthened following an in-depth review, and a proposal for a roaming pump, which was amalgamated into proposal 7. Part of proposal 5 had also been included for an in-year request in 2023-24 for support for wildfire PPE.

8.1.3 The Police and Crime Commissioner for Norfolk supported the Community Risk Management Plan especially the proposal for support for PPE.

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

- In accordance with the Fire and Rescue National Framework all local authorities were required to produce a management plan to reduce commercial, economic and financial risk to fire and other incidents covering 3 years. The Community Risk Management Plan involved collaboration with other agencies.
- Norfolk Fire and Rescue Service played a critical role in the county's emergency response to protect businesses, properties and the countryside, as shown in the summer of 2022 when their skills and dedication were put to the test in the extreme summer weather conditions.
- Consideration and analysis of risk and key elements took place to ensure a risk infrastructure was in place so the service could provide a robust service when responding to extreme and small emergencies
- It was also important to plan for prevention and protection work to ensure that vulnerable residents had training to reduce incidents. A recent inspection highlighted the progress made by the service in its prevention work and that the service was making this a high priority.

- The Community Risk Management Plan formed part of the policy framework of the Council; it was subject to consultation and had been to the Strategic Development Oversight Board made up of Members and unions.
 - The equality impact assessment had been nominated for an Equality Diversity and Inclusion award by the Local Government Association for work with seldom heard communities.
 - The plan had 7 proposals covered by 3 main aims which were shown in the report.
 - The Cabinet Member for Communities and Partnerships moved the recommendations as shown in the report.
- 8.2 The Cabinet Member for Growing the Economy thanked the Norfolk Fire and Rescue Service for their work fighting the fires at Ashill in summer 2022 and the work which had been done to improve the conditions for fire fighters in the future.
- 8.3 The Cabinet Member for Finance confirmed that the finance monitoring report, at item 19 of the agenda, would include an additional £600,000 funding for purchasing wildfire PPE.
- 8.4 The Vice-Chairman noted the stress put on the fire service in summer 2022 and thanked them for their hard work at this time. He noted that page 63 of the report showed the service's commitment to support the wellbeing of their staff including mental health and inclusive culture, pointing out that the job included a number of pressures and stresses which it was important to support.
- 8.5 The Cabinet Member for Innovation, Transformation and Performance discussed that Walsingham village hall and two shops in Fakenham had recently caught fire and thanked Norfolk Fire and Rescue Service for their professional work attending these incidents. He also noted the important job they carried out in attending traffic accidents and other incidents
- 8.6 The Cabinet Member for Children's Services welcomed the report and the review of the extreme weather response. He noted that a review of battery storage had been included in the Community Risk Management Plan.
- 8.7 The Chairman noted that the Community Risk Management Plan had been through consultation and financial implications were laid out. He welcomed what had been said by Cabinet Members about the hard work of the service and endorsed their comments.
- 8.8 Cabinet **RESOLVED** to:
1. Agree the CRMP23-26 (Community Risk Management Plan) Final Version as set out in Appendix A of the report
 2. Recommend to full council that the CRMP23-26 is adopted
- 8.9 **Evidence and Reasons for Decision**
- The proposals are based on an assessment of community risk and reflect the views of the public based on our consultation. The full consultation report is provided in appendix B of the report.
- 8.10 **Alternative Options**

It is technically feasible to extend the period of the current IRMP, rather than develop a new Community Risk Management Plan. However, there is also scope to review the proposed Community Risk Management Plan once published in-year and alter or amend (with due public consultation) should significant change occur that warrants amendments. This Community Risk Management Plan acknowledges areas for immediate change and areas that are likely to require change within the lifetime of the Community Risk Management Plan and therefore it is considered appropriate to move forwards with the new Community Risk Management Plan at the current time.

9. Adult Learning Annual Plan

9.1.1 Cabinet Received the report setting out details of the Adult Learning Plan for 2023-24.

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

- Norfolk's Adult Learning Service was rated Good by Ofsted.
- The service was externally funded by grant funding from the Education Skills Funding Agency and through tuition fees. The total income raised by the service was £5m per academic year and this was used to deliver qualifications, apprenticeships and personal development courses to 8000 learners.
- 63% of classes were classroom based and the rest were delivered online. During the Covid-19 pandemic, all courses were delivered online except for silversmithing and pottery.
- The service would be managing delivery of Norfolk's multiply allocation over the next 3 years from the Department for Education to help people learn more about numeracy.
- The service was one of the best in the country and played an important role in the sector nationally as well as in Norfolk. The service had led the way with technology in education and in 2022 led the Department for Education's programme to improve teaching schools across 10 local authorities.
- The service received £568,000 from the Community Renewal Fund to establish new construction training facilities. From this a training centre had been set up in Wensum and a construction centre had been opened on the Hellesdon Industrial Estate. A further centre was due to open in King's Lynn. These centres were welcomed as there was a shortage of construction workers in Norfolk, and it was noted that 33% of learners were female compared to 1% of women in the industry as a whole.
- The Annual Learning Plan set out the industry vision and linked service delivery to the strategic aims as set out in Better Together for Norfolk 2021-25. The Annual Learning key priorities were the same as Norfolk's Key Priorities.
- The Cabinet Member for Communities and Partnerships moved the recommendations as set out in the report.

9.2 The Cabinet Member for Commercial Services and Asset Management attended the opening of the construction centre in Hellesdon and was impressed with the site which would help support young people into construction. The Chairman was also impressed with this new centre when he attended on the opening day.

- 9.3 The Cabinet Member for Innovation, Transformation and Performance noted the success of adult learning in Norfolk in supporting a range of sectors from construction to digital to help people learn, change careers or engage in leisure activities with other people.
- 9.4 The Cabinet Member for Adult Social Care, Public Health and Prevention noted that this service was supporting people to empower themselves by taking on new skills and lead more fulfilling lives. He therefore supported the work of this department moving forward.
- 9.5 The Cabinet Member for Growing the Economy noted that this plan was a foundation base for helping the Norfolk economy grow.
- 9.6 The Vice-Chairman noted that page 163 of the report showed how the service played a role nationally as a leader in the sector, for example, responding to the needs of guests from Ukraine and reducing the pay gap. There had been 2,244 responses to learner surveys with 93% of people saying they enjoyed their course.
- 9.7 The Chairman noted the 5 key points for learning and their links to Better Together for Norfolk. He also noted there was a wide range of courses offered by the service which would support the economy with a wider range of skills. The service brought in £4.9m in the last academic year; from the County Deal, there would be a possibility for the whole Adult Education budget to be brought to the Council to commission in the way that would be best for the people of Norfolk.
- 9.8 Cabinet **RESOLVED** to:
1. To commend the Adult Learning service for its exceptional performance and contribution to Norfolk priorities.
 2. To approve the Adult Learning Annual Plan for 2023/24.
- 9.9 **Evidence and Reasons for Decision**
- This paper demonstrates that the performance of the Adult Learning service, which has gained national recognition for Norfolk County Council, is exceptional in meeting the needs of Norfolk residents and communities.
- The Adult Learning Annual Plan is based on the identified needs and priorities for adults in Norfolk. The service's external funding and income enables Norfolk County Council to provide wide-ranging opportunities to Norfolk residents and communities to learn, gain new skills and qualifications and to progress.
- 9.10 **Alternative Options**
- The proposed Adult Learning Annual Plan enables Norfolk County Council to best use its external Further Education funding and tuition fee income to deliver a comprehensive service to adult residents across Norfolk through its Adult Learning service, the largest provider of adult education in Norfolk. This results in the delivery of strong outcomes and exceptional support, that respond directly to the Council's priorities for Norfolk and have a significant impact on residents, proactively targeting those who are the furthest from education and training.

Cabinet could decide not to deliver adult education in-house in Norfolk and the outcome of this decision would result in the loss of this high-quality, placebased, community-focused service that responds so well to the diverse needs of Norfolk residents, communities and employers.

10. Highway Parish Partnership Schemes 2023-24

- 10.1.1 Cabinet Received the report setting out the 2023-24 programme for the Highway Parish Partnership scheme.
- 10.1.2 The Executive Director for Community and Environmental Services noted that this scheme was a good example of Norfolk County Council making a difference in local communities across Norfolk.
- 10.1.3 The Vice-Chairman introduced the report to Cabinet
- The Council established the Parish Partnership scheme in 2011; the scheme gave local communities the opportunity to directly influence the programme of small highway improvements and continued to be very popular.
 - This year the programme would see 95 small local schemes from town and parish councils, delivering what communities told the council they needed, including village gateways, trods, bus shelters and vehicle activated signs. These would impact positively on local communities
 - The schemes were funded with town and parish councils making a 50% contribution meaning that the impact of funding could be doubled. This year, the Council's contribution would be £344,781.50 with a bid to the Safety Camera Partnership pending of £40,556. This would support the delivery of schemes totalling £770,675.
 - The Vice-Chairman thanked town and parish councils who had taken part in the scheme over the last 12 years, helping to make the scheme a success.
 - Bids were also taken for the scheme from un-parished councils, such as King's Lynn and Norwich City Council.
- 10.2 The Cabinet Member for Children's Services congratulated the service for this scheme; his parish council considered how this fund could be used to support their local area each year.
- 10.3 The Cabinet Member for Adult Social Care, Public Health and Prevention felt this was a good scheme, bringing forward important local projects and showed how the council could give local people a voice and the opportunity to make decisions about their local areas.
- 10.4 The Cabinet Member for Communities and Partnerships noted that her local parishes welcomed this fund as it had supported them to put in place beneficial schemes.
- 10.5 The Cabinet Member for Innovation, Transformation and Performance agreed that this fund helped local parishes and brought real benefits across the county
- 10.6 Cabinet **RESOLVED** to:

1. To approve the 75 local schemes listed in Appendix B of the report for inclusion in the Parish Partnership Programme for 2023/24.
2. To approve the 20 vehicle activated sign schemes listed in Appendix C of the report for inclusion in the Parish Partnership Programme for 2023/24, subject to securing funding from the Safety Camera Partnership.

10.7 **Evidence and Reasons for Decision**

A County Council contribution £344,781.50 and a Safety Camera Partnership contribution of £40,556, along with funding from Town and Parish Councils, will enable a programme of local works totalling £770,675 to be delivered.

10.8 **Alternative Options**

This Parish Partnership scheme enables delivery of schemes which have been identified as important by local communities.

The contribution from Town and Parish Council's and the Safety Camera Partnership means that we can deliver more schemes on the ground. In addition, where local communities support lower cost solutions, there is a positive impact on the wider highway's improvement programme. For example, over the last five years, the implementation of trods has enabled 36 much more expensive footway schemes to be removed from the forward programme.

11. **Highways Capital Programme 2023/24/25 and Transport Asset Management Plan (TAMP)**

- 11.1.1 Cabinet Received the report summarising the three-year settlement following the Government's 2022 autumn statement and the proposed allocations for 2023/24/25/26 and the successful progression of the 3rd River Crossing in Great Yarmouth, the Transforming Cities Fund in the Greater Norwich Area and Long Stratton Bypass.
- 11.1.2 The Executive Director for Community and Environmental Services gave a brief introduction, noting that the report set out the complexity and scale of the highway capital programme, which was built on delivery and getting schemes built in communities, and showing the success of the Council in drawing down national funds.
- 11.1.3 The Vice-Chairman introduced the report to Cabinet:
 - Highway and Transport infrastructure was crucial for the county's growing economy as the council sought to maintain and develop its significant highway network, facilitating major developments and delivering efficient transport services to support sustainable growth and quality of life for residents and visitors and businesses
 - The report supported Better Together for Norfolk 2021-25 and the programme contributed to the strategic properties of "a vibrant and sustainable economy", "strong, engaged and inclusive communities" and "a greener, more resilient future". The programme was a key part of implementing the council's Strategic Delivery Infrastructure Plan.
 - The programme summarised the three-year settlement following the Government's autumn statement in 2022 and the proposed allocations for

2023/24/25/26 based on the current financial year funding allocations.

- A programme of schemes would help everyone to travel the county freely on a well-managed highway network and ensure infrastructure was in place to support the growing economy, such as the Great Yarmouth third river crossing and Long Stratton Bypass.
- The council had continued success in attracting investment from Government such as £50m received for the Bus Service Improvement Fund bid, zero emission bus funding and local Levelling Up funding for a sustainable and regeneration scheme in King's Lynn. Many of these funds received from Government were linked to sustainable travel, which helped the Council to achieve its net zero objectives.
- The Vice-Chairman was pleased to announce, that in the previous week, the council had achieved funding from Government to boost the work on delivering its environmental plan and net zero ambitions. From an £11.5m investment from Government, 55 electric buses would be funded, meaning that the first bus depot in Norwich would be fully electric by March 2024. This would make it one of the first electric bus depots outside of London, bringing the electric fleet in Norwich to 70.
- The Vice-Chairman moved the recommendations as set out in the report.

- 11.2 The Cabinet Member for Adult Social Care, Public Health and Prevention welcomed the 3-year settlement which helped the council to plan and deliver. Maintaining the road network was crucial to the county as, due to the size of the rural county, people needed to be able to travel easily.
- 11.3 The Cabinet Member for Children's Services thanked the department for mitigations to address flooding at Green Lane and for the delivery of the pedalways and cycleways which local residents had reported to him as positive.
- 11.4 The Vice-Chairman noted the work carried out in Long Stratton to mitigate flooding by local members and thanked them for this.
- 11.5 The Cabinet Member for Finance congratulated the Vice-Chairman and team for the success in generating so many schemes and participating in so many grant-funded schemes. The Cabinet Member for Finance looked forward to more flexibility in delivering schemes in a way which would benefit Norfolk under the Norfolk County Deal.
- 11.6 The Chairman noted the collaborative work being undertaken such as with Transport East which had been positive for Norfolk.
- 11.7 Cabinet **RESOLVED** to:
1. Approve the Highways Capital Programme including the proposed draft allocations and programme for 2023/24 and indicative allocations for 2024/25/26 (as set out in Appendices A, B and C of the report).
 2. Approve the proposals for the £10m Highway Maintenance Fund (as set out in Appendix D of the report).
 3. Approve the proposals for the Road Safety Community Fund (as set out in Appendices E and F of the report).
 4. Approve the Transport Asset Management Plan (TAMP) for 2023/24 to 2027/28.
- 11.8 **Evidence and Reasons for Decision**

The Highways Capital Programme represents a significant investment in the Norfolk economy.

It helps protect the investment already made in establishing the £15bn highway asset in Norfolk.

It supports the Council's business plan, Together, For Norfolk, and its strategy 'Better Together for Norfolk' 2021-25. The latter contains a strategic priority of a "Vibrant and Sustainable Economy".

Our two key outcomes for the Highway Capital Programme are; -

- A well-managed highway network that enables everyone to travel the county freely and easily;
- A strong infrastructure for our growing economy.

It helps implement our Strategic Delivery Infrastructure Plan.

11.9 Alternative Options

Please see section 5 of the report

12 Norfolk Investment Framework Pilot Projects

12.1.1 Cabinet Received the report setting out details of the Norfolk Investment Framework, set up to allow Norfolk to self-determine long-term investment priorities and ensure the collective benefits of those investments are shared by all residents, and the pilot projects recommended for approval.

12.1.2 The Vice-Chairman introduced the report to Cabinet:

- The Council commissioned an investment framework in response to a number of factors including the Government's Levelling Up White Paper which aimed to boost productivity, pay, jobs and living standards by growing the private sector and improve public services.
- There was a desire to create a step change in the economic profile of the county set by the Norfolk and Suffolk Economic Strategy. There would be a move away from EU funding to a new financial framework with more competition for funding meaning there would be a need to evidence Norfolk's challenges and scope to contribute to the national economy.
- There were four grand challenges and associated objectives identified to indicate where to target intervention.
- In December 2022 an in-principle County Deal for Norfolk was announced which would help boost the economy through jobs, training and development, improve the environment and transport. It would allow the council to work with key stakeholders to take forward local priorities. Norfolk Infrastructure Framework would support this work as it showed a strong evidence base to address key issues for Norfolk. The Council would work with stakeholders to identify interventions that communities needed and work together to provide social, economic and environmental benefits.
- Norfolk Infrastructure Framework funding had been secured from the Norfolk County Council retained business rates pool 2023-24.

- The council had started pilot projects to boost business growth, new supply chains and move towards net zero and included exploring the development of the seaweed industry, water storage and desalination, a digital and creative media centre in Watton, work with colleges to support recruitment and training of tutors, investigating development of a solar panel network across Norwich and a feasibility study to look into retrofitting homes for improving energy efficiency. The report showed the list of schemes on page 293 and a description of them.

12.1.3

The Cabinet Member for Growing the Economy also introduced the report to Cabinet:

- The Cabinet Member for Growing the Economy welcomed the initiatives set out in the report which dispelled myths about Norfolk's economy and took it into the 21st century with a wide range of industries.
- There was lots of cooperation seen with partners.
- The seaweed industry was a positive industry to investigate and develop as it helped to reduce the reliance on soy for livestock feed, which was a high carbon crop.
- Developing the ability for the gaming industry to be supported in Norfolk was beneficial; the gaming industry brought more income to the UK than the film industry each year.

- 12.2 The Cabinet Member for Children's Services felt that all initiatives set out in the report were excellent for Norfolk, with most being linked to climate mitigations and reducing carbon dioxide emissions.
- 12.3 The Cabinet Member for Commercial Services and Asset Management noted the clean hydrogen strategy discussed in the report as a positive strategy.
- 12.4 The Cabinet Member for Adult Social Care, Public Health and Prevention was pleased to see the innovations being brought forward as part of this project particularly noting the rural electric vehicle charging.
- 12.5 The Cabinet Member for Finance noted that the funding came from retaining £5.8m of the business rates pool of which 40% was retained for the council to develop businesses.
- 12.6 The Cabinet Member for Innovation, Transformation and Performance was pleased to note the digital innovation project at Wayland and the development of the gaming industry in Norwich as part of developing the digital economy in Norfolk.
- 12.7 The Chairman felt that this report showed the Council were right to hold on to the business pool money to be able to invest in this way and noted that a lot of the work set out in this report related to achieving net zero and working with partners. Using the money in the right way would be important in the light of reduced EU funding
- 12.8 The Cabinet Member for Growing the Economy noted that the France Channel England Project, which had been in place under EU funding, had been one of the largest projects managed by a local authority.

12.9

The Vice-Chairman discussed the countywide retrofit housing strategy. A feasibility study would be carried out in partnership with district authorities; Norfolk had an ageing housing stock, meaning that houses cost a lot to heat and therefore made up a large contribution to the county's carbon dioxide emissions.

12.10 Cabinet **RESOLVED:**

1. To approve £1,500,000 funding within the 2023/24 budget, to deliver the Norfolk Investment Framework (NIF) pilot projects recommended for approval in this report.
2. For a performance update report on the NIF Pilot Projects to be brought back to Cabinet in April 2024.

12.11 **Evidence and Reasons for Decision**

A strong evidence base, and clearly defined investment priorities, agreed with local stakeholders, is required to compete for future funding and help prioritise investment decisions. The Norfolk Investment Framework will support us to deliver a seismic shift in approach, seeking to improve pay, productivity, and skills levels, and setting a framework for economic intervention.

The pilot projects recommended for approval in this report scored the highest in terms of strategic alignment with the Norfolk Investment Framework, additionality, development of concept, deliverability, impact, and sustainability.

The pilot projects recommended, will enable Norfolk County Council to work with stakeholders to start to implement the Norfolk Investment Framework and address the grand challenges identified. The learning from the pilots will help inform the design for scaled up, med-longer term interventions, that work towards addressing improvements in pay, productivity, skills in addition to improvements in public services and tackling climate change.

12.12 **Alternative Options**

Option 1: Do nothing. Alternative options, including doing nothing and simply responding to calls for funding as they arise, is not felt to be the best policy, as it would not deliver the strategic ambition to create a step-change in the economic profile of the county.

Option 2: Source alternative funds: As part of the assessment criteria for the pilot projects prozed, the business cases had to demonstrate additionality, including information that alternative funds had been explored and could not be sort elsewhere.

Option 3: Deliver pilot project Interventions to address the challenges identified through the Norfolk Investment Framework. This is the preferred option. The pilot projects will help generate growth in key sectors, support the ambition to create a higher skilled and more productive workforce, with a clear focus on inclusive growth, as well as harnessing the opportunities to mitigate the impacts of climate change on the Norfolk economy.

13 **Harleston Independent Living**

- 13.1.1 Cabinet Received the report summarising the business case for approving £4,095,000 capital funding from the existing Independent Living (extra care) capital programme to Saffron Housing Trust to support the development and secure nomination rights for NCC for 91 apartments in a new 91-unit Independent Living scheme for older people in Harleston, South Norfolk district.
- 13.1.2 The Executive Director for Adult Social Services gave an introduction to the report. This project was part of a 10-year housing programme for care. It was the fourth scheme following developments delivered in Fakenham, Acle and Stalham. This scheme was proposed to deliver 91 flats and save £0.5m per year from care outcomes as well as delivering better outcomes.
- 13.1.3 The Cabinet Member for Adult Social Care, Public Health and Prevention introduced the report to Cabinet:
- The Cabinet Member for Adult Social Care, Public Health and Prevention thanked Cabinet for their support when the project for provision of funding for independent living units across the county was initially proposed. He was pleased to set out this scheme, committing money previously allocated by Cabinet, as this would make a difference to people's lives and deliver on the Council's commitment to help people live independently in their communities for as long as possible.
 - Helping people to remain independent for as long as possible delivered what people said they wanted, but also gave a significant saving in the Adult Social Services budget.
 - The report showed that provision for independent living in the county was low; analysis showed that approximately 2,800 units were needed by 2028. This development in Harleston would support in meeting this demand. A pipeline of further schemes would be brought forward in the future.
 - People were interested to take up the units being proposed, showing that there was a role for planning authorities to ensure they were part of the planning mix in future housing developments. The council therefore asked partners to think about providing this type of housing in their future developments.
 - The Cabinet Member for Adult Social Care, Public Health and Prevention moved the recommendations as set out in the report.
- 13.2 The Cabinet Member for Innovation, Transformation and Performance supported the report, noting that the recently opened scheme in Fakenham had been a success; this development gave people another option and freed up larger houses which were no longer suitable for people's needs.
- 13.3 The Cabinet Member for Children's Services attending the opening of the Acle unit which he noted as positive and a good way to provide support for the elderly in the community.
- 13.4 The Cabinet Member for Communities and Partnerships agreed that more of these developments were needed to support people who wanted to be independent for as long as possible.
- 13.5 Cabinet **RESOLVED:**
- a) To approve £4,095,000 of capital contribution funding from the existing £29m Independent Living (extra care) capital programme to Saffron Housing Trust

to support the development and secure nominations rights for 91 apartments in a new Independent Living scheme for older people in Harleston, South Norfolk

- b) To approve an exemption under paragraph 10(a)(iii) of contract standing orders
- c) To delegate the responsibility to the Director of Commissioning to complete the relevant contract(s) with Saffron Housing Trust

13.6 Evidence and Reasons for Decision

Please see section 4 of the report

13.7 Alternative Options

The decision on this paper is to proceed or not with the development.

14 Market Sustainability Plan

- 14.1.1 Cabinet received the report setting out Norfolk's Market Sustainability Plan, which detailed the significant challenges that the adult social care sector was facing, and the significant additional resources and market re-shaping needed to secure a sustainable market for the future.
- 14.1.2 The Executive Director for Adult Social Services gave a short introduction, noting that this was a technical report underpinning the publication of the market sustainability plan. This plan sets out the sustainability of the market while the Government paused its reform of Adult Social Care.
- 14.1.3 The Cabinet Member for Adult Social Care, Public Health and Prevention introduced the report to Cabinet:
 - The Cabinet Member for Adult Social Care, Public Health and Prevention recognised the remarkable efforts of all working in the care sector over the 2022-23 challenging winter and was grateful for their dedication. He thanked them all for the work they did on behalf of the council
 - The report outlined Norfolk's Market Sustainability Plan; it was a government requirement to publish this as part of the delay of the Adult Social Care reforms.
 - The Norfolk's Market Sustainability Plan looked at sustainability of the care market, impact of future market changes and the funding gap if the median care rate was achieved. This was despite a record care funding increase for next year and work being done to support the care market and providers.
 - Norfolk had an ageing population and the number of people over 85 was set to double to 60,000 by 2040.
 - The report also set out the recruitment challenges seen in Norfolk and nationwide. The council was doing everything it could to pay record care fee increases and promote care as a career.
 - Work was underway to help people live independently with the development of independent living and work to support a reduction in demand on care services. Connecting Communities would use data to support people earlier and connect people to services and support in their communities.

- Long term sustainable funding was needed from Government; it was important that Government gave parity to health and care and recognised the challenges experienced by large rural counties like Norfolk. As such, the Cabinet Member for Adult Social Care, Public Health and Prevention would continue to lobby Government for a sustainable settlement for Adult Social Care.
- Planning to ensure the care market was sustainable would continue, and senior officers were asked to provide an annual update for the report.
- The work of the council to reshape the market with providers was set out in paragraph 1.25-1.27 of the report. To make services sustainable, the council wanted to set a cap on agency rates for care, in line with rates in the NHS.
- The Cabinet Member for Adult Social Care, Public Health and Prevention moved the recommendations as set out in the report.

14.2 The Cabinet Member for Finance agreed that the national discussion for long term sustainable funding for Adult Social Care should be supported and commended the Cabinet Member for Adult Social Care, Public Health and Prevention's efforts to date to do so.

14.3 The Cabinet Member for Children's Services noted the high population of over 65s in Norfolk, particularly in North Norfolk.

14.4 Cabinet **RESOLVED** to:

- a) To continue to support the national discussion for sustainable funding for local authorities
- b) To approve publication of the Norfolk Market Sustainability Plan (attached at Appendix A of the report)

14.5 **Evidence and Reasons for Decision**

N/A

14.6 **Alternative Options**

N/A

15 **Modern Slavery Statement 2021-22**

15.1.1 Cabinet Received the report setting out Norfolk's County Council's Modern Slavery Statement for 2021-22 which set out the steps that Norfolk County Council had undertaken to help ensure that there is no slavery or human trafficking within our organisation, our sub-contractors, partners or supply chains.

15.1.2 The Chairman introduced the report to Cabinet:

- Central Government intended for local authorities to adopt a modern slavery statement, but this was not yet in legislation. It was appropriate in the meantime for the council to set out how they supported the Modern Slavery Act 2015 and mitigated risks of modern slavery.
- Norfolk County Council directorates and relevant representatives of the Norfolk Anti-Slavery Network had been consulted when preparing the statement.

- The statement focussed on areas of high-risk, contract management and how staff are or would be trained to identify issues.
- The work was ongoing, and the statement and policies and procedures would be adapted in line with new policies, feedback and best practice
- The report reviewed progress and outcomes from 2021 and introduced an updated statement to fall in line with finalisation of the annual accounts for 2021-22.
- The statement showed the steps undertaken by the council to ensure there was no slavery or trafficking within the organisation its sub-contractors or supply chains.
- Norfolk County Council recognised the risks of all forms of modern slavery and committed to identify and disrupt modern slavery using its statutory powers, its role as a contracting authority, utilising strengths with all partnerships including the police, NHS and other organisations, and awareness raising. The council had a zero-tolerance approach to all forms of slavery and would act with integrity and transparency in all business dealings. Many policies and procedures were in place across the council which linked to addressing this topic. Cabinet's role included establishing an appropriate role for the delivery of cross cutting and departmental functions.
- Page 379-383 set out the Modern Slavery Statement for 2021-22
- The Chairman moved the recommendations as set out in the report.

15.2 The Cabinet Member for Innovation, Transformation and Performance felt that treating people as commodities was shameful and therefore it was important that the council took a lead in this area and made a statement, ensuring that people were paid a proper rate for the work they do.

15.3 The Vice-Chairman noted that slavery had no place in our society; policies and procedures in place throughout the council's operation which were shown in the report to support the modern slavery statement.

15.4 The Cabinet Member for Communities and Partnerships agreed it was positive that the council was helping to lead the way on this, contributing to the wellbeing of people in Norfolk.

15.5 Cabinet **RESOLVED:**

A. To agree:

1. The Modern Slavery Statement for the year 2021/2022 (in Appendix B of the report); and
2. The Equality Impact Assessment (EqIA) at Appendix A of the report.

B. To note progress against the action plan and agree that Corporate Select Committee should be asked to review progress on modern slavery this summer, before the 2022/23 statement is brought to Cabinet for approval

15.6 **Evidence and Reasons for Decision**

Please see section 4 of the report

15.7 **Alternative Options**

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.

16 Equality Diversity & Inclusion (EDI) Objectives for 2023-2026

- 16.1.1 Cabinet Received the report proposing proposes four Equality Diversity & Inclusion objectives for 2023 to 2026, supported by a range of priorities, summarising the arrangements to prepare the new Plan, including public consultation, and the operational challenges to address and noting that on 16 January 2023, Corporate Select Committee endorsed the four objectives and requested an annual report on progress, supported by a six-monthly member briefing.
- 16.1.2 The Executive Director for Community and Environmental Services commented that this report showed the cutting edge and award-winning work done by the council to remove barriers, and ambition to continue to drive the agenda to make Norfolk a better place for everyone.
- 16.1.3 The Cabinet Member for Communities and Partnerships introduced the report to Cabinet:
- Norfolk County Council aimed for Norfolk to be one of the highest performing councils in the country, creating jobs and cherishing the environment, countryside and heritage and empowering residents to be in control of their lives and influencing decision making.
 - The current Equality Diversity and Inclusion plan was due to expire, and work had been undertaken to set new Equality Diversity and Inclusion objectives for 2023-26. Every 2 years, common sense actions were prioritised from across the services, workforce and communities.
 - Many objectives had been delivered; the council was quadruple award winning in its work to promote equality, diversity and inclusion. The awards won were set out on page 384 of the agenda.
 - A whole-council review of equality had been completed to identify strengths and inequalities. Racism affected many ethnic minority residents and employees. Young people in Norfolk who were black or from a Gypsy, Roma or Traveller background experienced the poorest lifelong outcomes, as seen across the UK.
 - Many disabled people had barriers to physical and digital environments.
 - Promoting inclusion for the LGBTQ+ community was a priority for the council.
 - One of Norfolk's strengths was its diversity, which continued to increase
 - There was an aim to make a difference in Norfolk over the next 3 years by using influence to improve life for all. The four equality, diversity and inclusion objectives were supported by priorities and summarised arrangements to prepare the new plan including consultation and challenges.
 - The Cabinet Member for Communities and Partnerships moved the recommendations as set out in the report.
- 16.2 Cabinet **RESOLVED** to:
1. Note the progress to date;
 2. Consider the operational challenges set out in Section 2 of the report and the evidence gathering that has taken place to prepare new objectives;

3. Agree the proposed objectives and priorities for 2023 to 2026 set out in Section 4 and Appendix 1 of the report.

16.3 Evidence and Reasons for Decision

The evidence for the proposals is set out in Section 3 of the report.

16.4 Alternative Options

The Cabinet could consider amendments to the proposed objectives or priorities. Alternatively, it could consider not progressing some priorities. This should be considered against the legal implications summarised in Section 9.1 and the operational challenges summarised in Section 2 of the report.

17 Strategic Review and Future Transformation

- 17.1.1 Cabinet Received the report providing an update on the work carried out as part of the Strategic Review so far and future work which would be carried out.
- 17.1.2 The Executive Director for Community and Environmental Services noted that transformation was not a one-off event. The Council had a track record of changing service delivery across a range of services and wanted to deliver the best services possible for local communities
- 17.1.3 The Chairman introduced the report to Cabinet:
 - The strategic review would need to be ongoing; there would be financial challenges over the coming years, and it would be important to respond to these to deliver the services that residents relied on.
 - The review work was designed as a whole organisation exercise to meet the challenges being faced by the council and which it would face in the future.
 - As the review approached the end of its first year it was important to look at the progress to date and set the direction for continuation for the future and for the next 2 years at least.
 - There was a need to be stable at times of pressure and keep critical services safe, including those subject to external inspections.
 - The continuing transformation journey would be balanced with delivering services as efficiently as possible.
 - Among the priorities for the first stage of the review were removing areas of duplication, adjusting management layers and improving spans of control, designing a pay and rewards strategy based on transparency and market alignment to support recruitment and retention ensuring the organisation was competitive in the job market, as well as improving consistency to support career development and equality.
 - The work was ongoing and would lead to the council being able to recognise and respond to change in a positive manner to benefit staff, residents and the organisation and make financial savings.
 - The council's financial position for the next 3 years was set out at Full Council in February 2023. Financial gaps were predicted and reviewing how services are delivered would help to meet this challenge. It was anticipated that £10m of the £46m funding gap for 2024-25 could be achieved through the strategic review.

- The first phase of the work had been a challenge, looking at how the organisation should look and feel departmentally and council wide. Planning and sequencing of implementation of activities was well advanced. In the coming months, new ideas would need to be identified, their validity tested and their impact on financial and non-financial positions analysed. There had been a focus on improving internal operations as these services allowed wider activity across the council and ensured resources were directed at supporting communities.
- The chairman moved the recommendations as set out in the report.

- 17.2 The Cabinet Member for Adult Social Care, Public Health and Prevention noted that this was an important piece of work and the progress shown in the report indicated that this work needed to continue. It was important for the council to be fit for purpose moving forward.
- 17.3 The Cabinet Member for Innovation, Transformation and Performance noted that change would be important to ensure the organisation could deliver what was needed and ensure efficiency.
- 17.4 The Cabinet Member for Finance supported continuation of the strategic review, noting that it would allow the council to deliver the best services possible for the people of Norfolk and achieve savings required for the future financial year.
- 17.5 The Vice-Chairman noted that it was important to review ways of working on a regular basis to keep up with demand and challenges and ensure the organisation was efficient.
- 17.6 The Cabinet Member for Children's Services highlighted that changes to senior management in Children's Services would allow a more streamlined service for families and children
- 17.7 The Cabinet Member for Growing the Economy supported this piece of work and the importance of responding to change.
- 17.8 The Cabinet Member for Commercial Services and Asset Management agreed that it was important for the review to continue.
- 17.9 The Chairman noted that this piece of work would need to continue for at least 2 years and with a plan in place to show that the work could be done and how it would be done.
- 17.10 Cabinet **RESOLVED**:
1. To agree to the Strategic Review being continued, as part of our ongoing transformation journey, to meet the challenges being faced by the Council
 2. To ask officers to bring further reports to Cabinet on the review method and intended financial savings

17.11 **Evidence and Reasons for Decision**

Given the outlook for local government funding over the medium term, it is likely that the County Council will need to continuously review our funding priorities, the value for money of services we procure, manage or deliver and the efficiency and effectiveness of the organisation. The review has been one strand of this

work and this type of transformational approach will remain an important part of how we continue to deliver a balanced budget.

17.12 **Alternative Options**

Cabinet could decide not to proceed with transformation activity, but this risks the organisation operating in a sub optimal manner and not being able to manage our budget pressures in future years. Cabinet has previously decided to undertake such review activity and so this would be reversing that decision (See background Papers).

17.13 Cabinet took a break at 12:02 until 12:17

18 **NCC Companies Business Plans**

18.1.1 Cabinet received the report seeking Cabinet's approval for each of the four main companies to operate within their 2023/24 Business Plan as approved by their respective Boards.

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

- The County Council created several companies to help in delivering its aims and objectives and this report sought for their business plans to be approved by Cabinet. The business plans had been reviewed by the Norfolk County Council owned Companies Governance Panel and recommended to Cabinet for consideration.
- Hethel Innovation Ltd
 - This company managed Scottow Enterprise Park and Easton Food Hub.
 - The company aimed to make a profit of £123,000 in 2023-24. They aimed to deliver their objectives by growing businesses until they were able to operate unaided and the business plan outlined the plan to increase the offer, set out on page 423 of the report.
 - The company had increased inquiries from new customers and had plans to reduce their carbon footprint.
- Independence Matters Group
 - Independence Matters was a provider of support and enablement for adults with learning disabilities, dementia and associated mental health problems through personal assistants, supported living, day care and sheltered employment.
 - They supported people to pay an active part in their local community and access their local community.
 - Home Support Matters was a subsidiary company of Independence Matters, providing a range of specialist care, including domiciliary care, live in care, reablement, care for the elderly and crisis support.
 - Trading for Independence Matters was forecast to be challenging in 2023-24.
- Norse Group
 - Norse Group was the largest of the Council's owned companies and the largest Local Authority trading company in Britain, employing 8750 people. The Group had 3 main trading divisions delivering a range of services: Norse Commercial Services, providing frontline and statutory services such as environmental services, domestic

refuse collection, restoration of public spaces and highways maintenance; Norse Consulting, providing services for estate management, architecture, project management and design; and Norse Care, which had 21 residential homes and supported care with housing, including residential and enhanced care, nursing with care and dementia care.

- The business plan stated that Norse Commercial Services would support growth of the wholly owned brand. Growth for Norse Consulting would come from the project pipeline of existing customers, looking to increase their margin by adjusting the cost-base in-year. Norse Care were looking to reduce agency staff costs; there was a national trend post-Covid of staff shortages across the sector and high use of agency workers. Norse Care would use targeted recruitment and retention to impact on this.
- The Group had £6.1m pre-tax trading profit of £6.1m and this would facilitate a rebate to Norfolk County Council of £2.7m
- Repton Property Developments Ltd
 - This company was established in 2017 with the primary objective of undertaking direct property development to maximise the financial returns to Norfolk County Council.
 - The council as the shareholder sought wider social, economic and environmental outcomes. The business plan set out how the company would achieve these objectives.
 - The company was performing well against the objectives and producing a range of environmental and social benefits. There was progress seen on a number of sites, with high quality and affordable housing being developed and the company going above the required level of social housing on its first three schemes. The company had so far exceeded its targets for private sale receipts.
 - It was expected that the council would receive a £1m dividend per annum from March 2024.
- The Cabinet Member for Commercial Services and Asset Management moved the recommendations as set out in the report.

18.2 The Chairman noted that the boards of each company had approved each business plan.

18.3 The Vice-Chairman noted that on the first page of Hethel Innovation Ltd Business plan, on page 423 of the agenda, it stated that the business would “integrate” with the Norfolk County Council economic development team. The Vice-Chairman felt that this should state “collaborate” instead and proposed this be amended. The Cabinet Member for Commercial Services and Asset Management agreed with this proposal to amend the business plan.

18.4 The Vice-Chairman noted the algae project at Hethel Innovation Ltd, which he welcomed.

18.5 Cabinet **RESOLVED** to:

1. Review and approve the Hethel Innovation Ltd 2023/24 Business Plan in Appendix A of the report with the following amendment:

- Alter the wording of the objective “integrate with NCC’s economic development team” on the first page of the Hethel Innovation business

plan, shown on page 423 of the Cabinet agenda, to instead state
“**collaborate** with NCC’s economic development team”

2. Review and approve the Independence Matters C.I.C 2023/24 Business Plan in Appendix B of the report.
3. Review and approve the Norse Group Limited 2023/24 Business Plan in Appendix C of the report.
4. Review and approve the Repton Property Developments Limited 2023/24 Business Plan in Appendix D of the report.

18.6 Evidence and Reasons for Decision

Each company’s board has approved a 2023/24 Business Plan and are seeking Cabinet’s consent to operate the company in accordance with their Business Plan.

18.7 Alternative Options

Norfolk County Council, as shareholder, could set alternative objectives for the company and request a revised Business Plan.

19 Finance Monitoring Report 2022-23 P10: January 2023

- 19.1.1 Cabinet Received the report providing a summary of the forecast financial position for the 2022-23 Revenue and Capital Budgets, General Balances, and the Council’s Reserves at 31 March 2023, together with related financial information.
- 19.1.2 The Cabinet Member for Finance introduced the report to Cabinet:
 - The focus of financial planning had moved on to 2023-24 however the current financial monitoring report laid the foundation for next year; it was important to ensure there were no unforeseen overspends.
 - The Cabinet Member for Finance was pleased to report that as of January 2023, a balanced budget was being forecast.
 - Children’s Services continued to experience significant operational pressures, summed up in paragraph 2.4 onwards; the £20m overspend was mitigated by use of departmental reserves and finance general’s deployment of one-off measures such as savings in MRP and additional Government funding from business rates relief.
 - Adult Social Services were forecasting a balanced in-year position having used departmental reserves.
 - The Community and Environmental Services position was unaltered from last month’s report.
 - Table 3 of the report showed the rise in forecast departmental provisions and reserves due to an increase in the Adult Social Services forecast balance.
 - An overspend in the high needs block meant that a negative continued to be seen in the dedicated school reserve at £73m. The Department for Education had invited the Council to take part in the safety valve programme; officers had engaged in this and a multi-year proposal had been submitted to the Department for Education to bring the in-year position back into balance and identify how the debt can be repaid. The decision from the Secretary of State was being awaited on whether the Norfolk Plan was approved.

- Paragraphs 7.1 and 7.11 on page 526-527 of the report discussed delayed savings from the Supported Housing Programme, Norse Care and My Oracle.
- Achieving over 90% of the savings target was reasonable; in recommendation 9, executive directors were asked to attempt to mitigate this.
- Cabinet were asked to approve Craig Chalmers as director of Independent Matters Group as part of the process of bringing this company under council ownership.
- Each year the council had to write off debts where estates could not pay for care; this year there were 7 debts of £114,658.40
- The Council's borrowing requirement for the current year was complete and by working with capital programmes £1.3m had been saved on what was forecast. Rising deposit rates had meant the council received an additional £2.3m more than budgeted. In 2023-24 the council would borrow less and were forecasting £50m.
- Recommendations 1,2 and 11 recommended an addition of £60,963m gross to the capital programme consisting of £7.4m to a new Kings Lynn multi-user hub, £60,000 for wildfire PPE and £43m additional borrowing, agreed at the February Full Council meeting.
- Breakdown of funding sources was shown on page 544 of the agenda.
- Page 541 of the agenda showed forecast revised capital receipts of £52m available for the forthcoming financial year, of which £29m were from asset disposal.
- £34m had been set aside for the cost of funding short life assets, transformation and the Norwich Western Link; officers would continue to be instructed to monitor use of the property portfolio
- The Cabinet Member for Finance asked Cabinet to accept the two, well-won Arts Council England grants, set out in recommendation 6.

19.2 The Cabinet Member for Children's Services was grateful that other departments had supported with the overspend in Children's Services. The pressures still remained in Children's Services related to transport, pandemic related costs and agency staffing costs. Some agency costs had increased by 300%.

19.3 The Executive Director for Children's Services confirmed that the secretary of state had responded positively to the council's proposal for the Local First Inclusion, but further confirmation was being awaited.

19.4 The Cabinet Member for Innovation, Transformation and Performance noted the amount of money spent to support people in Norfolk and the work carried out to manage these funds.

19.5 Cabinet **RESOLVED**:

1. To recommend to full Council the addition of **£9.228m** to the capital programme to address capital funding requirements funded mostly from various external sources as set out in detail in capital Appendix 3, paragraph 4.2 of the report, as follows:
 - £0.657m S106 contributions to various Schools projects
 - £7.4m Town Deal funding and previously approved £3.148m NCC Borrowing to fund the Kings Lynn Multi User Hub

- £0.194m miscellaneous minor adjustments to project budgets for S106 contributions and final estimates
 - Offset by a budget reduction of £2.171m in Department of Transport funding for Highways based on the latest forecast for the Norwich City Centre E-bound traffic reduction scheme
2. To recommend to Full Council the addition of £0.6m to the capital programme for the purchase of Wildfire Personal Protective Equipment as set out within the Norfolk Fire and Rescue Service Community Risk Management Plan elsewhere in this agenda
 3. Subject to full Council approval of recommendation 1 and 2 to delegate:
 - 3.1) 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.
 - 3.2) 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.
 - 3.3) 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.
 4. To note the progress towards achieving 100% ownership of Independence Matters and the share transfer due to take place in March 2023, and delegate to the Executive Director of Finance and Commercial Services to agree updated Articles of Association to reflect the change in ownership, controls are in place as are required to ensure the relationship with the company is

compliant with regulation 12 of the Public Contracts Regulations 2015 and consequential changes to Board membership.

5. To approve the appointment of Craig Chalmers, Director of Community Social Work, as County Council Director on the Independence Matters Board with effect from the date of the share transfer, and note that an additional Director appointment will be proposed to Cabinet in April 2023, if required
6. To approve the acceptance of two Arts Council England (ACE) grants for investment in the Norfolk Museums Service comprising of
 - a. £4.126m National Portfolio Organisations (NPOs) over 2023-26 at £1.375m per year
 - b. £0.444m annual grant to SHARE Museums East for 2023-24
7. To approve the write-off seven debts over £10,000 totalling £114,658.40 due to the exhaustion of estate and legal options where there is no further possibility of recovery, as set out in Appendix 2 paragraph 3.9 of the report;
8. To recognise the period 10 general fund revenue forecast of a balanced budget, noting also that Executive Directors will take measures to reduce or eliminate potential over-spends where these occur within services to maintain a balance budget at the year end.
9. To recognise the period 10 forecast of 92% savings delivery in 2022-23, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
10. To note the forecast General Balances at 31 March 2023 of **£24.340m**, assuming the Council will mitigate the overspends reported in P10 of the report.
11. To note the expenditure and funding of the current and future 2022-27 capital programmes has been increased by **£51.135m** as set out in detail in capital Appendix 3, paragraph 4.1 of the report, as follows:
 - £7.8m uplift to Highways schemes as previously approved by Full Council in September 22
 - £43.35m additional NCC Borrowing for various capital schemes approved by Full Council on 21 February 23 in the 2023-24 Capital Strategy
 - £0.201m NCC Borrowing to fund the Electric Vehicle Charging points

19.6 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
- 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.

19.7 **Alternative Options**

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

20 **Authority to enact capital programme**

20.1.1 Cabinet received the report asking Cabinet to take the necessary executive decisions for the capital programme to be enacted.

20.1.2 The Cabinet Member for Finance moved the recommendations as set out in the report.

20.2 Cabinet **RESOLVED**:

1. To undertake a programme of capital works for which the Council has agreed a budget, as further set out in the paper *Capital strategy and programme 2023-24* (the "Programme Paper") approved by Cabinet on 30 January 2023
2. To delegate:
 - a. 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;
 - b. 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 acquired for delivery of the works) and to dispose of land so acquired that is no longer required upon completion of the scheme;
 - c. to each responsible chief officer authority to:
 - i. (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 recomputed
 - ii. 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.

3. 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.

20.3 Evidence and Reasons for Decision

Cabinet recommended adoption of the capital budget, including adoption of new schemes, on the basis of the justifications set out in Appendix D to the programme paper. It is now logical that it approves enactment of the programme. Expeditious execution of the programme requires the delegations to officers set out in this paper.

20.4 Alternative Options

Cabinet could choose not to approve the delegations set out herein. This would require a plethora of individual cabinet or cabinet member decisions and be likely to delay programme execution: this course of action is not recommended.

21 Disposal, acquisition and exploitation of property

- 21.1.1 Cabinet received the report setting out proposals aimed at supporting Norfolk County Council 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.
- 21.1.2 The Cabinet Member for Commercial Services and Asset Management introduced the report:
 - The report set out proposals for 5 disposals, 2 acquisitions and a policy update. All disposals had been referred to Corporate Property Strategy Group to identify if there was any service use for the sites.
 - **Norman House, Tarworks Road:** It was proposed to dispose of this property. The internal structure of the property was in poor condition and Children's Services intended to vacate the property and relocate to more suitable premises nearby.
 - **Land at King's Lynn Academy, Queen Mary Road:** This was a small strip of land acquired as part of the school site, falling outside of the school fence. It was excluded from the lease to the academy and the local council had planning permission to use this for a development.
 - **Woodside Complex, Norwich:** this consisted of 4 sites; a community hub, nursery, sensory support unit and the professional development centre. The nursery was closed, and the rest of the site was used by Children's Services. It was proposed to relocate all services and staff and explore the possibility of the site being redeveloped by adult social services as independent living or care housing. If this potential was not realised then the site would be disposed of by auction or tender.
 - **Low Farm, The Street, Ringland:** this property was located on the route of the Norwich Western Link; as such the owners had put in an application

for their property to be purchased due to blight. The council had accepted the notice put in for this and had negotiated a price with the owners including a home loss payment.

- **Land at Ward's Chase, Stow Bardolph:** this was part of the County Farms Estate and not required for operational use. It was proposed to offer this to the adjacent landowners or alternatively disposed of by auction or tender.
- **Land at Lynn Road, Swaffham:** Children's Services had identified a need for a 224 place Special Educational Needs and Disabilities school in West Norfolk. This would replace the Fred Nicholson School which had no room to expand. This site had been identified as the preferred site for this.
- **Land at Terrington Fern House Estate:** this land was declared surplus to county council requirements by Cabinet at a previous meeting however an incorrect plan was included in the report. Following consultation with the Monitoring Officer and Head of Democratic Services this was being re-submitted to Cabinet so they could reaffirm their decision with the correct plan.
- **Metal detecting and field walking policy:** this policy had been updated to encompass all of the Norfolk County Council property estate. There had been a recent increase in significant historical finds in Norfolk and it was important to support detectorists.
- The Cabinet Member for Commercial Services and Asset Management moved the recommendations as set out in the report.

21.2 The Cabinet Member for Children's Services discussed that, with the impact of Covid, it had been possible to move meetings from the Woodside Centre to county hall making this building available for disposal. Having looked for a site in the Swaffham area, the new site at Lynn Road had been located for a new SEND school. A consultation about closure of and moving the Fred Nicholson school would start soon.

21.3 The Cabinet Member for Adult Social Care, Public Health and Prevention noted that this report summed up why it was important to review the property estate regularly as sites could be acquired to provide services in future; disposing of redundant sites helped fund providing services for people who relied on them.

21.4 The Cabinet Member for Growing the Economy supported the development of the SEND school in the Swaffham area.

21.5 Cabinet **RESOLVED:**

1. To formally declare Norman House, Tarworks Road, Great Yarmouth NR30 1QR (6009/025) surplus to County Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance & Commercial Services and Cabinet Member for Commercial Services & Asset Management is authorised to accept the most advantageous offer.
2. To formally declare Land at King's Lynn Academy, Queen Mary Road, Gaywood, King's Lynn PE30 4QG (2045/067B) surplus to County Council requirements and instruct the Director of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance & Commercial

Services and Cabinet Member for Commercial Services & Asset Management is authorised to accept the most advantageous offer.

3. To formally declare the Woodside Complex, Norwich surplus to County Council requirements and:
 - (i) Instruct the Director of Property to dispose of the site to an independent living/extra care housing provider, or
 - (ii) In the event of no satisfactory agreement instruct the Director of Property to dispose of the property on the open market.
- In the event of a disposal receipt exceeding delegated limits the Director of Property in consultation with the Executive Director of Finance and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
4. To agree to the purchase of Low Farm, The Street, Ringland NR8 6JG on terms agreed as detailed in confidential Appendix A and instruct the Director of Property to oversee the implementation of the acquisition.
 5. To formally declare the Land at Ward's Chase, Stow Bardolph (2075/130 part) surplus to County Council requirements and:
 - (i) Instruct the Director of Property to dispose of the site to the adjoining owner, or
 - (ii) In the event of no satisfactory agreement instruct the Director of Property to dispose of the property on the open market

In the event of a 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.

6. To authorise the purchase of the land at Lynne Road Swaffham on the terms as detailed in confidential Appendix A and instruct the Director of Property to implement the acquisition.
7. To reaffirm their decision made on the 7 November 2022 Cabinet report as follows: to confirm their agreement to formally declare the Land at Terrington Fern House Estate (part), Terrington St Clement (2078/108A) (edged red on plan (as noted on the correct plan)) amounting to 1.65 hectares surplus to County Council requirements and instruct the Director of Property to dispose of the property. In the event of the disposal receipt exceeding the valuation figure 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.
8. To formally adopt the metal detecting and field walking policy as detailed in Appendix 1 of the report.

21.6 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.

The acquisition of Low Farm, The Street Ringland NR8 6JG supports the Norwich Western Link project.

The acquisition of the land at Lynne Road, Swaffham provides a suitable site to

construct a new Special Educational Needs school.

In respect of the Corporate Property Policy, adoption will improve the understanding of the procedures of obtaining permission to metal detect/field walk on Council owned land and property.

21.7 **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.

The acquisition of Low Farm, The Street Ringland NR8 6JG is the result of the issue of a Blight Notice.

The acquisition of the land at Lynne Road, Swaffham followed a comprehensive search for a site and this site has been made available and is in the appropriate location.

The adoption of the Corporate Property Policy formally acknowledges the procedures and principles, the alternative would be not to do so.

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

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

23 **Exclusion of the Public**

- 23.1 Cabinet **RESOLVED not** to exclude the public from the meeting

24 **Disposal, Acquisition & Exploitation of Property: Exempt Appendix A**

- 24.1 Cabinet did not discuss the exempt appendix.

The meeting ended at 12:58

Chairman of Cabinet

Cabinet
6 March 2023
Public & Local Member Questions

	Public Question Time
6.1	<p>Question from Liam Calvert On 27th February a cyclist died after a collision on Norwich's ring-road involving the driver of a motor vehicle. There have been around 200 collisions resulting in serious injury or death to cyclists and pedestrians in Norwich in the last five years. Not only do these collisions destroy lives, the perception that the roads are unsafe significantly reduces people's freedom to travel in the way they choose. Vision Zero strategies involving safer speeds, junctions, behaviours and vehicles have been successful in reducing road casualties in many cities. Will the cabinet undertake, within 6 months, to publish a plan based on Vision Zero principles and in collaboration with Norfolk Police.</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport The Norfolk Road Safety Partnership is committed to delivering a new Road Safety Strategy based on 'Safe System' principles. The 'Safe System' approach is closely aligned with Vision Zero and has the long-term goal for a road traffic system which is eventually free from death and serious injury. The Safe System is based on five principles: safe vehicles, post-crash response, safe roads, safe speeds and safe road use. Planning work for this new Safe System Strategy is currently taking place with input from all members of the Norfolk Road Safety Partnership. With regard to cyclist safety, several projects and initiatives are already taking place. The Transforming Cities and Active Travel Fund are providing opportunities to radically improve cycling and walking infrastructure across the county. Our Road Safety Team is expanding Bikeability cyclist training having secured Active Travel England and Capability funding. We will also working be with the police on a publicity campaign based around keeping cyclists safe.</p>
6.2	<p>Question from Calix Eden The First Norfolk & Suffolk bus services 24 and 24A running through Thorpe St Andrew are particularly unreliable and many residents have complained. In one case a resident could not hold down her job because of this unreliability. Can the cabinet member for highways put pressure on the bus company to improve their service so it is reliable?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport We have passed on your concerns to First Bus who will look into the issues of unreliability and make improvements where necessary. It is also worth highlighting that the measures being implemented by this Council via the funding awards from government for Transforming Cities and Bus Service Improvement Plans, all aim to improve bus journey reliability.</p> <p>Supplementary question from Calix Eden We all know many businesses and work places keep going on Sunday. Therefore, many residents need to get to work on Sunday, but at the moment there is no service. It is also important for social and family contact, and important for the local shopping economy. Can the cabinet member for highways help convince First Norfolk & Suffolk to reinstate a Sunday service?</p>

	Response from the Cabinet Member for Highways, Infrastructure and Transport
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	We have asked First Bus if they can consider putting on a Sunday service, and evening services. We may be able to provide some kickstart funding for this but ultimately it would need to be financially sustainable in the long term for First to include it in their commercial network.
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**Cabinet
6 March 2023
Local Member Questions**

	Member Question Time
7.1	<p>Question from Cllr Jamie Osborn A significant number of the risks listed in the NWL risk register (at least, the most recent version that I have been able to obtain) are listed as “low risk” when in fact they have already occurred and have led to rising costs and reputational damage. Notable among these is the claim that delay to getting DfT approval for the OBC would be low-risk. Furthermore, the risk register fails to address the risk to revenue reserves should the capital spent so far revert to revenue. In light of this, will the Cabinet Member commit to an immediate, complete and transparent overhaul of the risk register for the NWL?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport Risk is closely monitored as part of the governance arrangements in place for all our major infrastructure projects. Delay getting DfT approval for the NWL is shown currently at a medium risk in the latest risk register. The programme implications related to the sufficiency of time risk allowances and terminal float allowances within the overarching programme is shown as high risk. The risk register is updated by the project team on a monthly basis and reported to the Project Board and Member Group where there is an opportunity to review and comment.</p> <p>The NWL risk register covers the capital project cost implications and not revenue implications. The report to Cabinet on 4 July 2022 set out the funding implications should the project not proceed to construction. The specific point related to revenue funding should the scheme not proceed is considered within the corporate risk register.</p> <p>Supplementary question from Cllr Jamie Osborn The completion of the “missing link” of the Riverside Path between St Georges Street and Duke Street would boost the local sustainable economy and benefit active travel. Disappointingly, this relatively small investment has been put on hold due to inflationary costs (and yet work on the NWL is proceeding despite those same inflationary pressures). Can the Cabinet Member confirm what is being done to restart the work on completing the Riverside Path?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport Although funding towards this project has been secured from Sustrans and from the Community Infrastructure Levy (CIL), through the Infrastructure Investment Fund, the project is currently paused due to cost increases due to the complexity of the build and inflationary pressures affecting many construction schemes across Norfolk and the UK. We are currently reviewing the design and considering options for the scheme to continue.</p>
7.2	<p>Question from Cllr Ben Price The riverside walk between St Andrews Hall and Pulls Ferry is one of the most beautiful in the country, helping to support tourism. This route is well used by cyclists. The one place where this journey is disrupted is at Whitefriars bridge, where it is dangerous to cross directly. Our current environmental policy states that we will support the community to make sustainable travel choices by working to support alternatives to car</p>

	<p>travel including promoting initiatives that utilise cycling and pedestrian improvements. Does the cabinet member agree with me that we need to look again at the Whitefriars crossing, develop a sensible scheme, ready for delivery once funding becomes available?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport The River Wensum Strategy outlines a range of projects aimed at enhancing the river corridor through improved access and attracting inward investment. Whilst the delivery plan for the strategy doesn't include any proposed improvements at Whitefriars bridge, officers would be happy to discuss with Cllr Price what improvements he feels are required at this location. The Local Member Fund presents an opportunity for a crossing assessment at this location to be funded. This would be carried by our network safety team, who would consider the potential usage and safety aspects such as the brow of the bridge possibly obscuring the crossing</p> <p>Second question from Cllr Ben Price At the February 2022 budget council, Greens proposed amendments that would have helped establish low-traffic neighborhoods, covered cycle parking, and parklets. Residents I've spoken to in Norwich overwhelmingly would like to see those in place now, helping us to transition away from polluting car dependency. Can the cabinet member confirm when these schemes will be coming forward, and will he work with me to help make Norwich a priority for their introduction</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport Norwich was one of three Cities nationally shortlisted as a Zero Emission Transport City (ZETC) and we are currently awaiting further information from government on the next steps. However, some development funding was allocated to the County Council to enable initiatives aimed at reducing emissions and car dependency to be investigated and we are in the process of commissioning some initial scoping work around this. Funding to deliver such initiatives would need to be secured before we could say when they could come forwards.</p>
7.3	<p>Question from Cllr Paul Neale Many residents have complained of poor customer service and higher costs since the Car Club transferred to Enterprise. Green councillors have repeatedly asked for details of the following in order to evaluate the service: Details of the contract with Enterprise, especially management of prices, and responsibility for contract management; Customer numbers and number of cars available since the transfer; Equalities assessment and environmental impact assessment of the transfer; Objectives for roll-out of EVs; Objectives for growing the service and how these will be monitored. Will the Cabinet Member agree to provide me with these details so that this vital service can be effectively monitored and managed?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport Detail has been previously shared on the rationale behind the transition to Enterprise and the impact of a significant rise in running costs including fuel prices, which coincided with the transfer of the service to Enterprise Car Club. The increase in car club membership costs is not unique to the service in Norwich and are reflected across the UK and is not limited to just Enterprise Car Club. Many of the details requested are commercially sensitive but I have asked officers to make contact with Cllr Neale to discuss the performance of the scheme.</p>

	<p>Second question by Cllr Paul Neale In January 2022, Cllr Proctor confirmed that the UK has very low levels of proven electoral fraud, as Cllr Osborn raised concerns about voter disenfranchisement under the introduction of Voter ID. Cllr Proctor called this a “difficult issue”. Has he expressed these concerns to the Government, and what is the council doing to ensure that voters are not disenfranchised by the introduction of voter ID?</p> <p>Response from the Cabinet Member for Governance and Strategy The District Councils conduct all NCC elections on our behalf with the next full council election taking place in 2025. The Democratic Services Team have a close working relationship with the election teams in each district and provide support, information and guidance as required. In relation to the introduction of voter ID, the election teams in the districts have been put in touch with NCC officers in Adult Social Services and with the Equality, Diversity and Inclusion team so they can work together to ensure that groups and communities in Norfolk are correctly signposted and receive the help and information they need. The need for voter ID has been and continues to be well publicised.</p>
7.4	<p>Question from Cllr Alexandra Kemp When the Conservative Administration made a mistake in proposing to take away the Free School Meal Holiday Vouchers, from children on free School meals, last year, I successfully campaigned to bring this vital lifeline for needy families back. Now that food inflation is soaring at 16.7 per cent and the Government may raise the Energy Price cap in April allowing electricity prices to rise by 40 per cent, the School Meals Vouchers are needed more than ever. Will the Conservatives keep the Free School Meals Vouchers for the coming tax year.</p> <p>Response from the Cabinet Member for Children’s Services The government recently issued guidance around the next phase of the household support fund which will run from 1st April 2023 to 31st March 2024. Funding has been confirmed at the same level as previous rounds, meaning we have £13.4 million to support Norfolk Households facing hardship over the next 12 months. Last April the Council re-affirmed our commitment to support families eligible for free school meals, with the provision of monthly vouchers. This approach recognises that hardship is not limited to the school holidays. We provided vouchers to value of £15 per child, per month with an additional £30 at Christmas, when costs are higher. We are currently finalising our package of support for the next financial year but there is a firm commitment from the Council to continue cost of living support for free school meals eligible families during the forthcoming period.</p> <p>Second question from Cllr Alexandra Kemp Government awarded £24m for the King's Lynn STARS Project for Sustainable Transport and Regeneration, an evolving project to increase sustainable transport and routes into King's Lynn around Southgates. Can some funding be used to repair the West Lynn Riverbank footpath to increase Active Travel into King's Lynn South and competent persons be despatched to inspect and repair the damaged treads of the West Lynn Ferry Landing Stage and slippery concrete slope. I took advice from the Health and Safety Executive and safety is an issue for enforcement from Environmental Health. It is appalling that this Conservative-run Council does not take safety of residents of the Borough of King's Lynn seriously</p>

	<p>Response from the Cabinet Member for Highways, Infrastructure and Transport</p> <p>The £24m funding referenced is for a specific scheme as detailed in the funding submission. It is unlikely this funding could be used on other projects, however, the Local Member Fund could be used for the repairs highlighted. Please contact your local Highways Engineer to discuss these proposals if you are willing to fund these from your allocation.</p> <p>The County Council are also jointly working in partnership with the Borough Council to investigate the feasibility of making improvements to the access points leading to the West Lynn Ferry. The study, which is in its early stages, is intended to help clarify ownership of the component structures and will identify how any improvements could be funded.</p> <p>Given the safety concerns highlighted above, an urgent joint County / Borough inspection of the access points for the ferry has been arranged.</p>
7.5	<p>Question from Cllr Steffan Aquarone</p> <p>What can this Council do in order to move Norfolk up from the bottom band of nursery hourly pay rates, in order to ensure the availability of day-long, two year plus settings in the towns and villages on which our rural communities rely?</p> <p>Response from the Cabinet Member for Children's Services</p> <p>What can this Council do in order to move Norfolk up from the bottom band of nursery hourly pay rates ...</p> <p>Funding for Early Years is received from central government using a National Funding Formula, which was introduced in 2017 following a national consultation and gives Norfolk the lowest possible rate - see Early years funding: 2023 to 2024 - GOV.UK (www.gov.uk). We are in full agreement with Early Years Providers that increases to rates of funding are insufficient to cover the rising staffing and utility costs which are directly or indirectly met.</p> <p>All funding is directly linked to children's attendance, and we have been in a period of significant decline in numbers of children in the county for several years which would have resulted in some changes to the childcare market even if funding increases had met rising costs. We have also seen a change in the way parents are choosing childcare. The rising costs for families and more flexible working options have had an impact on the demand for childcare. The percentage taking up their funded offer has increased, but many providers report that fewer parents choose to top up their EY funded sessions.</p> <p>We already have regular meetings with regional DfE colleagues to discuss the challenges facing the early years sector in Norfolk and we raise our concerns about the impact of the low level of funding that Norfolk receives. We also attend the DfE/LA working group for funding, which enables us to pose questions in relation to early education funding.</p> <p>... to ensure the availability of day-long, two year plus settings in the towns and villages on which our rural communities rely?</p> <p>The formula for distributing the received early years funding locally is set by Norfolk County Council on the basis of recommendations from Schools Forum, following a sector consultation and in discussion with the EY reference group. The formula was discussed on the 27th of January under item 4c Norfolk Schools Forum agendas and</p>

[papers - Schools](#). The maintained nursery school representative, Early Years representative and many others who have Early Years provision as part of their school or trust took full part in this discussion. The responses to the consultation have been agreed by the consultative group and Schools Forum, results have been shared with providers.

The locally agreed formula for 3 and 4 year old children does include a supplement for flexibility, which increases by 10p per hour the funding for providers who open for extended hours and 10p per hour for quality where staff meet a higher qualification standard. The formula does not include a sparsity/rurality supplement. The clear steer from providers in recent years has been that any increase in funding be used to fund an increase in the base rate, to benefit all providers equally.

Norfolk county council does provide additional sustainability funding of up to £10,000 to provide financial help a provider overcome a short-term financial issue. For small rural providers this has helped to keep some providers open when numbers fluctuated within a fundamentally viable business. [Other funding for early years providers - Schools \(norfolk.gov.uk\)](#).

The highest level of demand for Early ears childcare is during school hours in term time for funded children, outside of these hours demand is much lower and sporadic, and therefore expensive to provide - which makes it challenging for group providers to find a business model that works in rural towns or villages. Typically, in these areas there will be group provision within school hours, often run by or on a school site, with any additional hours being provided through childminders who operate with significantly lower overheads. There has been a decline in the number of childminders in the county and we do have an active recruitment campaign which we target in areas of the county where we need additional provision. We have enhanced the support we provide to enable new childminders to meet Ofsted's registration requirements, and this includes fully funded support and training from the point that someone registers their interest in becoming a childminder, and then support and heavily subsidised training remains available throughout their career as a registered childminder. We have recently also enhanced the process through which we support existing childminders, including at least termly 1-1 contact with a member of the early years team, to support them to provide high quality, sustainable provision. We have recently created a childminder consultative group to allow us to have debate about the challenges and issues that childminders face specifically.

7.6

Question from Cllr David Sayers

What is the Cabinet Member for Children's Services perspective on students protesting for access to unlocked toilet facilities during lessons if necessary, and does the Member believe that schools should be provided with guidance on when students should be permitted to use toilet facilities?

Response from the Cabinet Member for Children's Services

All but one secondary schools in Norfolk are academies and part of multi-academy trusts (MATs), governed by a board of trustees. Academies are directly funded by the Department for Education and independent of local authority control. The trustees set and oversee the implementation of all policies and procedures for their academies. For the one local authority maintained secondary school, the local governing body sets and oversee the implementation of all policies and procedures. It is not a role of the local authority to scrutinise policies or procedures for schools or academies. If we have

concerns about the policies and procedures of a local authority-maintained school there are powers of intervention we can use.

It would not be unusual for a school to want to discourage students from using toilets during lesson time, as this is a disruption to learning and potentially a risk to pupil safety. However, all schools would have the welfare of the individual pupil at the forefront of their planning. All schools should also ensure that their policies and procedures do not unfairly discriminate against any group, for example female students or students with disabilities.

Where there are specific individual concerns for a child or family, all schools, including academies, are required to publish a complaints procedure on their website, and this route should be followed first where there are concerns about an academies policies or procedures. It is important that this is followed in all cases, as the design and implementation of specific policy and procedures need to be adapted to each individual school. For example, in this case, it is possible that toilets are readily available very close to classrooms in one school but are in a separate block in another – clearly those two schools cannot adopt the identical approach. It is also important that the rationale behind the policy is understood – there may be very good reasons why a school has adopted a particular policy that parents and students may not be aware of.

Regarding student protests, all schools and academies will have behaviour and other policies which would need to be applied to decide how a school responded to any protest by students that involved them breaking school rules or not attending lessons. Students have every right to express their opinion about school policies but must follow the schools' rules when doing so. Most schools will also have some sort of school council type system which is a mechanism for students to have their say.

The Department for Education produces guidance on complaints, including what to do if you are dissatisfied having followed the school's complaints procedure.

Second question from Cllr David Sayers

Has Norfolk County Council utilised private brokers to locate care homes for NHS patients and if so, what was the expense in previous fiscal year and the current fiscal year to date, given that there have been reports in the media that private brokers are earning millions for such a service?

Response from the Cabinet Member for Adult Social Care, Public Health and Prevention

Thank you for your question. Norfolk County Council does not use private brokers. We have an internal Brokerage Service that supports our sourcing of care and contracting arrangements and works alongside our practitioners, home first hubs and commissioners.

7.7

Question from Cllr Brenda Jones

As more and more Norfolk care providers are forced to leave the care market can the Cabinet Member for Adult Social Care, Public Health and Prevention give a commitment that no contracts will be agreed with providers who are rated as inadequate?

Response from the Cabinet Member for Adult Social Care, Public Health and Prevention

Thank you for your question.

The Council wants all people who receive care services to receive a good service, and where a provider is providing an inadequate level of service we will take steps to intervene. We do not place new work with inadequate providers, and where a provider with an existing contract with NCC receives an inadequate judgement, we will cease further placements.

Our Integrated Quality Service (IQS) reviews the quality of the care we commission and works with providers to identify quality improvement actions to support compliance. The IQS works closely with CQC. In some circumstances, where we are satisfied through our quality assessment process (PAMMS), we may reach a view that quality has improved but CQC have not yet reassessed their rating, and will recommence further placements, with further monitoring.

Our new contract awards process considers both quality and value for money as the criteria for award. If a provider is inadequate in CQC rating they will not be awarded a new contract.

Over the last twelve months we have seen three more residential and nursing care providers and four more home support providers, but a reduction of five providers supporting working-age adults. Although there will always be some closures as well as new care provision, it has been a challenging period for some care providers, with some providers choosing to close or sell their business.

Where a provider is persistently poor quality, we will seek to remove them from contracting with us in providing care.

7.8

Question from Cllr Maxine Webb

Referring to page 521 of the Cabinet agenda papers, could the Cabinet Member for Children's Services elaborate on the "concerns about the imbalance in the market" that have been raised to the DfE by officers, and explain what engagement the Council has undertaken to address them with the local providers themselves?

Response from the Cabinet Member for Children's Services

We have been clear, for a number of years now, that we have historically had an over reliance on the independent sector for special school placements. The SEND & AP Transformation programme and related £120 million of capital investment by the council was established, in 2019, to start the process of addressing this. With three new special school completed in the past 18 months we are now starting to benefit from a greater balance between independent and state-funded specialist provision. Within the next phase of our SEND strategic improvement programme – Local First Inclusion – we will continue to create more state-funded special schools and specialist resource bases, alongside a focus on local mainstream school inclusion, to ensure that we have sufficient specialist provision; judged to be Good and Outstanding by Ofsted in line with the current judgements of the all but one of the current Norfolk special schools. We are continuously engaged with our state funded special school leaders who contribute to our strategic planning and more recently we have engaged with the network of independent special schools specifically regarding our plans within the Local First Inclusion programme. We anticipate Secretary of State decision making regarding a

	proposal for joint investment between the DfE and NCC during March and will be able to brief Members further when we have achieved certainty regarding next steps
7.9	<p>Question from Cllr Emma Corlett March sees the beginning of Spring, however weather forecasts show snow and cold weather could still hit Norfolk over the coming weeks. Can the Cabinet Member for Highways, Infrastructure and Transport confirm the exact date when work to install bus shelters along St Stephens Street in Norwich will begin?</p> <p>Response from the Cabinet Member for Highways, Transport and Infrastructure Delivery discussions with the shelter manufacturer (Clear Channel) are ongoing. At the current time, installations are expected to start mid-April, although this is still to be confirmed by the manufacturer. Full information will be made available closer to the confirmed date.</p>
7.10	<p>Question from Cllr Terry Jermy Can the Cabinet Member for Environment and Waste explain why Norfolk Conservatives are breaking their manifesto pledge to keep all Norfolk recycling centres open?</p> <p>Response from the Cabinet Member for Environment and Waste The County Council is committed to increasing recycling and developing and delivering improved recycling centre services for Norfolk and to support this commitment has provided around £15m in recent years to deliver new and improved recycling centres across Norfolk to help manage more recycling and increase reuse.</p> <p>For example, the County Council opened the new Norwich North and Norwich South Recycling Centres in 2021 and 2022 and has recently submitted a planning application for a new recycling centre at Sheringham, with funding also provided by the County Council for new recycling centres in the Wymondham, Long Stratton and North Walsham areas. As the County Council delivers these new, much improved recycling centres, the ones they replace are closed and consideration is also given to whether other sites in the same area are still required or whether operations can be moved to a new site that provides an improved service.</p> <p>Supplementary Question from Cllr Terry Jermy Which other Norfolk recycling centres are being considered for closure in the future?</p> <p>Response from the Cabinet Member for Environment and Waste Currently none, however the County Council is committed to delivering a wide programme of continuing upgrades and replacement sites for the recycling centre service, with new sites planned for the Sheringham, Wymondham, Long Stratton and North Walsham areas which would provide an improved service and replace existing sites in those areas.</p>
7.11	<p>Question from Cllr Matt Reilly The building of the unused car park and refurbishment of the Council chamber at County Hall cost in the region of the £4.25m, the amount received by the Council for the sale of Holt Hall.</p> <p>The closure and sale of Holt Hall with the associated loss of outdoor education facilities</p>

	<p>was clearly against the public will and damaging to young people.</p> <p>Does the Leader think the work at County Hall is of greater value than the work done at Holt Hall to better the future for young people in Norfolk?</p> <p>Response from the Cabinet Member for Governance and Strategy 'The rationale for the closure of Holt Hall was discussed extensively at the time. I would refer the Councillor to the original decision. As the Councillor will be aware Capital Receipts go to fund the Council's Capital Programme and reduce borrowing costs – so for example helping to support the delivery of £125m SEND School programme or supporting the Council's Extra Care programme.</p> <p>Second question from Cllr Matt Reilly Since Cllr Corlett raised the issues facing the UEA at Council on 24th January, the situation has worsened with clear mismanagement at the University and a predicted shortfall of £45 million. This year, university managers will make staff pay with their jobs and students with their courses. The situation is an emergency. Will the Leader urgently ask Government to provide bridging funding to avert this crisis which will have an impact on the whole county?</p> <p>Response from the Cabinet Member for Governance and Strategy University funding is not under the remit of Norfolk County Council; our responsibility to education centres on schooling to the age of 18. In that respect I'm sure the Councillor welcomes our substantial funding towards SEND School building and the recent OFSTED report which highlighted "exemplary" and "exceptional" areas of practice within Children's Services.</p>
7.12	<p>Question from Cllr Mike Smith-Clare Can the Cabinet Member for Children's Services clarify the reasons why there are lower than anticipated foster care placements available, as set out in paragraph 2.9 on page 515 of the Cabinet Agenda?</p> <p>Response from the Cabinet Member for Children's Services As set out in detail in the National Children's Social Care Review, there is a national shortage of foster carers throughout the UK and a key recommendation around a nationwide campaign to drive recruitment. Whilst the New Deal for foster carers has had a positive impact on the number of beds available via in-house fostering, Norfolk is experiencing the same challenges as every other LA, with approvals matching terminations rather than exceeding as we would hope. That said, in 2022/23 we have increased the number of new fostering households (that is fostering households where they have not previously fostered for another agency, rather than transfers) by 30%, and we have increased utilisation of our in-house foster beds by 14%. We have also seen an increase in the number of approved beds available in households, with a number of foster carers coming forward to seek approval to increase their offer. Further to this, we have a number of ambitious plans in train to continue to improve the number of applicants to Norfolk Fostering Service in the coming year.</p> <p>Supplementary question from Cllr Mike Smith-Clare Has the six-month delay to re-register for foster carers who have left Norfolk County Council and returned within the last twelve months contributed to this issue and if so, how many placements have been lost as a result?</p>

	<p>Response from the Cabinet Member for Children's Services</p> <p>Those seeking to return to the Norfolk Fostering Service will be 'fast tracked' back into the service so the process will be significantly expedited. Very few fostering households chose to leave NCC (2%) and their placements were not lost as those with children already placed with them continued to care for them after transfer.</p>
7.13	<p>Question from Cllr Julie Brociek-Coulton</p> <p>Will the Cabinet member for Adult Social Care, Public Health and Prevention join with the overwhelming number of people in the Norwich area in calling for the Walk In centre on Rouen Road to remain open?</p> <p>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention</p> <p>Thank you for your question</p> <p>The provision of this service is the responsibility of the Norfolk and Waveney Integrated Care System. As you may be aware they are consulting on its plans to transform how general practice services are delivered in the Norwich area. This consultation will be open between 24 January – 26 March 2023. This consultation is happening because the current contract that covers the Norwich Walk-in Centre, GP Practice on Rouen Road, will be expiring in Spring 2024. They want to consult with the public early on how services are provided after that time. They would welcome your feedback to help them understand what the impact would be on patients using the Norwich Walk-in Centre and GP Practice on Rouen Road. I would encourage you to respond to the consultation which you can access via this link Consultation on general practice services in Norwich (improvinglivesnw.org.uk)</p>
7.14	<p>Question from Cllr Colleen Walker</p> <p>On 14 April 2019 Council agreed a motion moved by the Leader with just two abstentions asking the Leader to write to the Secretary Of State For Work and Pensions asking for fair and transitional state pension arrangements for the 45,000 Norfolk women born in the 1950's, who have unfairly borne the burden of the increase to the State Pension Age with lack of appropriate notification.</p> <p>The Secretary of State clearly ignored him, so what steps does he now propose to support WASPI women including assistance to help with their ongoing legal action?</p> <p>Response from the Cabinet Member for Governance and Strategy</p> <p>Thank you for your question. As you point out we wrote to Government outlining our position, which is supportive of the WASPI group and well known. This is now down to National government to take action rather than local government.</p>
7.15	<p>Question from Cllr Mike Sands</p> <p>Will the Cabinet member for Highways, Infrastructure and Transport use the delay in the NWL to develop a plan B to relieve the communities blighted by rat running and identify sources of revenue and actions to mitigate against the risk the scheme does not go ahead, in order to reassure Norfolk that should the decision not to proceed become permanent the consequences have been properly considered?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport</p> <p>Work on the Norwich Western Link is very much ongoing to ensure that the project is in</p>

	<p>the best possible position to move forward when we receive a decision on the Outline Business Case. We have submitted a strong business case, which clearly sets out the benefits the project will create, and we remain confident of hearing positive news soon.</p> <p>As mentioned in a previous response, risk is closely monitored as part of the governance arrangements in place for our major infrastructure projects. The NWL project's risk register is reviewed and updated on a monthly basis and reported to the Project Board and Member Group, and the point related to revenue funding should the scheme not proceed is considered within the council's corporate risk register.</p>
7.16	<p>Question from Cllr Chrissie Rumsby</p> <p>The proposal to replace Frederick Nicholls school was advised to parents three days before it was made public, is not an additional school, represents just 52 additional places and will be disruptive for many families. Having found an additional site and with the money that has been earmarked since 2018 why has the Cabinet Member for Children's Services not used the opportunity to add a new school and invest in the existing Frederick Nicholls site to help meet demand that this proposal goes nowhere near addressing?</p> <p>Response from the Cabinet Member for Children's Services</p> <p>Originally Fred Nicholson Complex Needs School was identified within the SEND Transformation Programme for expansion of provision on the existing site. Along with the other Complex Needs Schools, it has a good or better Ofsted rating, and the ability to increase high quality places is part of the strategy. When the proposal was looked at in more detail, it was found that the site could not support an expansion of the school.</p> <p>The school has increased in numbers from around 99 pupils in 2008 on this site to now around 175 pupils, along with the additional staff to meet their needs. This has been as a result of pressure for special school places and without any significant capital investment. As a result, the buildings and site are no longer sufficient to support the number of pupils and staff. They require considerable investment to address ongoing condition and not fit for purpose for current demands.</p> <p>The capital project to relocate and expand the school will take some time to complete and this means families will have an opportunity to understand whether it will impact their child. For some they will have left by the time it moves or can plan for when it does move. The intended new site is a 20-minute drive from the current site. A lot of children attending Fred Nicholson are not local to the area - special schools do not have a catchment or local school, although we need to ensure they do not travel for unnecessarily long periods of time.</p> <p>This project is part of our overall approach of expanding our existing good special schools wherever we can – examples of this are projects completed at John Grant and Sheringham Woodfields and we are also looking at opportunities with the other special schools. There are plans to build a fourth and fifth new special school currently for which we have made a further submission to the Department for Education</p>
7.17	<p>Question from Cllr Alison Birmingham</p> <p>Of the more than 500 posts that have been vacant for more than six months within Norfolk County Council, how many has the Cabinet Member for Finance reviewed with a view to deleting, and how much has been saved as a result?</p>

	<p>Response from the Cabinet Member for Finance</p> <p>Thank you for your question. We assume you are referencing information provided to the Chair of Scrutiny who had asked a question about vacant posts for six months or longer. The measure data provided in response to that enquiry was about requisitions, which in essence relates to live vacancies being actively filled. Therefore, the figure of “more than 500 posts” (510) represents the number of live requisitions (posts being recruited to) created between 01/08/2022 and 31/01/2023 which had not had an offer made in that same period. These are not therefore posts which have been vacant for more than six months. This data will include (for example) posts on our skills shortage list, posts temporarily being covered by agency / temporary arrangements as recruitment goes forward, or where recruitment activity remains underway. It relates to roles in a variety of job families, for example Social Care (i.e. Social Workers, Reablement Support Workers, Residential Children’s Practitioners etc), Highways, Norfolk Fire and Rescue Service, nplaw and Public Health.</p> <p>The fact that the post has not yet been recruited to, does not necessarily mean that it is not required and could therefore be removed from the establishment. The Council as a whole keeps vacant posts under review both as part of the budget-setting process and through wider HR processes to seek to ensure that vacancies are not carried unnecessarily. As an example, the staff consultation currently being undertaken as part of the Strategic Review includes the proposed deletion of 64 vacant posts.</p>
7.18	<p>Question from Cllr Steve Morphew</p> <p>Will Cabinet Members join me in supporting the action by BBC staff fighting to protect local radio that reflects the unique character of Norfolk and news broadcasts relevant to our communities and county?</p> <p>Response from the Cabinet Member for Governance and Strategy</p> <p>As a council, we are always supportive of a strong local media and would always wish to see BBC Radio Norfolk thrive as it is an institution in our county and long may it continue to be. Over the years, we have worked with them on many major community initiatives to help promote Norfolk and for many years, joined together at the Royal Norfolk Show to celebrate and promote all things Norfolk. We have responded to the BBC consultation saying how we want to see local radio being continued to be just that – local.</p>

Report Title: Integrated Care Strategy for Norfolk and Waveney and Joint Health and Wellbeing Strategy for Norfolk

Date of Meeting: 03 April 2023

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

Responsible Director: James Bullion, Executive Director for Adult Social Services

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 23 January 2023

Executive Summary / Introduction from Cabinet Member

This paper provides an overview of the agreements made by the Norfolk and Waveney Integrated Care Partnership to produce a transitional and combined Integrated Care Strategy for Norfolk and Waveney with the Joint Health and Wellbeing Strategy for Norfolk.

The Integrated Care Strategy is needed to effectively influence all strategies in our system, including the Norfolk and Waveney Integrated Care Board 5-year Joint Forward Plan as well as Place Boards and Health and Wellbeing Partnership strategies. It is centred on the four previously agreed themes of driving integration, prioritising prevention, addressing inequalities, and enabling resilient communities. It is a transitional/live document which will be kept live and updated over the next 12 months, where necessary (see Appendix 1).

Recommendations:

Cabinet is recommended to

- a) Formally commit to adopting the Integrated Care Strategy for Norfolk and Waveney and Joint Health and Wellbeing Strategy for Norfolk**
- b) Endorse departments embedding the strategy within the County Council's activities where these impact on the priority areas outlined**
- c) Recognise that this is a transitional and active document which will be kept updated and progressed, as necessary**

1. Background and Purpose

- 1.1** In developing our Integrated Care Strategy for Norfolk and Waveney, the Integrated Care Partnership (ICP) and the Norfolk Health and Wellbeing Board (HWB) agreed to bring together the Norfolk and Waveney Integrated Care Strategy with the refreshed Health and Wellbeing strategies for Norfolk and Suffolk.
- 1.2** This decision was based on the guidance issued for the Integrated Care Strategy and all partners agreed that there was a clear cross-over between this and the Joint Health

and Wellbeing Strategy, giving an opportunity to harness the collective leadership of the ICS around shared high-level health and wellbeing priorities.

- 1.3 The key benefits of this were seen to be:
- a) Refreshing what we already had reduced duplication and consolidated strategies
 - b) Norfolk and Suffolk's respective Health and Wellbeing Strategies are already well embedded and adopted and provide a strong strategic framework
 - c) Integrated Care Strategy introduces specific shared priorities which collectively the ICP will be held accountable for
 - d) Emerging place and neighbourhood structures supported by population-based evidence through a comprehensive public health offer
- 1.4 It was agreed by the ICP that the foundation of the Integrated Care Strategy would be the three themes of the Norfolk Health and Wellbeing Strategy with the addition of a fourth theme from the Suffolk Health and Wellbeing Strategy. These being – driving integration, prioritising prevention, addressing inequalities, and enabling resilient communities. The strategy is high level to include the whole system from health, social care, local councils, care providers, third sector and the voluntary, community and social enterprise (VCSE) sector.

2 Proposal

- 2.1 The combining of the strategies created an opportunity to bring together a wide range of intelligence of our populations, evidence, data, and information.
- 2.2 A comprehensive research exercise looked at the priorities from the strategies of partners at system- and place-level across Norfolk and Waveney, as well as national system strategies. The focus was on themes which are not within the remit of a single part of the system but require a collaborative approach to improvement.
- 2.3 Understanding the communities of Norfolk and Waveney and gaining knowledge of what is happening at system-level was also a priority focus. Existing Public Health data from the Joint Strategic Needs Assessment and the impacts of COVID-19 reports were used to identify the wider health needs of our populations. There is a large pool of data which was used to inform the priorities at a local-level and understand what our communities need both in the short and longer terms.
- 2.4 Further aspects of this research included one-to-one interviews with Norfolk HWB members on the strategy priorities, a focus group made up of ICP partner organisations, as well as commissioning BritainThinks and Healthwatch Norfolk to undertake research and engagement to help gain insight into people's understanding of, and attitudes to, prevention at a local level.
- 2.5 Focus groups with people who access our services in both Norfolk and Waveney were completed, alongside a wider survey to test the themes that arose. Telephone interviews with young families and engagement with individuals from local partner organisations were conducted to better understand work taking place in Norfolk and Waveney.
- 2.6 A public survey was undertaken to gain a wider understanding of how the public have experienced prevention work to date. One-to-one interviews were carried out with selected survey participants and engagement with three county areas considered 'nearest neighbours' to view good practice around prevention.

- 2.7 The development of the Norfolk and Waveney Integrated Care Strategy and Norfolk Joint Health and Wellbeing Strategy was taken to the ICP and HWB throughout various stages of development.

3 Impact of the Proposal

- 3.1 A transitional Norfolk and Waveney Integrated Care Strategy and Norfolk Joint Health and Wellbeing Strategy was agreed at the Integrated Care Partnership meeting in November 2022, and at the Health and Wellbeing Board meeting in March 2023.
- 3.2 Appendix 1 shows the final version of the combined Integrated Care Strategy for Norfolk and Waveney and Joint Health and Wellbeing Strategy for Norfolk.
- 3.3 This Strategy provides continuity and a high-level direction to our key challenges and priority actions in Norfolk and Waveney that will enable ICS partners and individual organisations to start to address our system challenges in their planning and direction, whilst setting an initial pathway and structure for the ICS.
- 3.4 It is intended that this strategy will be kept as a live document which will evolve as our Norfolk and Waveney Integrated Care System develops. It provides a framework to drive the development of the Norfolk and Waveney Integrated Care Board 5-year Joint Forward Plan, and the strategies currently being worked on at a place-level by the Place Boards and Health and Wellbeing Partnerships.
- 3.5 The strategy is available to all partners, internal and external stakeholders, and communities across Norfolk and Waveney by being published on the ICS and Norfolk County Council websites.

4 Evidence and Reasons for Decision

- 4.1 The Integrated Care Strategy is a key element in the Norfolk and Waveney ICS. It is intended to set out the challenges and opportunities which can best be overseen by the ICS, which look beyond traditional organisational boundaries at complex, long-term issues which need integrated approaches to succeed.
- 4.2 There is an expectation that all partners will take the transitional strategy through their own governance arrangements, and feedback the actions their organisation will be taking in the coming year to deliver against the Integrated Care Strategy's key challenges and priority actions.

5 Alternative Options

- 5.1 None are being proposed.

6 Financial Implications

- 6.1 None identified.

7 Resource Implications

- 7.1 **Staff:** None identified
- 7.2 **Property:** None identified
- 7.3 **IT:** None identified

8 Other Implications

- 8.1 **Legal Implications:** None identified
- 8.2 **Human Rights Implications:** None identified
- 8.3 **Equality Impact Assessment (EqIA) (this must be included):** N/A for this report
- 8.4 **Data Protection Impact Assessments (DPIA):** N/A for this report
- 8.5 **Health and Safety implications (where appropriate):** None identified
- 8.6 **Sustainability implications (where appropriate):** None identified
- 8.7 **Any Other Implications:** None identified

9 Risk Implications / Assessment

- 9.1 Given the leadership role that Norfolk County Council holds within the ICS, not endorsing the transitional Integrated Care Strategy for Norfolk and Waveney as a shared ambition would limit the effectiveness of the strategic partnership and, more importantly, hinder progress in improving outcomes for our communities.

10 Select Committee Comments

- 10.1 None

11 Recommendations

- 11.1 Cabinet is recommended to
 - a) **Formally commit to adopting the Integrated Care Strategy for Norfolk and Waveney and Joint Health and Wellbeing Strategy for Norfolk**
 - b) **Endorse departments embedding the strategy within the County Council's activities where these impact on the priority areas outlined**
 - c) **Recognise that this is a transitional and active document which will be kept updated and progressed, as necessary**

12. Background Papers

- 12.1 [Transitional Integrated Care Strategy and Joint Health and Wellbeing Strategy Setting the agenda for our new Integrated Care System across Norfolk and Waveney 2022-23.](#)
- 12.2 [The guidance for the preparation for Integrated Care Strategies can be found on the Gov.uk website.](#)

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.

Transitional Integrated Care Strategy and Joint Health and Wellbeing Strategy

Setting the agenda for our new Integrated
Care System across Norfolk and Waveney

2022-23

Welcome

Every local area must have a Joint Health and Wellbeing Strategy setting out priorities, identified in the Joint Strategic Needs Assessment (JSNA), that partners will deliver together to improve health and wellbeing outcomes. The Health and Wellbeing Boards for Norfolk and Suffolk have their own strategies aimed at highlighting the need for collective responsibility for health and wellbeing. The Boards have a proven history of holding partners to account and enhancing everyone's responsibility to improve the health and care of their counties.

The recent changes under the Health Act 2022, has created a new Integrated Care System (ICS) which has formally brought together a wide range of organisations and stakeholders to improve services and provide more joined-up health and care for our residents. Our ICS is comprised of Norfolk with the addition of Waveney.

It also created an Integrated Care Partnership which key organisations – including health, care, local authority, Healthwatch, and voluntary sector from across Norfolk and Waveney – are part of. This partnership must produce an Integrated Care Strategy which is the key document for all ICS partners to develop their strategies and plans from, and sets out the challenges and opportunities we face that can only be addressed by partnership working and joint approaches.

As there is a clear cross-over between an Integrated Care Strategy and a Health and Wellbeing Strategy, this creates an opportunity to work together as a collective ICS around shared high-level health and wellbeing priorities. We have already achieved a lot by working in partnership, this has been strengthened through our collaborative response to the COVID-19 pandemic. The past three years have seen unprecedented challenges, but also incredible stories of communities and providers working together to ensure the people of Norfolk and Waveney have the support and care they need.

We want to build on the learnings from the pandemic to enhance our integrated working within the new Integrated Care System structure, but this will take time to do.

This Strategy builds on that collaborative mandate – our vision is working as a single sustainable system that enables us to achieve our overarching mission to **help the people of Norfolk and Waveney to live longer, healthier, and happier lives**. To do this, we are evolving our longer-term priorities from our previous Joint Health and Wellbeing Strategy to help us face the challenges of the future.

Prevention and early intervention are critical to the long-term sustainability of our health and wellbeing system – stopping ill health and care needs happening in the first place and targeting high risk groups, as well as preventing things from getting worse through systematic planning and proactive management.

For us to achieve our goals, we have developed these priorities which are reliant on everyone taking a collective and collaborative approach:

Rather than duplicate and replicate work being undertaken at place-level, it makes sense to coordinate an integrated approach for the whole System. This document acts as a transitional strategy which encompasses both the Integrated Care Strategy for Norfolk and Waveney and the Joint Health and Wellbeing Strategy for Norfolk.

Over the course of 2023, we will be engaging with people, communities, and partners across our System to find out how our Integrated Care Strategy can work for us all. This engagement will be targeted and accessible to ensure those with quieter and overlooked voices are heard and listened to. We will engage with a wide range of communities, including those who are harder to reach and more rural.

This transitional period will allow time for emerging partnerships within the new ICS to establish themselves, for partners to assess the latest information from the JSNA and the impact the coronavirus pandemic has had on our communities, as well as allow time for meaningful engagement to take place. It is a 'living' document that will change and grow as our new collaborative system develops.

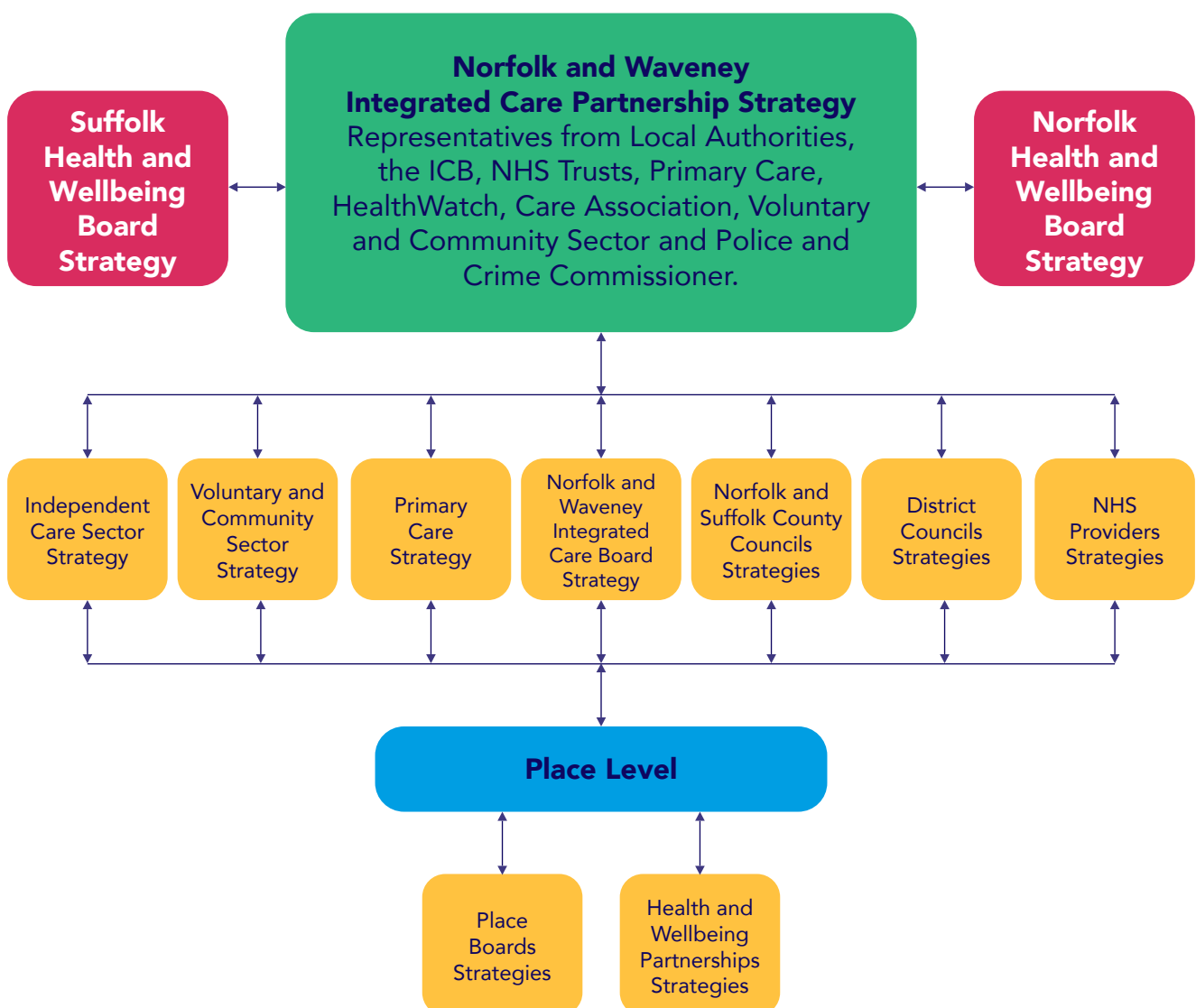


Councillor Bill Borrett

Chair of Norfolk Health and Wellbeing Board and
Chair of Norfolk and Waveney Integrated Care Partnership.

System and strategy

A key strength of our system is that it is built from the ground-up, meaning that District, City and Borough Councils, grass-roots voluntary and community organisations, NHS partners, providers, and most importantly the communities and people we provide services for all have input. This includes ensuring that strategies and plans across the system work cohesively and collaboratively. The diagram below shows the working relationship between the transitional Integrated Care Strategy and other boards and committee strategies across the ICS, and how we all work together in partnership.

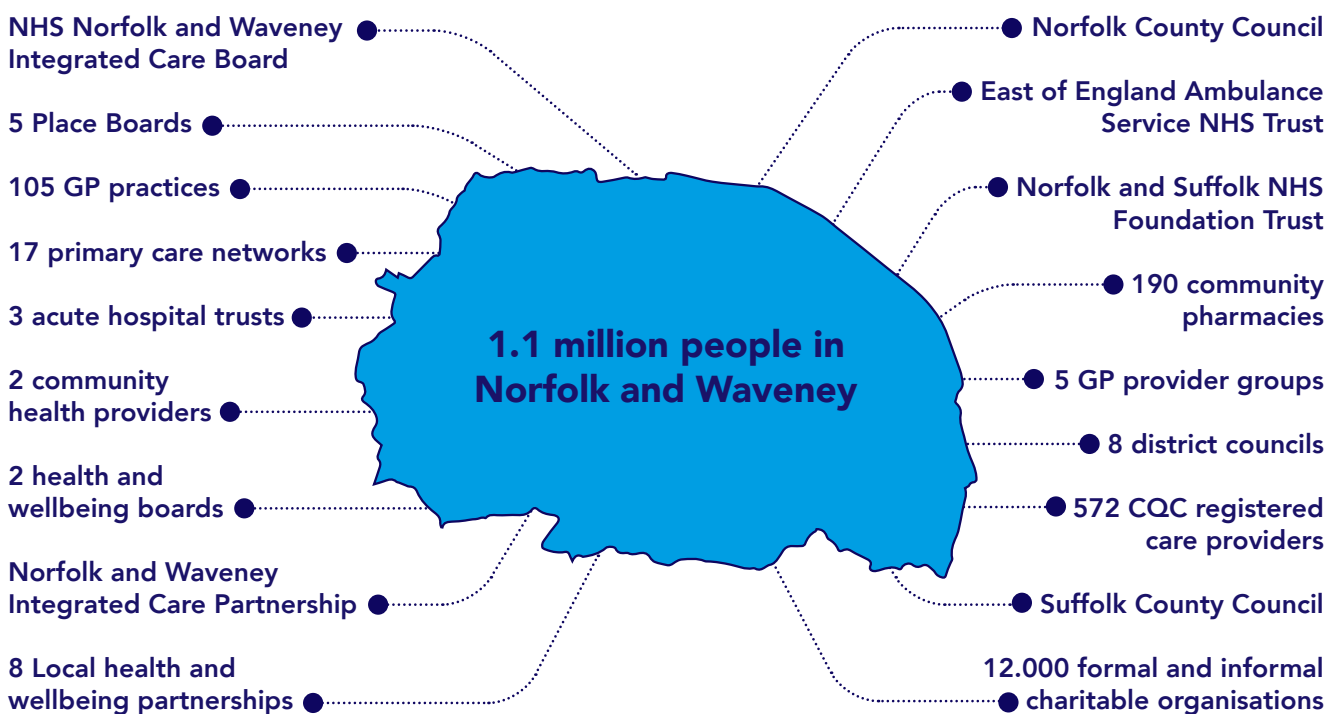


Setting the scene for our system

Norfolk and Waveney consists of over a million residents living in eight districts across rural, urban and coastal geographies. These include Breckland, Broadland, Great Yarmouth, King's Lynn and West Norfolk, North Norfolk, Norwich, South Norfolk, and Waveney.

Our health and wellbeing system is complex and made up of lots of different organisations under the umbrella of the Norfolk and Waveney Integrated Care System, which came into being on 1 July 2022. While we have been working closely together for many years, the new Health and Care Act 2022 will make it easier to bring partners together and push forward collaborative working and a single sustainable system. It offers us the unique opportunity to build on what we already have and take the steps towards a truly integrated model which delivers for everyone across the area.

The map below shows everybody involved in our System supporting health and care for the people who live in Norfolk and Waveney.



Our system mission

As an Integrated Care System, we have developed an overarching mission to **help the people of Norfolk and Waveney to live longer, healthier, and happier lives.**

To fulfil our mission we have three goals, these are:

To make sure that people can live as healthy a life as possible

This means preventing avoidable illness and tackling the root causes of poor health. We know the health and wellbeing of people living in some parts of Norfolk and Waveney is significantly poorer – how healthy you are should not depend on where you live. This is something we must change.

To make sure that you only tell your story once

Too often people have to explain to different health and care professionals what has happened in their lives, why they need help, the health conditions they have, which medication they are on. Services have to work better together.

To make Norfolk and Waveney the best place to work in health and care

Having the best staff and supporting them to work well together will improve the working lives of our staff and means you will get high quality personalised and compassionate care.

From these system-wide goals and overarching purpose, we have developed shared guiding principles for the Norfolk and Waveney Integrated Care Partnership. These are designed to drive the cultures and behaviours of the Integrated Care System at a more local level, and to enable everyone to work together to make improvements and address challenges.

Our Integrated Care Partnership Principles are:



Partnership of equals

To find consensus and make decisions including working through difficult issues, where appropriate.



Collective model of accountability

As system leaders, taking collective responsibility for the whole system and partners hold each other mutually accountable for shared and individual organisational contributions to health and wellbeing objectives.



Improving outcomes for communities

Including improving health and wellbeing, supporting people to live more independent lives, reducing health inequalities, and tackling the underlying social determinants. Listening to the public and being transparent about our strategies across all organisations.



Collaboration and integration

Under the umbrella of the Integrated care Partnership and the Health and Wellbeing Board foster a culture of broad collaborations and integration at every level of the system to improve outcomes and reduce duplication and inefficiency. A commitment to joint commissioning and simpler contracting and payment mechanisms.



Co-production and inclusivity

Create a learning system which makes decisions based on evidence and insight. Using data, including the Joint Strategic Needs Assessment to target our work where it can make the most difference - making evidence-based decisions to improve health and wellbeing outcomes.

For us to achieve our mission and goals as a partnership, we have developed these priorities which are reliant on everyone taking a collective and collaborative approach:



Driving integration

Collaborating in the delivery of people-centred care to make sure services are joined-up, consistent and make sense to those who use them.



Prioritising prevention

A shared commitment to supporting people to be healthy, independent, and resilient throughout life. Offering our help early to prevent and reduce demand for specialist services.



Addressing inequalities

Providing support for those who are most vulnerable using resources and assets to address wider factors that impact on health and wellbeing.



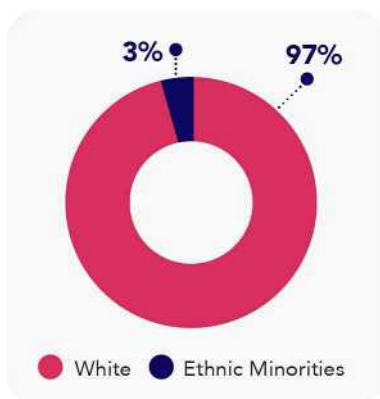
Enabling resilient communities

Supporting people to remain independent whenever possible, through promotion of self-care, early prevention, and digital technology where appropriate.

Living in Norfolk and Waveney: Who we are, and where and how we live

The population in Norfolk and Waveney is generally **older** than the England population.
1 in 4 are over 65.

Norfolk and Waveney population is expected to **grow** by about **116,500** people between 2020 and 2040, the **largest growth** is expected in the older age groups, with those aged 65+ increasing by **95,000**. This is likely to put extra pressure on the working age population and potentially the availability of staff to deliver services.

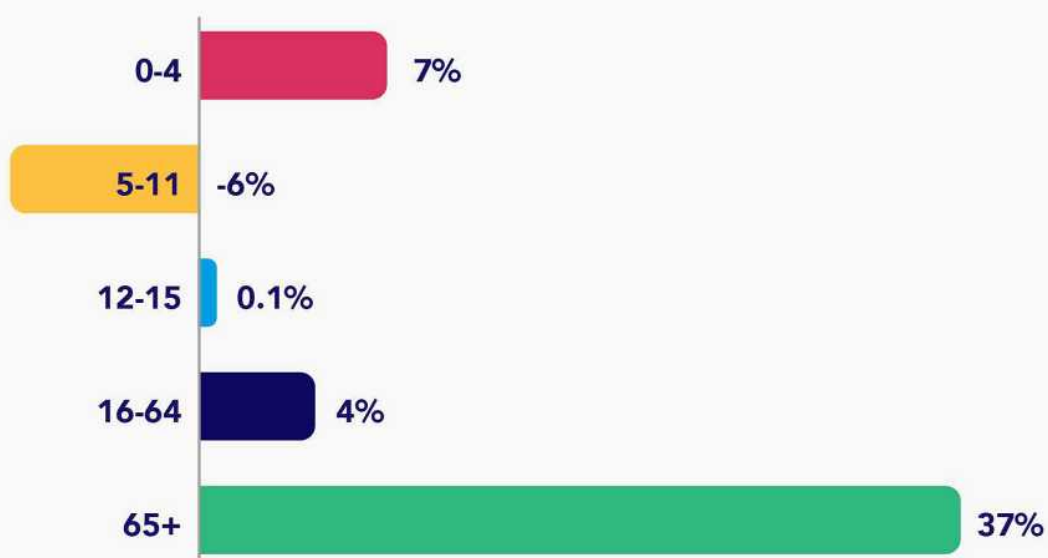


The Norfolk and Waveney population is less ethnically diverse than average in England. The most diverse areas across Norfolk and Waveney are Norwich, Great Yarmouth and Breckland.

There are around **160 languages** spoken in Norfolk & Waveney. English is not the first language of around **12,400** school children.

1.2% of people in Norfolk and Waveney have a disability.

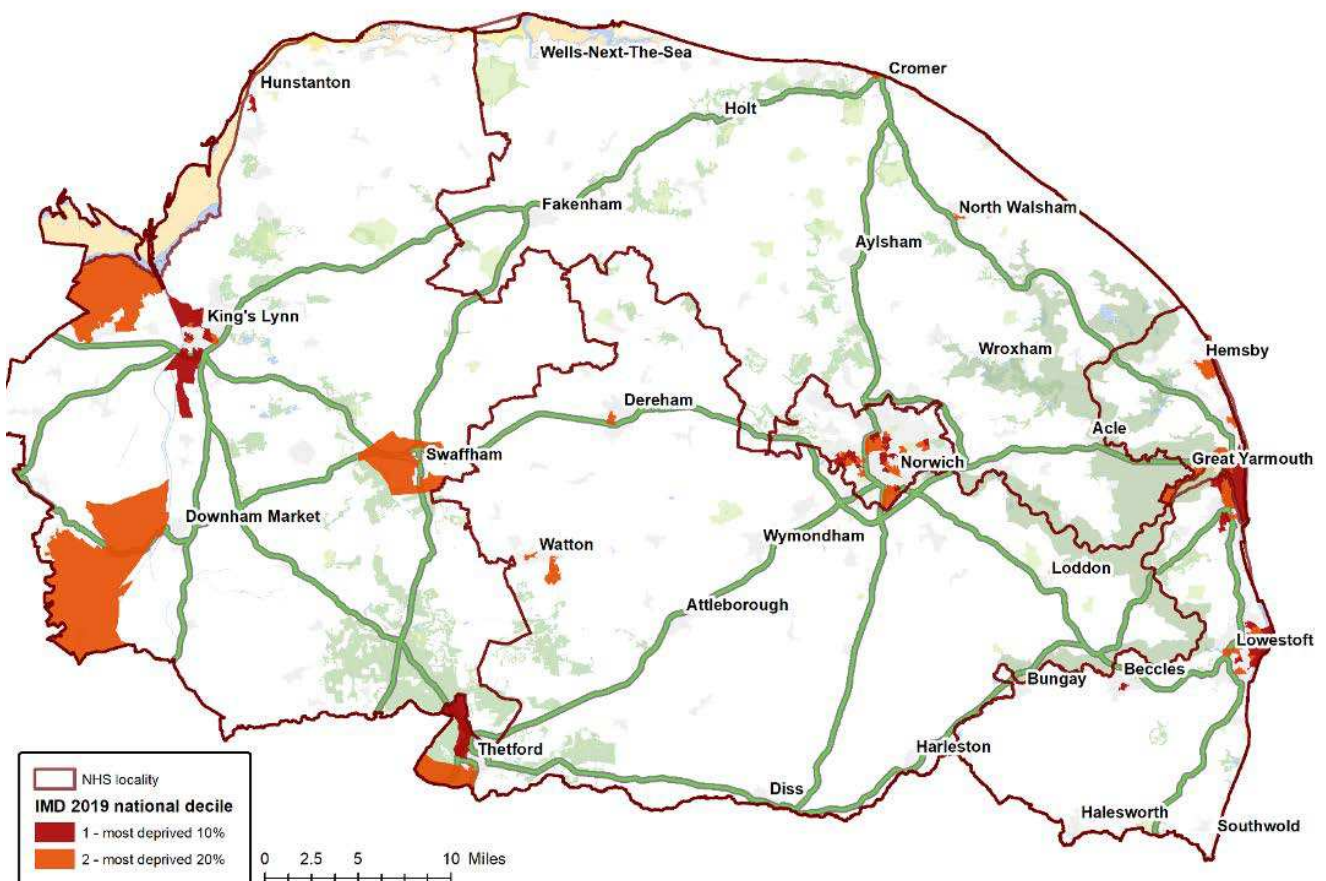
**Percentage increase in each of the age groups
between 2020 and 2040**



Where we live

There are 42 communities across Norfolk and Waveney where almost 164,000 people live in the 20% of the most deprived areas in England. However, none of these communities are in Broadland or South Norfolk.

The map below shows the most deprived communities are mainly in our urban areas of Great Yarmouth, King's Lynn, Lowestoft, Norwich, and Thetford but there are smaller areas of deprivation in rural areas too. 40% of the populations of Great Yarmouth and Norwich live in the most deprived 20% of areas in England compared to 16% for Norfolk and Waveney as a whole.



15% of children live in low-income families

13% of households experience fuel poverty

The built and natural environment is inextricably linked to health across our lifetime. Populations in more deprived areas are more likely to have worse health outcomes, are more likely to be admitted to hospital in an emergency and are more likely to die early.

The design of neighbourhoods can influence physical activity levels, travel patterns, social connectivity, mental and physical health, and wellbeing outcomes. There is a higher occurrence of behavioural risk factors in the more deprived areas in England.

The connection between inappropriate or inadequate housing and poor health, effects everyone from childhood through to the elderly.

In Norfolk and Waveney, we have populations which have historically been excluded or have found our services hard to access. This includes refugees and asylum seekers, those experiencing homelessness or substance misuse, prisoners, sex workers, and those from Roma or traveller communities.

This results in missed opportunities for preventive interventions and further exacerbates existing inequalities. We need to breakdown the difficulties and barriers in engaging with our services to enable better outcomes for those with seldom heard and excluded voices. Our system should provide services that are available to everyone. This will require us to work differently, to include and involve better. By working together our system can bring expertise in hearing the voices of those excluded.



**comparison between the most and least deprived 20% of the population in Norfolk and Waveney.*

How we live

Births in Norfolk and Waveney are declining.

The rate of births to mothers aged 15-44 is lower compared to the rest of England.

**1 in 20 children
are under 5**

9,100 births in 2019

Both Norfolk and Waveney have higher prevalence of smoking at time of delivery compared to the rest of England.



Early years to age 25

Overall health outcomes for children and young people in Norfolk and Waveney are similar to those for the rest of England. There are, however, differences in health outcomes based on where children live and in some groups of children, such as children with Special Educational Needs and Disabilities (SEND) and children in care.

5-11 year olds
represent **8%** of our
total population

The past couple of years have seen more children and young people accessing our services due to emotional wellbeing and mental health needs and gaps in learning following the pandemic.

More than 2 in 5
children in Year 6
(10-11yrs old) are
overweight or obese

Further work is needed across Norfolk and Waveney for children and young people in the areas of prevention, early help, and health inequalities to promote healthier lifestyles and emotional wellbeing.

Across Norfolk and Waveney, we already have in place some strategies and operational plans to provide improved outcomes for our early years, children, and young people. Flourishing in Norfolk: A Children and Young People Partnership Strategy, [which can be found by visiting the Norfolk County Council website](#). and, in the Family 2020 Strategy for Waveney which [can be found by visiting Suffolk County Council website](#). The Family 2020 Strategy is currently in the process of being updated.



Life expectancy

Life expectancy is a person's estimated length of life based on age, gender and where they live.

Life expectancy in Norfolk and Waveney has consistently been higher than the national average for both men and women.

A person born in Norfolk and Waveney can expect to live:



Deaths from **circulatory diseases, cancer and respiratory diseases** contribute to most of this life expectancy gap.

Healthy Life expectancy is the average years somebody is expected to live in good health. In Norfolk and Waveney healthy life expectancy is about **63 years for males** and **64 years for females**, lower than England and has decreased over the last few years. This means that the time people spend in ill health is getting longer and is **17 years for males** and **20 years for females**.

Inequalities exist from birth to older age (e.g. smoking in pregnancy, obesity, educational outcomes, lifestyle, unemployment). These contribute to a gap in peoples life expectancy of 9 years for men and 7 years for women between the least wealthy and most wealthy areas in Norfolk and Waveney. The life expectancy gap between these communities is mainly due to more people dying at an earlier age of circulatory, cancer and respiratory diseases.

Alcohol consumption is the biggest risk factor of ill health, premature death, and disability for younger adults (aged 15-49 years) in Norfolk and Waveney.

Lifestyle factors

These are the things that have an impact on our life expectancy in Norfolk and Waveney.



1 in 7 adults smoke.
That's **100,000+** smokers



1 in 4 adults drink more
than 14 units per week.
180,000+ adults drink
too much.



3 in 5 adults carry excess
weight. That's **475,000**
adults that are overweight
or obese



1 in 5 adults are inactive.
140,000 adults do not
exercise



3 in 5 adults eat the
recommended '5-a-day'.
280,000+ adults could
eat better



Mental health

As a group of conditions, mental health disorders are a leading cause of ill health. This reflects the fact that most mental health conditions start early in life, some of them are very common (e.g. depression and anxiety) and many have a major impact on quality of life. People with long-term conditions, including diabetes and heart disease, are two to three times more likely to have depression.

In Norfolk and Waveney, **143,430** people live with a common mental disorder. Suicide rates are higher than the England average, with suicide more common in men, those living in deprived areas, are unemployed, and who live alone.

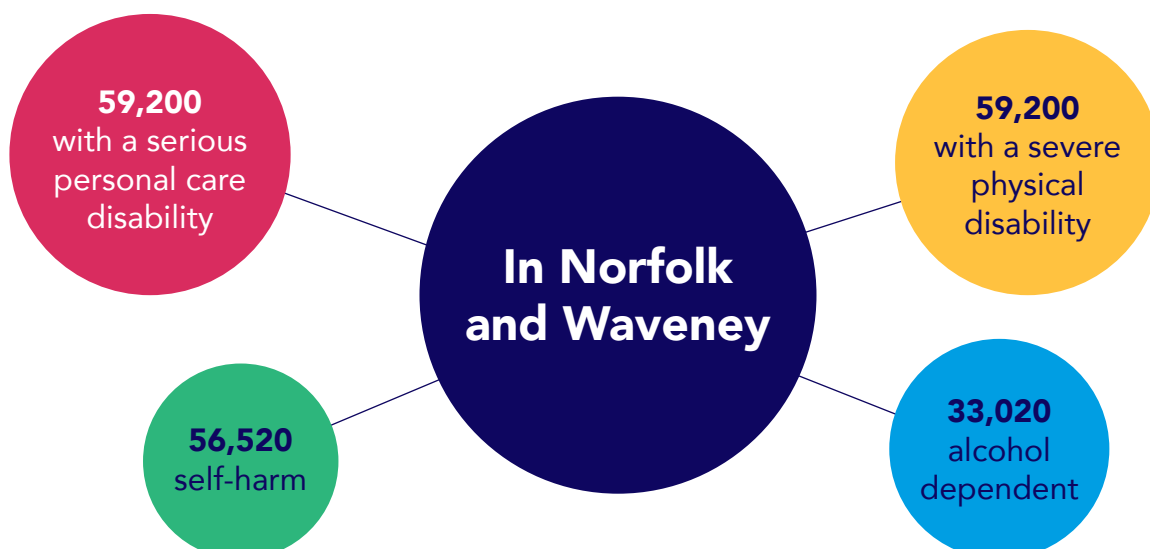
We have seen an increase in people wanting to access mental health services, especially children and young people.

Care and Carers

A carer is anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support. Around **1 in 8 people are carers**, that's 6.5 million people in the UK. According to the 2011 census, there are over 108,000 carers in the Norfolk and Waveney Integrated Care System with a fifth of these being young carers and young adult carers.

Carers UK report "Alone and caring" reveal 8 out of 10 carers have felt lonely or isolated as a result of their caring responsibilities. 57% had lost touch with friends and family, and 38% of carers in full time employment have felt isolated from other people at work.

The health and wellbeing of carers is also reported to be affected by the levels of caring, with carers who care for someone for more than 50 hours a week twice as likely to be in poor health as non-carers.



Safeguarding, its everyday business

Every child, young person and adult has a right to live their life free from abuse and harm. When safeguarding is done well it permeates through every part of our workforce, across our communities and through our voluntary & social enterprise sector. Safeguarding isn't just everyone's business, it's everyday business.

From the start of your career to the end, from frontline to board, in every conversation, in our working lives to our leisure time, we are all responsible. When done effectively we can 'feel' it in all contacts we have an organisation and its people. This feeling is outwardly demonstrated because raising a safeguarding concern is done with total ease and confidence.

We all have a role to play. We are all accountable.



Impact of Covid-19

The impacts of the pandemic are likely to be both short- and long-term, and the ongoing impacts on services and changes to healthy behaviour will have a negative impact on health outcomes for future generations.

Norfolk and Waveney and all district, city and borough areas had death rates lower than the East of England and England averages.

Unequal impacts of Covid-19

Populations in more deprived areas are more likely to have more pre-existing health conditions, which means that reduction in service use during the pandemic will have disproportionately impacted those groups.

The 20% most deprived areas had the highest case rates, the lowest vaccination uptake and the highest death rates once age was taken into consideration.

There were more cases in the female population, but national research shows that males are at a higher risk of dying.

Highest case rates were shown in older children and working-age adults compared to other age groups.

Ethnicity and Covid-19

Highest case rates were seen in:



Long Covid-19

Long Covid is defined as symptoms reported by individuals themselves that last for more than four weeks after a suspected Covid-19 infection. The most common symptoms reported were fatigue, shortness of breath and loss of smell.

Nationally, around 1 in 40 people experience Long Covid. That would mean around **26,000 in Norfolk and Waveney.**

14,000
would have
moderate impacts

4,000
would have more
severe impacts

Highest rates are in women, people **aged 35-49** and **those living in more deprived areas.**



How we end our life

There were about **12,700 deaths** in 2020. All-cause mortality rates are **lower** than England.

Generally, as the population in Norfolk and Waveney increases and ages, the actual number of people dying each year is increasing. Most deaths are in older people, with very few deaths in younger age bands. The increasing age at death means more need for our health and care services.

The leading causes of **death for males and females are:**

**Dementia
and
Alzheimers**

Covid-19

**Heart
disease**

**Stroke
and lung
cancer**



So, what does this information mean?

Looking at the Norfolk and Waveney picture we have developed these four priorities which are key to achieving our system-wide mission to **support the people of Norfolk and Waveney to live longer, healthier, and happier lives:**



Driving integration

Collaborating in the delivery of people-centred care to make sure services are joined-up, consistent and make sense to those who use them.



Prioritising prevention

A shared commitment to supporting people to be healthy, independent, and resilient throughout life. Offering our help early to prevent and reduce demand for specialist services.



Addressing inequalities

Providing support for those who are most vulnerable using resources and assets to address wider factors that impact on health and wellbeing.



Enabling resilient communities

Supporting people to remain independent whenever possible, through promotion of self-care, early prevention, and digital technology where appropriate.



Driving integration: What's important strategically?

Norfolk and Waveney have an annual budget in excess of £2bn for health and social care services. However, as a system we are seeing increasing demand resulting in budget pressures. Needs are becoming increasingly complex and so our service improvements must be more co-ordinated and effective for the service user and their carer. Services are improved where there is a coordinated, effective, and seamless response.

Interviews with members of Norfolk Health and Wellbeing Board emphasised the collaborative and innovative working during the pandemic. This involved breaking down some of the organisational barriers to support one another and moving resources accordingly. Health and Wellbeing Board members are keen for these changes to continue with collective resources used to their best effect, and duties and responsibilities shared to better support communities.



Our key challenges are:

- Increasing demand on health and care services and post-covid challenges, puts the focus on operational pressures ahead of cultural changes, behaviours, and partnership development.
- Reducing and levelling budgets within a stretched system.
- Recruitment and retention issues with high number of vacancies across health and care.
- Lack of joined up records and information across the system.

Our priority actions are:

- To work as a single sustainable system in the delivery of people centred care, across a complex organisational and service delivery landscape.
- Shift in focus and investment to community based support so that people stay healthier for longer in their own homes and communities.
- Use and share evidence and data intelligently, lived experience and evidence from service users, to help us keep our Strategy and System Plans on track and understand their impact.
- Use partners' existing plans – building on the priorities partners are already working hard to address, identifying the added value that collaboration through this strategy can bring.
- Develop mechanisms such as the sharing of information, pooling of resources and budgets (including Section 75 arrangements), to target health and care where it is needed most.
- Create a joint workforce strategy and long-term plan to include recruitment and retention of health and care staff across Norfolk and Waveney.

We know we will have achieved this when:

- We are all working together as a single system and sharing thinking, planning, funding, opportunities, and challenges – to inform new ways of working and the required transformation.
- We are effectively engaging with, and listening to, staff, residents, and communities to inform our understanding and planning for the future.
- Investment and funding has shifted focus to community provision.
- Someone only has to tell their story once when accessing multiple health and care services.
- We have a resilient and sustainable workforce to meet system need.



Prioritising prevention: What's important strategically?

There is strong evidence that interventions focussed on prevention are both effective and more affordable than just focussing on providing reactive emergency treatment and care. Although the language of prevention is not spontaneously used by people, the concept itself is well understood.

To build a financially sustainable system means we must promote healthy living across a life course, seek to minimise the impact of illness through early intervention, and support recovery, enablement, and independence. This starts with early years and childhood and throughout the life course.

Our research shows primary responsibility for health and wellbeing is seen to fall to individuals, with personal responsibility heightened by the pandemic for most. Despite agreement that health and care partners have some role to play in supporting residents to be healthy and well, there is a lack of understanding of what this role looks like in practice.



Our key challenges are:

- Prevention and Early Help are seen as difficult to do and not everybody's priority.
- Prevention support doesn't always show immediate results.
- Stretched services due to lack of investment and provision in prevention awareness and intervention at an early stage.
- Residents across various age and demographic groups are sometimes unclear what services might be available to help them stay healthy and well.
- The current costs of ill health, providing health and social care and anticipated demographic changes in the next 20 years means it is not sustainable to continue to work as we currently do.

Our priority actions are:

- Review historic practices to develop, in partnership, the opportunities for a systematic approach to preventing ill health from birth through early years to older age and end of life, starting with those areas that need it most
- Funding of prevention services alongside existing services, to shift the system focus to helping people lead healthier lives at the earliest opportunity especially at a younger age.
- Embed prevention and early help across all system and organisational strategies, plans and policies and shift focus to community provision.
- Have joint accountability so that as a system we are preventing, reducing, and delaying need and associated costs.
- Prevent people from becoming ill through promoting healthy lifestyles and mental wellbeing and healthy communities.

We know we will have achieved this when:

- System strategies, budgets, plans and policies reflect a focus on prevention and early help and future proofing for our changing demographics.
- All partners are prioritising prevention and early help both at a policy level and in decision-making that resonates with our communities.
- People and communities are able to independently access prevention help and advice, and activities, with the support of partners if needed.
- A reduction in the gap between life expectancy and years spent in poor health by better outcomes for everybody.

Case study: Age Healthy Norwich

About

This project is aimed at 50-65 year olds with high blood pressure and weight concerns, to help prevent further deterioration in their health and wellbeing.



Age Healthy Norwich is a collaboration of VSCE providers who specialise in supporting people aged 50+ with their physical and mental health. The team consists of qualified staff from Age UK Norwich, Exercising People in Communities, Norwich Theatre, and Norwich Door-to-Door.

Two GP surgeries from OneNorwich PCN were involved in a pilot programme, which started in February 2022. 50 individuals from each surgery took part.

Approach

Participants could choose from a diverse range of over 30 activities which were a mixture of one-to-one or group-based and delivered within the home or garden, surgery, parks, community buildings or online.

Everyone received weekly one-to-one coaching sessions over a six-month period. This supported behavioural changes, helped to identify wider determinants of health (such as smoking cessation and healthy diets), accredited advice, hardship and transport subsidies as required.

Results

After six months, a variety of tools were used to evaluate participant goals and progress. These showed frequency of activity remained consistent over the six-months with a positive shift to more vigorous activity and walking. Time spent on physical activity increased from 4 hours-per-week to 5hrs 20 mins-per week, with time spent on vigorous activity trebling in duration.

Participants
rated the
quality of the
service **10/10**

Across all types of feedback, people reported improvements in sleep, anxiety, nutrition, and levels of physical activity – all factors that can impact high blood pressure and overall wellbeing. There was also positive improvement across the majority of factors, including life satisfaction, happiness, physical health, and life purpose, and a significant improvement in mobility and ability to perform activities of daily living.

Although participants received one-to-one coaching in their home, 50% of people were supported to connect to community clubs for ongoing self-care, increasing their levels of social connection, support, and friendships.

Age Healthy Norwich will be continuing this model into 2023. You can find out more by visiting their website at AgeHealthyNorfolk.org.uk.



Addressing inequalities: What's important strategically?

Those living in our most deprived communities experience more difficulties and poorer health outcomes. Health and Wellbeing Board members told us that this was magnified during the pandemic and gaps between communities widened.

We recognise that together, we need to deliver effective interventions, to break the cycle, mobilise communities and ensure the most vulnerable children and adults are protected. To be effective in delivering good population outcomes we need to most help those in most need and intervene by working together at system, place, and community levels to tackle issues reflecting whole system priorities as well as specific concerns at the right scale. Reducing inequalities in health and wellbeing will involve addressing wider issues that affect health, including housing, employment, and crime, with community-based approaches. These need to be driven by partnerships at a place level involving councils, health services, the voluntary sector, police, public sector employers and businesses.



Our key challenges are:

- Deprivation, poverty, and multiple overlapping risk factors for poor health outcomes are found throughout Norfolk and Waveney, and are more concentrated in some areas.
- Seldom heard communities, the most vulnerable and those that are socially excluded experience additional difficulties accessing services.
- Not everyone has a positive experience when accessing and using our services.
- We have pockets of inadequate and poor housing, as well as inappropriate living conditions which are linked to poor health outcomes
- There are differences between some of our rural and urban communities in their levels of need and the support available to them.

Our priority actions are:

- Provide, share, and use the evidence to address needs and inequalities.
- Identify and target collaborative interventions, services and resources to those communities and areas that have more need.
- Plan for the future by joining up development planning and working with those with planning responsibilities.
- Consult and engage with residents, including those from seldom heard and excluded communities, to design and input into our services. This should include a variety of engagement methods and technologies.
- Ensure our services are easily accessible to all and improving accessibility to our services for those who need more support
- Build confidence and trust in everyone who engages with our services and learn from those with lived experience
- Reduce the impact of injuries, accidents and crime in our most deprived areas

We know we will have achieved this when:

- Populations in areas of most need show better health outcomes.
- There is an increase in availability of services in deprived and rural communities.
- We are consistently able to engage and support those in seldom heard communities and those who have previously experienced difficulties in accessing services.
- Our services are shaped by feedback from those with lived experience and everyone can access our services with confidence
- There is a reduction of injuries, accidents, and crime in our most deprived areas.

Case Study: Tricky Friends

Friendships are important and valuable to everyone and have a major impact on our health and wellbeing. Friendships are as important as healthy eating and exercise and support a sense of belonging. Belonging fulfils an important emotional health need and helps decrease feelings of depression and hopelessness.

It is important that people with learning disabilities and autism, those who have cognitive difficulties, and also children and young adults, have positive opportunities to make and maintain friendships. However not everyone who says they are your friend is genuine and some people can be exploited and abused by so called friends.

Over the last few years, Norfolk Safeguarding Adults Board (NSAB) have had discussions with groups and organisations in Norfolk who support people with learning disabilities and autism, about how to raise awareness of issues like exploitation, county lines, cuckooing.

We wanted to help them to do this, to reduce the risk of harm and exploitation in groups who may be less able to recognise the intentions of others. So, working with adults with learning disabilities and autism we have produced a short 3 minute animation called [Tricky Friends](#).

This video can be used with or by anyone - carers, family, organisations, groups, to start conversations about what good friendships look like and what to look out for if something is not right.



Tricky Friends has been adapted for children and young people, and there's now a version in Ukrainian for those working with refugee families and vulnerable adults.

NSAB has shared this resource nationally and now over 35 safeguarding adults boards and other organisations are using it



Enabling resilient communities: What's important strategically?

District, City and Borough Councils work hard with partners to identify areas of increasing concern, poverty and inequality across Norfolk and Waveney. Health and Wellbeing Board Members told us that, through the pandemic, local resilience arrangements were key to providing clear messages and communication with communities, partners, and members.

Communities have the knowledge, assets, skills, and ability to help their residents flourish. Communities and individuals that are able to meet their own needs have better outcomes. It is important that our services support those living in our communities to look after themselves and live an independent life for as long as possible.



Our key challenges are:

- Gaps in support services to enable people to live independent healthy lives in their communities for as long as possible.
- Inconsistencies in our communities with accessing help and support through a variety of means
- Loneliness and social isolation, especially for those with caring responsibilities.
- People and communities including those with lived experience are often not involved in planning and developing their environments and care, as well as shaping the redesign of services and support.

Our priority actions are:

- Support people to live independent healthy lives in their communities for as long as possible, through promotion of self-care, early intervention, and digital technology where appropriate.
- Enable local resources, skills, and expertise to help people, families, and communities to thrive by accessing local support through the use of community assets such as green spaces, village halls, leisure centres etc.
- Build capacity in our voluntary, community and social enterprise, faith groups and third sector.
- Create healthy environments so healthy choices are the easiest choices.
- Improve access and encourage people to use our natural and cultural landscapes to benefit their physical, mental and emotional wellbeing.
- Identify investment and funding opportunities from a variety of sources to develop new initiatives e.g. to combat loneliness and isolation.

We know we will have achieved this when:

- There is increased partnership working and engagement of local authorities, parish councils, the voluntary, community, faith groups and third sector offering.
- There are better health outcomes such as decrease in admissions because of early interventions and more support services in the community.
- More people are independently able to access the support they need by using a variety of methods such as digital tools, apps and websites.
- Personalised advice is helping people to navigate our services and the use of self-directed support, such as new technologies and innovative models of care, are engrained in people's experiences.
- Healthy living environments are created at a local level through good holistic Planning design.



Case study: Lowestoft Rising - The Power of Collaboration

Lowestoft Rising is a multi-agency place partnership set up to take a holistic and asset-based approach to tackling the challenges faced in the town. Just over £500,000 of investment by the Lowestoft Rising funding partners over seven years has generated more than £4m of funding for the town. The funding partners are East Suffolk Council, Suffolk County Council, Great Yarmouth and Waveney ICB and Suffolk Police/Police and Crime Commissioner, but Lowestoft Rising is so much more than funding.

A few of our key achievements include our Mental Health Ambassador role and Positive Mental Health Manifesto, the Lowestoft Interventions process – where we work together to triage and support the most vulnerable, enabling Lowestoft Solutions (the first social prescribing project in Suffolk), our schools mentoring programme, high impact Cultural Education Partnership, work around homelessness and street drinking and our innovative 'Collaboration Academy' to inspire current and future leaders to work across organisational boundaries.

Current priorities are supporting vulnerable people (including financial and food poverty, substance misuse), mental health and wellbeing, and aspiration and achievement in young people. Our emphasis is on maximising the benefits of integration and partnership working for Lowestoft (including through the new Place Board, Waveney Health and Wellbeing Partnership and Waveney Health and Wellbeing Network, as well as the existing Lowestoft and Northern parishes Community Partnership), and inspiring individuals and families to believe in a better future.



Social Prescribing

- Operating in all GP surgeries across the town where patients with long-term conditions can access a holistic package of care within the community, through Solutions Lowestoft.
- Delivered by Citizens Advice North East Suffolk and funded by Better Care Fund, East Suffolk Partnership and the Suffolk Transformation Challenge Fund (plus Kirkley Mill) to March 2021.
- There was an approximately 40% reduction in GP appointments in the six months after support compared to the six months before but, more importantly, much better life outcomes for individuals.

"I am so pleased to have seen the adviser at Solutions because I know they are professional and they aren't going to scam me. I am being taken seriously because they are in the surgery so I know I can trust them".

"After visiting Solutions I feel like everyone is coming together to help me and I am going to be able to sort everything out now. For so long I have been getting bits of advice from 'here and there' and have never resolved anything".

"I felt the appointment with Solutions was really good, the adviser listened to me and took lots of notes. She is going to get some information to send to me so it was 45 minutes well spent".

Food Bank response

- Signpost East-led Food Bank collapsed in November 2017. An interim solution was quickly deployed by Access Community Trust to maintain food bank service across most sites – with 22 tons of food moved by volunteers to a new storage site.
- Lowestoft Community Church launched a new Food Bank in February 2018, with college and church volunteers working together. This provides six-day coverage across Lowestoft, plus an outreach service.
- There is a Free Period Scheme (sanitary products) in schools, colleges, and the library, which is now funded by national government.
- Special homeless persons Food Parcels are allocated by MEAM workers.
- 2 Year celebration event held for the 70+ volunteers who help keep the food bank running and helping to provide on average 750 parcels per month.

How can we make a change?

Working together is an opportunity to achieve joint outcomes, as a partnership we commit to:

- **Identifying the actions** that each Integrated Care and Health and Wellbeing Board partner will take in delivering our strategy, either through their existing plans or new initiatives.
- **Developing a joint system plan** so we can focus on the important things we have agreed to do together.
- **Holding ourselves to account** and be an accountable public forum for the delivery of our priorities.
- **Monitoring our progress** by reviewing data and information that tells us if we are making an impact.
- Reporting on our progress to the Integrated Care Partnership and/or Health and Wellbeing Board and **challenging ourselves** on areas where improvements are needed and supporting action to **bring about change**.
- **Recognise that social exclusion** impacts health outcomes, experiences, and access, and will require us to work different to include and involve better.
- **Developing and promoting a culture** within our system that actively addresses the **prevention of abuse and neglect** across all ages.
- **Keeping our Strategy live** and reflecting the changes as we work together towards a single sustainable system.

Plans for the transitional strategy going forward

The guidance from the Department for Health and Social Care outlines various areas where the Integrated Care Strategy must or should develop to be comprehensively support the health and care of our communities. As this document is a transitional strategy, which encompasses both the Joint Health and Wellbeing Strategy for Norfolk and the Integrated Care Strategy for Norfolk and Waveney, we plan to build on what is here to ensure we meet those requirements.

Over the coming months we will:

- Meaningfully engage with people, services and staff across Norfolk and Waveney.
- Identify areas of unwarranted variation and disparities in health and care outcomes.
- Identify gaps in our knowledge and research.
- Consider whether the needs outlined in the transitional strategy could be more effectively met with an arrangement under section 75 of the NHS Act 2006.
- Continue to work with partners in children and young people's services to highlight the safety and development of early years and transition into adulthood.



Improving lives **together**

Norfolk and Waveney Integrated Care System

Cabinet

Item No: 9

Report Title: Norfolk Strategic Infrastructure Delivery Plan (NSIDP) 2022

Date of Meeting: 3rd April 2023

Responsible Cabinet Member: Graham Plant (Cabinet Member for Highways, Infrastructure & Transport)

Responsible Director: Tom McCabe

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 3/11/22

Executive Summary / Introduction from Cabinet Member

The NSIDP is a shared plan that contains Norfolk's high-level strategic infrastructure priorities for the next 10 years, pulling together information on key projects needed to support planned development and deliver sustainable economic growth in Norfolk. It is a living document that provides a clear message of Norfolk's strategic infrastructure needs to Government and its agencies. The NSIDP is focussed on strategic transport, utility, and sustainability projects; there are other infrastructure schemes and projects important across the county but not included in this strategic plan. The NSIDP sits alongside Children's Services Local Growth and Investment Plan and the Norfolk Public Health Strategy. Most notably, NSIDP has been recognised as a case study for best practice in supporting housing and infrastructure needs by the Town and Country Planning Association.

The NSIDP is reviewed and updated annually as projects are progressed through to delivery and new schemes come forward. The NSIDP helps the County Council and its local partners to co-ordinate implementation, prioritise activity and respond to any funding opportunities. The list of projects is compiled in partnership with a range of local partners and aligns with the County Council's priority for improved infrastructure, the ambitions of the New Anglia Local Enterprise Partnership Norfolk and Suffolk Economic Strategy, Renewal Plan and the District Council's Local Plans. The projects in the NSIDP will accelerate the progress of sites that will deliver a significant number of homes and jobs, examples include:

- Road infrastructure at Attleborough and Long Stratton to deliver 5,800 homes;
- Weavers Way providing walking and cycling infrastructure to support the Broadland Growth Triangle's planned 13,500 homes
- East Norwich Regeneration scheme which could deliver up to 4,000 homes and 100,000 square metres of employment space

Projects are placed in one of two groups, those grouped in Local Authority control and those to be delivered by external organisations. This creates a pipeline of projects and allows for informed discussions between partners.

The production of the 2022 NSIDP started in May with officers from the County and District Councils working jointly to update progress on existing projects and consider any additional emerging projects. The updated NSIDP was reviewed by officer groups: Norfolk Strategic Planning Group, Norfolk Growth Delivery Group, and the Norfolk Chief Executives Group (consisting of Chief Executives from all the Councils) in December. It has been considered by Norfolk Leaders (consisting of Leaders of all Norfolk District Local Authorities and the County Council) and at the County Council's Infrastructure and Development Select Committee in March. The NSIDP remains a draft until a final version is signed off by Cabinet.

Work on the 2023 NSIDP will begin shortly using feedback from officers and Members to explore options for an online interactive platform, learning tool and emphasise on net zero.

Recommendations:

- 1. To approve the 2022 NSIDP**
- 2. To support the continued production of the NSIDP, together with annual review**

1. Background and Purpose

- 1.1 The first Norfolk Infrastructure Plan (NIP) provided a summary of the infrastructure needed across the county and identify infrastructure constraints. The NIP was designed to be a management tool with the aim of ensuring delivery of key interventions over the plan periods of the Local Planning Authorities' Local Plans. Since 2012 a refresh of the NIP has been carried out annually, considering new project information and the review of local authority plans meaning longer term projects and priorities could change accordingly. Since 2017 the NIP has become the Norfolk Strategic Infrastructure Delivery Plan (NSIDP) with a greater focus on delivery.
- 1.2 The NSIDP also serves as a valuable tool for supporting future investment decisions, in anticipation of the proposed County Deal and Norfolk Investment Framework.

2. Proposal

- 2.1 The NSIDP can be found at: <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/business-policies> and sets out Norfolk's high level strategic infrastructure priorities for the next 10 years and has an accompanying online map <http://arcg.is/2u75ooY> presenting all the projects in the NSIDP as one vision for Norfolk. This page will be updated once the final 2022 NSIDP has been adopted.
- 2.2 There are many other smaller infrastructure schemes and projects important across the county. Not every project has been included in the NSIDP as the NSIDP only includes the most strategic projects, which make the largest contribution to housing and jobs targets; and on which the county council and other partners are actively working with a recognised route towards accelerated delivery. To maintain the purpose of the NSIDP there is a rigorous selection process and projects must meet the following criterion to be included:
- Delivering significant housing and jobs growth
 - Identified in existing plans/programmes
 - Have a committed route to delivery
 - There is a significant Local Authority control or interest

The list of projects has been compiled in conjunction with stakeholders including internal county council departments, district councils, utility companies and government agencies. The list of prioritised projects included in the NSIDP has been reviewed and agreed by the appropriate officer groups: Norfolk Strategic Planning Group, Norfolk Growth Delivery Group, and Norfolk Strategic Growth Group (consisting of Chief Executives from all the District Councils).

- 2.3 The production of the 2022 NSIDP started in May 2022 where officers from the County and District Councils worked together to update the progress of existing projects and consider whether there are any additional emerging projects that meet the criteria. Emerging projects were discussed and their inclusion in the NSIDP were collectively agreed by officers from Norfolk Strategic Planning Group and Growth Delivery Group in September. It was agreed that the following projects to be added:
- Great Yarmouth Learning Centre and University Campus
 - Business Incubator on the Great Yarmouth Energy Park
 - Southgates Regeneration Area
 - Nar Ouse Innovation & Collaboration Incubator
 - Snetterton Heath Mains Sewer Connection
 - Gateway Thetford
 - Hethel Sustainable Energy
 - North Walsham Western Link Road
 - King's Lynn Sustainable Transport and Regeneration Scheme

- 2.4 There is also an “up and coming” section for those projects which are likely to fit the criteria for the NSIDP but where enough information is not known for projects to be fully included in the plan at this time. This assists in the creation of a pipeline of projects for future inclusion. There are currently eleven projects listed, such as Great Yarmouth North Quay Regeneration and Trowse Rail Bridge. The full details of these projects are on page 98 of the plan.

3. Impact of the Proposal

- 3.1 The NSIDP is focussed on delivery with projects grouped by those in Local Authority control and those which are being delivered by external organisations. For those projects in Local Authority control significantly more information has been provided including a detailed breakdown of each project stage and the work underway to progress delivery.
- 3.2 Norfolk County Council remains on-track with the work on priority schemes at Long Stratton and West Winch to meet Government’s timetable for the Major Road Network funding stream. Funding commitment from Government for the next stage of work on Long Stratton Bypass and West Winch Housing Access Road has been secured. The work to develop a preferred option at A47/A17 Pullover Junction has been successfully completed; this will now be considered by the County Council’s Members. Norfolk County Council, along with its partners, will continue to align development of projects’ key milestones to match opportunities for their progression.

4. Evidence and Reasons for Decision

- 4.1 The NSIDP helps the County Council identify where and when infrastructure projects could support delivery of growth and the County Council’s and other Norfolk Local Authorities’ priorities. This allows for informed discussions and will enable work with partners to co-ordinate implementation, prioritise activity and respond to any funding opportunities.

5. Alternative Options

- 5.1 If an NSIDP were not to be produced it would be more difficult to retain the inclusive approach to infrastructure planning. It would reduce the ability to keep track of the collective progress of the county’s key infrastructure projects. The information in the NSIDP assists in co-ordinating resources to ensure projects are delivered as planned.

6. Financial Implications

- 6.1 There are no direct financial implications for NSIDP. Individual projects will have their own budgets. Staff support is managed through existing resources.

7. Resource Implications

- 7.1 **Staff:** The NSIDP is managed through existing resources.

- 7.2 **Property:** None.

- 7.3 **IT:** The NSIDP is managed through existing resources.

8. Other Implications

- 8.1 **Legal Implications:** None.

- 8.2 **Human Rights Implications:** None.

- 8.3 **Equality Impact Assessment (EqIA) (this must be included):** Each individual project will be subject to EqIA, as appropriate.

- 8.4 **Data Protection Impact Assessments (DPIA):**): Each individual project will be subject to DPIA, as appropriate

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

- 8.6 **Sustainability implications (where appropriate):** The NSIDP helps deliver the infrastructure required for sustainable development and each project will be subject to its own SEA as appropriate.

- 8.7 **Any Other Implications:** None.

9. Risk Implications / Assessment

- 9.1 None.

10. Select Committee Comments

- 10.1 The Chair of Infrastructure & Development Select Committee has agreed to share the NSIDP with Select Committee Members via email. Any comments

received will be added to this paper and feedback from Members will be considered as part of the ongoing NSIDP review.

11. Recommendations

- 1. To approve the 2022 NSIDP**
- 2. To support the continued production of NSIDP, together with its annual review**

12. Background Papers

12.1 The 2021 NSIDP can be found at: <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/business-policies> and an accompanying online map <http://arcg.is/2u75ooY> . The draft 2022 NSIDP can be found in Appendix A and will be available via the same web link once approved by Cabinet.

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Norfolk Strategic Infrastructure Delivery Plan 2022

December 2022

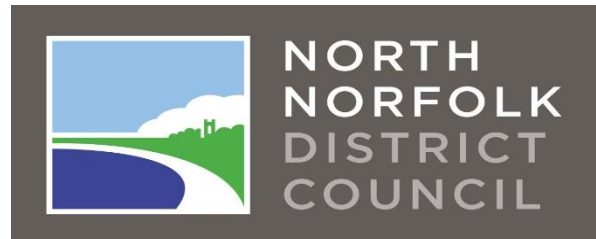


Table of Contents

Introduction	1
Executive Summary	2
Decarbonisation and Norfolk Climate Action Plan	4
Funding Opportunities	14
Funded Projects to October	17
Digital Connectivity	18
Education	22
Offshore Transmission Network	25
Infrastructure projects in Local Authority Control	27
Road Projects	28
Rail Projects	29
Utilities Projects	29
Sustainability Projects	30
Education Project	30
Regeneration Projects	31
Road Projects	32
Broadland Growth Triangle Link Road	33
Attleborough Link Road	36
A10 West Winch Housing Access Road	37
A140 Long Stratton Bypass	38
Fakenham A148 Roundabout Enhancement	40
Norwich Western Link	41
A17/A47 Pullover Junction, King's Lynn	42
King's Lynn Sustainable Transport and Regeneration Scheme (STARS)	43
North Walsham Western Link Road	44
Rail Projects	46
Gateway Thetford	47
Broadland Business Park Rail Station	49
Utility Projects	50
Thetford Energy Supply	51
Attleborough Energy Supply	52
Snetterton Heath Energy Supply	53
Hethel Sustainable Energy Provision	54
Snetterton Heath Mains Sewer Connection	55
Sustainability Projects	56
Weavers Way	57
The Green Loop	58
Broadland Country Park	59
Burlingham Country Park	61
Education Project	62
Broadland Growth Triangle Secondary School	63
Regeneration Projects	64
East Norwich Regeneration Area	65
Nar Ouse Innovation and Collaboration Incubator	68
Southgates Regeneration Area	69
Business Incubator on the Great Yarmouth Energy Park	70
Great Yarmouth Learning Centre and University Campus	71
Infrastructure projects to be delivered by other organisations	72
Road Projects	74

A11 Thetford Bypass Junctions	75
A47 Wisbech Bypass Junctions.....	77
A47 Tilney to East Winch Dualling.....	78
A47 Acle Straight Dualling	79
Rail Projects	80
Norwich to London Rail (Norwich in 90)	81
Great Yarmouth Rail Station.....	82
Ely Area Enhancements	83
East West Rail (Cambridge to Oxford)	84
Utility Projects	85
Sprowston Primary and Peachman Way Primary Substations	86
Attleborough Primary Substation.....	87
Cringleford Primary Substation.....	88
Broadland Growth Triangle Trunk Sewer	89
King's Lynn Sewerage Improvements	90
Sustainability Projects.....	91
Great Yarmouth Flood Defences 2017 onwards (Epoch 2)	92
Future Fens – Flood Risk Management	94
Digital Project.....	96
Smart Emerging Technology Institute (SETI)	97
Up and Coming Projects	98

Introduction

Norfolk County Council (NCC) and its partners are determined to unlock Norfolk's full potential. To make this happen we are working together to ensure existing and planned infrastructure links people to jobs, homes to local amenities and business to customers. Work is already underway to achieve our social, economic, and environmental aspirations for today whilst making Norfolk future fit for the challenges of tomorrow.

The Norfolk strategic infrastructure delivery plan (NSIDP) pulls together information on the key infrastructure needed to deliver economic growth in Norfolk. It is a working document that will be reviewed on an annual basis as information becomes available and projects progress through to delivery. The Plan will help NCC and partners to co-ordinate implementation, prioritise activity and respond to any funding opportunities. An online map showing all of the projects and key information can be found on the: [Norfolk Strategic Infrastructure Plan Map](#).

The Town and County Planning Association published (June 2018) a report: Building for the Future: The Role of County Councils in Meeting Housing Need. This report identified Norfolk County Council as a case study of best practice particularly highlighting the successes of the Norfolk Infrastructure Delivery Plan and Norfolk Strategic Planning Framework in future planning and collaboration.

The NSIDP sets out the Norfolk-wide **high-level strategic infrastructure priorities** for the next 10 years. This list has been compiled in collaboration with stakeholders including internal county council departments, district councils, utility companies and government agencies. These projects align with the County Council's priority for improved infrastructure, the ambitions of the New Anglia Local Enterprise Partnership (LEP) Norfolk and Suffolk Economic Strategy (NSES), Local Industrial Strategy and the Restart Plan, District Council Local Plans, the County Council's vision and strategy including "Together for Norfolk, Together for our future and rising to the challenge together", Children's Services Local Growth and Investment Plan and the Norfolk Strategic Planning Framework agreed by all Norfolk planning authorities. It also serves as a valuable tool for making future investment decisions, in anticipation of the proposed [County Deal](#) and [Norfolk Investment Framework](#), along with other external funding opportunities.

There are many other important infrastructure schemes and projects across the county. Not every project can be included in the NSIDP. For example, sitting alongside the NSIDP, there are numerous more detailed work streams generating projects in areas such as sustainability, renewable energy, and green economy. The details of some of these projects can be found in proposed works supporting the County Council's Environmental Policy and Norfolk Strategic Planning Framework amongst others. All these works form part of a comprehensive range of infrastructure schemes that will support an inclusive and sustainable economy.

The NSIDP includes the **most strategic projects** that the county council, alongside

partners, are actively working to progress and which have a recognised route towards delivery. Infrastructure projects in this delivery plan are appropriately in sync with the Governments Build Back Better plan for growth, which takes a transformational approach to tackling long term problems to deliver growth which will generate jobs across the UK. All of the projects will deliver the physical infrastructure that is essential to deliver the ambition of achieving people's priorities, levelling up the UK and supporting the transition to net zero.

The projects included in the NSIDP are now categorised into those where Local Authorities lead the project and those where an external organisation is leading and delivering the project. This still allows us to identify all the strategic infrastructure projects in Norfolk but also direct resources, identify funding sources and target lobbying in the most effective way as different projects will have different routes through to delivery.

Some projects are further forward than others, so they have robust investment figures and implementation timelines; others are in the early stages of design and have less information. In some cases, the funding sources are clear, e.g. where Section 106 (S106) funds or Community Infrastructure Levy (CIL) collected from developers will provide a significant contribution. Additional details on costs and sources of funding, such as contributions from utility companies like Anglian Water will be added as projects are firmed up.

As each iteration of the NSIDP reflects the progress of these projects, this plan is also an effective tool for all stakeholder authorities to share best practices through joint officer network groups on ways to accelerate the development of these priority schemes.

Executive Summary

The production of the 2022 NSIDP started in May 2022 when officers from the County and District Councils worked together to update the progress of existing projects and considered whether there were any additional emerging projects that meet the criteria. Emerging projects were discussed and their inclusion in the NSIDP was collectively agreed by officers from Norfolk Strategic Planning Group and Growth Delivery Group in September. It was agreed that the following projects to be added:

- Great Yarmouth Learning Centre and University Campus (Regeneration)
- Business Incubator on the Great Yarmouth Energy Park (Regeneration)
- Southgates Regeneration Area (Regeneration)
- Nar Ouse Innovation & Collaboration Incubator (Regeneration)
- Snetterton Heath Mains Sewer Connection (Utility)
- Gateway Thetford (Rail)
- Hethel Sustainable Energy (Utility)
- North Walsham Western Link Road (Road)
- King's Lynn Sustainable Transport and Regeneration Scheme (Road)

There are in total 9 new projects to be added onto this iteration of the plan. This is the largest number of new entries for the last 3 years.

This year, Regeneration has received highest number of new entries, with 4 out of the 9 new projects belonging to this category. The availability of capital funds such

as Levelling Up and Town Deal have paved ways for the emergence of these capital regeneration projects, although securing further funding will become increasingly challenging.

There is also an “up and coming” section for those projects which are likely to fit the criteria for the NSIDP but where not enough information is known for projects to be fully included in the plan at this time. This assists in the creation of a pipeline of projects for future inclusion. There are currently 11 projects listed, such as Great Yarmouth North Quay Regeneration and Trowse Rail Bridge. The full details of these projects are on page of the plan.

In this year’s plan, 4 of the newly added projects previously belonging to the “up and coming” section have progressed to the main part of the plan. These are North Walsham Western Link Road, Hethel Sustainable Energy Supply, Business Incubator at Great Yarmouth Energy Park, and Great Yarmouth Learning Centre and University Campus.

For projects led by external organisations, one new project has been added by UK Power Networks: Attleborough Primary Substation.

The Earlham Substation project contained in last year’s plan has now been removed after an Independent Distribution Network Operator accepted a connection offer, thus removing this constraint.

Norfolk County Council and its partners are using NSIDP to help accelerate infrastructure delivery to support growth. Norfolk County Council remain on-track with the work on priority schemes at Long Stratton and West Winch to meet Government’s timetable for the Major Road Network funding stream. Funding commitment from Government for the next stage of work on Long Stratton Bypass and West Winch Housing Access Road has been secured. The work to develop a preferred option at A47/A17 Pullover Junction has been successfully completed; this will now be considered by the County Council’s Members. Norfolk County Council, along with its partners, will continue to align development of projects’ key milestones to match opportunities for their progression.

The NSIDP supports Government’s ambitions of decarbonisation and clean growth, as set out in the National Infrastructure Strategy and Government’s Net Zero Strategy. The presence of a number of sustainability projects and utility projects such as Hethel Sustainable Energy Provision are testament to this commitment. Much of the emphasis of the NSIDP is around the transport infrastructure needed to support the planned growth across the county. The emerging strategies and plans, including the Local Transport Plan, now seek to embed an approach towards net zero. Transport is the biggest emissions impact sector in the county, and the road improvements envisaged will take account of a de minimis approach to environmental impact. They will therefore, seek to mitigate any impact and, but to leave an improved legacy going forward, fully in keeping with ambitions to ensure that biodiversity ‘net gain’ will be at the heart of any construction project.

Decarbonisation and Norfolk Climate Action Plan

Decarbonisation and clean growth are at the heart of the Government's strategy in growing the economy and delivering infrastructure whilst also cutting greenhouse gas emissions, most notably Carbon Dioxide. The [National Infrastructure Strategy](#) sets out plans to transform infrastructure and achieve net zero emissions by 2050 and [the Government's Net Zero Strategy](#) provides a long term plan to end the UK's domestic contribution to man-made climate change. The NSIDP supports these ambitions.

Norfolk County Council commissioned an ["Investment Framework"](#) for the County in response to a number of factors including the Government's Levelling Up White Paper; the desire to create a step change in the economic profile of the County; and the move away from EU funding to a new national financial framework. The framework contains a set of high level investment priorities, in which protecting Norfolk's economic and natural assets from climate change is identified as a key priority.

Building on the new commitments to net zero in the Climate Change Act, each of the districts are taking their own approach to supporting the government's efforts. Collectively, most are adopting more challenging targets than government, both in addressing their own operations, and within their wider areas. NCC too has adopted stringent carbon targets both on its own estate and for the county as a whole by 2030. Clearly it cannot do this on its own, but partnership working with all its stakeholders will be crucial to moving towards it. Infrastructure in all its forms will need to be harnessed to achieving these goals.

Officers were asked to discuss with partners the possibility of creating a broader, county-wide Climate Action Plan for Norfolk. This would be a public facing document, outlining a shared ambition from Norfolk's eight local authorities to contribute efforts to tackling climate change and facilitate progress on a collective goal to achieve net zero county wide.

The Climate Action Plan would set out a series of strategic priorities; measurable emission reduction targets; and subsequent actions across several key thematic areas. These thematic areas include:

- organisational decarbonisation;
- Buildings and planning;
- Transport;
- Industry, Energy and the green economy;
- land-use and the natural environment;
- Waste, resources, and the circular economy;
- Climate resilience
- Community engagement.

Across the thematic areas identified there would be areas where we can reduce duplication of effort by developing and implementing plans that can be adopted by multiple authorities; areas where joint plans would be more appropriate; and areas

where each local authority will need its own unique approach, with little overlap between the authorities concerned.

Collaborative engagement on net zero and sustainability efforts across Norfolk's local authorities can bring significant value to the county. On the downside, collectively engaging on sustainability can drive the reduction in costs and mitigate long-term risks such as those posed by extreme weather events. On the upside, net zero engagement can facilitate economic growth, creating new lines of business in the renewables sector and developing skills in green industries. In the long-term this will help develop Norfolk's reputation as a "green county" with a green economy, supporting investment, the Norfolk higher education sector, and tourism. Together, Norfolk and Suffolk County Councils are promoted as the UK's Clean Growth Region and are collaborating to identify innovative ways to develop clean growth through the New Anglia LEPs Clean Growth Taskforce. Its work is focused on five areas; leadership and collaboration, building the workforce of the future, providing transition support for businesses, decarbonising transport, and evidence and impact. The Taskforce is working with the [Skills Advisory Panel](#) to shape the Decarbonisation Academy proposal and wider clean growth skills agenda, as well as developing an [Alternative Fuel Strategy](#).

Each local authority will be working towards its individual organisational decarbonisation. Although the public sector accounts for only 2% of Norfolk's overall territorial emissions, it is important that each council seeks to baseline and report on carbon reduction efforts across its estates to show Norfolk's residents that their local government is committed to the mitigation of and adaptation to climate change.

The organisational emissions will vary slightly across each authority but will, at a minimum, include emissions arising from a council's estates, vehicle fleet, and business travel. Each individual authority will have its own net zero organisational target; for Norfolk County Council this is to reach net zero by 2030. Whilst the responsibility for this thematic area will lie with each individual authority, the Norfolk Climate Change Partnership can be utilised as a vehicle to promote and share best practice to facilitate councils' net zero delivery.

Authorities may also wish to tackle their supply chain carbon emissions which are likely to significantly outweigh the emissions that come from their own buildings and vehicles.

Much of the emphasis of the NSIDP is around the transport infrastructure needed to support the planned growth across the county. The emerging strategies and plans, including the Local Transport Plan, now seek to embed an approach towards net zero. Transport is the biggest emissions impact sector in the county, and the road improvements envisaged will take account of a de minimis approach to environmental impact. They will therefore, seek to mitigate any impact and, leave an improved legacy going forward, fully in keeping with ambitions to ensure that biodiversity 'net gain' will be at the heart of any construction project.

Reducing the impact of transport, as the government states in its 'Decarbonising Transport Plan', is predicated on the transition to electric vehicles (EVs). 91% of transport emissions is from road transport and Norfolk has above the national average in transport emissions. Road transport is key to the movement of people and goods. Therefore, efforts will be targeted to support existing and future transport infrastructure needs so that it can embrace the necessary electric vehicle

infrastructure to facilitate the transition to a zero-emissions transport fleet. In parallel with this we will bolster the work towards expanding the quality greenways within Norfolk. These are crucial to support the active travel endeavours currently planned across the county. Currently a pilot project is underway with Norwich City Council, UK Power Networks and the County Council to investigate the installation of on-street electric vehicle charging points. The aim of this work, in conjunction with the District Councils, and the Norfolk Climate Change Partnership, is to develop more wide-ranging EV charge point projects in locations which may have limited market appeal in the first instance.

Key to supporting residential and commercial growth will be to ensure that developments meet the net zero challenge. Therefore, we will seek to explore opportunities that provide energy solutions with the development and energy communities both within and without the regulatory framework that we all operate in.

In addition, there are many other transport measures that aimed at promoting sustainable travelling methods in the County that will positively contribute to decarbonisation and clean growth agenda.

Local Cycling and Walking Infrastructure Plan (LCWIP)

LCWIPs create a cycling and walking network which enables and encourages increased uptake of active travel. They identify and prioritise cycling and walking network improvements which can be implemented in the short, medium and long term. Improvements aim to make the network coherent, direct, safe, comfortable and attractive; they look to support the aims of Government's Gear Change vision which is to make half of all journeys in towns and cities walked or cycled by 2030.

Norfolk County Council has completed and adopted three LCWIPs to date covering the urban areas of Greater Norwich, King's Lynn and Great Yarmouth. These were developed alongside district partners and the published documents have been shared with the Department for Transport and Active Travel England. Specifically, the completed LCWIPs have been used by Active Travel England to assess and score Norfolk County Council's capability which is already being used when making decisions on active travel funding allocations. The LCWIPs are already proving to be very important and a useful resources when applying for Government funding and are supporting district schemes such as the Active and Clean Connectivity Programme below.

Norfolk is now developing a county-wide LCWIP which builds upon and extends the work done in Norwich, King's Lynn and Great Yarmouth to create a walking and cycling network across the whole county. The Norfolk LCWIP is due to be complete in 2023 and will be an important resource to support Norfolk County Council and district partners in securing funding for and delivering active travel infrastructure.

Active and Clean Connectivity Programme, King's Lynn

The Active and Clean Connectivity Programme is a series of infrastructure improvements supported by active travel plans and a behaviour change campaign to encourage people to use healthier, more active, or more environmentally friendly forms of transport in line with current Government policy. The project focusses on King's Lynn and is formed of three key elements which help deliver on the Borough Council's declaration of a Climate Emergency and the King's Lynn LCWIP, whilst

responding to local transport and health demands.

The three key elements of the programme are:

- Two Active Travel Hubs – one out of town on the Nar Ouse Enterprise Zone, and one in the town centre next to the Baker Lane car park. The hub at the Enterprise Zone will feature 50 car parking spaces, 6 electric car charging points, secure cycle parking, e-cycle/scooter charging points and lockers. It will provide an ideal location to promote sustainable travel on bus, bike and foot to and from the town centre. The town centre hub will also provide secure storage, lockers and e-cycle charging points. Improvements to the town's walking and cycling infrastructure (using schemes identified in the King's Lynn LCWIP) so that the existing network is more linked up and accessible
- Development of active travel plans to assist local businesses in encouraging their employees to choose more active or environmentally friendly ways to travel to and from workplaces.

The work is funded from the King's Lynn Town Deal and the schemes and measures are programmed to be delivered by the end of 2024/25.

There is potential for similar active travel hubs, LCWIP and active travel plan schemes to be rolled out in other parts of the county to support more sustainable travel. The Norfolk LCWIP and delivery of the Bus Service Improvement Plan (BSIP) will support the identification and delivery of measures to support this and integrate sustainable transport modes.

Cycle and E-scooter hire schemes

The above plans and interventions support and are supported by cycle and e-scooter hire schemes. These schemes make active travel more accessible, promote a modal shift away from the private car and can be a key element of multi-modal journeys. They support movement across Norfolk's transport network by providing access to key attractors and transport interchanges such as train and bus stations.

Norfolk County Council has partnered with Beryl Bikes and launched a cycle hire scheme in Norwich in 2020. The scheme has been highly successful and was extended to Wymondham in 2022. Ginger e-scooter hire scheme has been launched in Great Yarmouth and has also been successful.

These schemes can be built upon and extended further around the county; plans such as the Norfolk LCWIP pave the way to delivering this.

Norfolk's Bus Service Improvement Plan (BSIP)

There is also considerable work being progressed in improving and promoting public transport in the County. In March 2022 the government announced a new National Bus Strategy called Bus Back Better. As part of this, and to receive any funding, Local Transport Authorities had to publish a Bus Service Improvement Plan. In April 2022, Norfolk was one of the just 31 LTAs to receive indicative funding allocation. In addition, Norfolk received one of the highest indicative allocations of £49.55m over 3 years. To receive confirmation of this funding, Norfolk County Council had to outline the Bus Service Improvement Plan to the

DfT. The BSIP sets out proposals to improve the 4 key priorities to improve bus services, which are bus priority, ambitious and eye-catching initiatives to reduced and simply fares, increased service frequencies, and new or expanded routes. These proposals are expected to be funded by DfT under the new National Bus Strategy. It is worth noting that even without funding being confirmed by the DfT, Norfolk County Council has already delivered several aspects of BSIP:

- There is now a county-wide multi-operator day ticket available, to use on all buses with all operators in Norfolk
- We have agreed a customer charter with all bus operators
- We have launched a summer-long marketing campaign to encourage people to use the bus and get passenger numbers back up to pre-covid levels and more.
- As concessionary passholders have not returned to using the bus as much as others, we are about to target them specifically with a campaign to get them back out and about on the bus
- We have signed up to a single travel brand for the county for all sustainable travel options – buses, walking, cycling – called Travel Norfolk and the logo will now start appearing on publicity and vehicle.

Key Growth Locations

Figures 1 and 2 indicate that Norfolk's key growth locations are clustered at points along the main transport arteries. Therefore, these growth corridors and the locations identified in the NSES and District Local Plans provide the spatial context for this plan.

The Norfolk Strategic Planning Framework 2020 suggests Norfolk authorities will need to collectively plan for at least approx. 4,100 per annum homes to 2036.

Figure 1 outlines the key strategic housing sites that will deliver the majority of this growth, with growth focussed around key urban areas that have existing infrastructure and services that have the capacity to support high levels of growth. It also identifies all the places in our area that are expected to grow by at least 1,000 homes over the relevant local plan period. In addition to the major urban areas of Norwich, King's Lynn, and Great Yarmouth there are groupings of towns along the A11 as well as key individual market towns that can make a significant contribution to growth.

Figure 2 identifies the major employment sites and opportunities in Norfolk crossing a range of sectors and locations. As with housing growth it shows the majority of employment sites are aligned with the urban centres and access to the trunk road network. The job growth locations have a diverse mix of high impact sector activity, but the smaller locations have mainly advanced manufacturing and agri-tech, with more life sciences in the southwest which is closer to Cambridge. There are concentrations of employment locations serving high impact sectors in:

- **Greater Norwich** – Life sciences, digital cluster, finance, and insurance
- **Great Yarmouth** – Offshore energy
- **Attleborough, Thetford and A11 Corridor**
- **King's Lynn and Downham Market** – Advanced engineering
- **Fakenham** – Agri-tech and food processing

Figure 1 Key Housing Growth Sites



Figure 2 Key Employment Sites

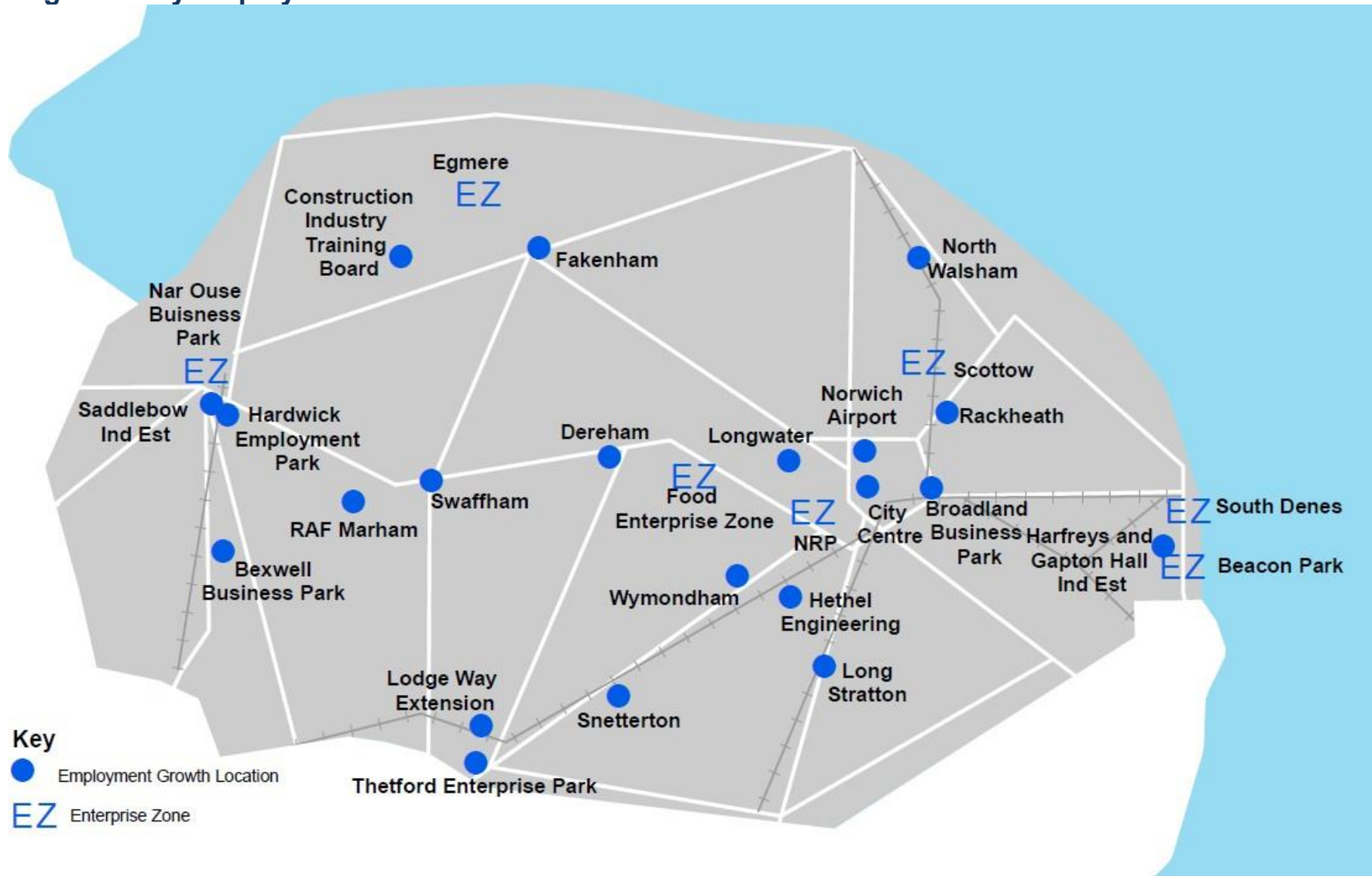
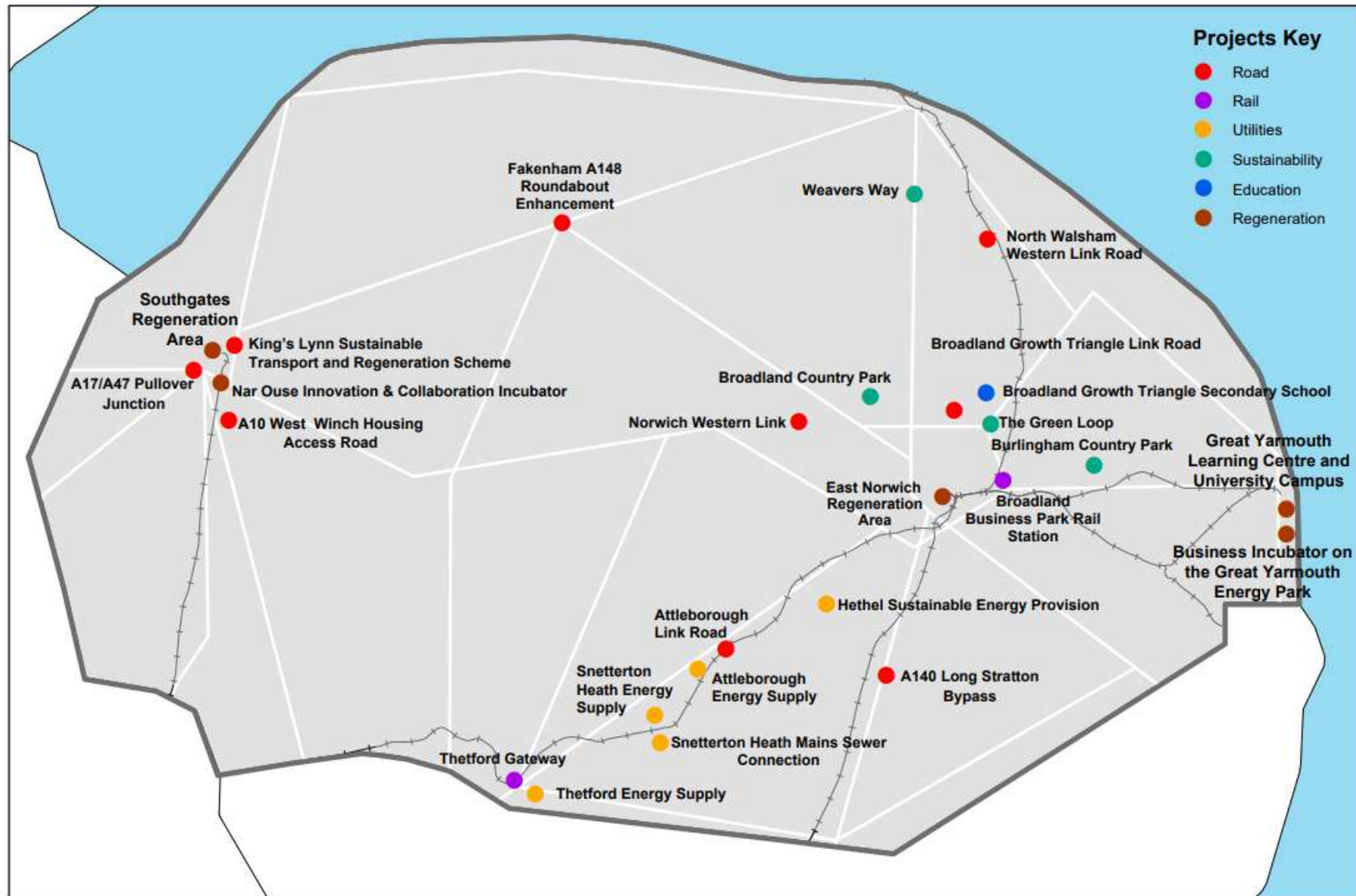


Figure 3 shows all of the projects in Local Authority control that require further development, it does not show projects that are funded, which are listed on page 12. These projects are in alignment with housing growth, jobs growth and the NSES key places, creating better places to live and work for people in Norfolk. The transport projects support major housing and employment sites, improving connectivity and reducing journey times for people and businesses. Utility projects are concentrated around urban areas and the towns along the A11, ensuring the developments at Thetford, Attleborough and Snetterton are built out as planned, and capacity for water supply and disposal is increased in Norwich and King's Lynn to accommodate growth. Utilities including digital coverage are now as essential for homes and businesses as being able to turn a tap on and should be seen in the same way with this plan identifying a range of projects that need to be progressed to deliver the planned growth in the NSES key locations. For the county to grow sustainably, green infrastructure projects will mitigate the impact of growth to the northeast of Norwich whilst flood defences and coastal erosion projects will be vital in protecting both existing and future homes and businesses. The projects do not work in isolation, and they deliver more than one outcome. The transport projects are focussed on unlocking housing and job sites. These cannot move forward without essential utilities being in place, while green infrastructure projects create innovative solutions that can alleviate environmental constraints.

Figure 3 Strategic Infrastructure projects in Local Authority control



Funding Opportunities

The funding required to pay for the strategic infrastructure projects to support delivery of growth is a key element of the individual Local Infrastructure Plans. Opportunities for funding include:

- Growing Places Fund
- City Deals
- Business Rates Pool (BRP)
- Growing Business Fund
- Enterprise Zone accelerator fund
- Enterprise Zone business rates retention challenge fund
- Local Investment Fund (LIF)
- Local Major Transport Schemes
- New Anglia Local Enterprise Partnership (New Anglia LEP)
- Homes England
- Housing Infrastructure Fund
- Private Investment
- National Productivity Investment Fund (NPIF)
- Developer funding (S106 and CIL)
- Transforming Cities Fund
- Government Major Road Network
- Access for All
- Future High Streets Fund
- Sovereign Wealth
- Industrial Strategy related funding
- Norfolk Strategic Fund
- Community Renewal Fund
- Capability Fund
- The Levelling Up Fund
- Capacity Building Fund
- Towns Fund Deal
- Shared Prosperity Fund
- Infrastructure Investment Fund

In December 2013, Broadland District, Norwich City, Norfolk County and South Norfolk councils together with the New Anglia LEP, signed a City Deal with central government of which a core theme supports infrastructure delivery within the Greater Norwich area. Under the direction of the Greater Norwich Growth Board, the partners work to accelerate this delivery, funding infrastructure projects through the pooling of their Community Infrastructure Levy (CIL) contributions into one joint Infrastructure Investment Fund, and harnessing CIL supported borrowing through their City Deal agreement.

The infrastructure priorities identified in the NSIDP will assist the delivery of the NSES and District Council Local Plan growth ambitions. For example, the NSIDP is aligned with the [Greater Norwich Infrastructure Plan](#) (GNIP), which contains a summary of what infrastructure is required to support the growth within Greater Norwich. The GNIP feeds into Greater Norwich Growth Board's decision making to allocate funding to projects from their Infrastructure

Investment Fund.

Housing Infrastructure Fund

Norfolk has been successful in getting several schemes into the Homes England Housing Infrastructure Fund (HIF). The funds allocated in Norfolk are:

Marginal viability fund (single and lower tier authorities)

Scheme	Funding agreed	Works proposed	Homes unlocked
Kingsfleet Urban Extension, Thetford	£9.95m	Power infrastructure	5,000
Anglia Square, Norwich	£12m	Decontamination, archaeology, demolition, drainage, roads and parking, water, electricals, and gas	1,230
Cringleford, South Norfolk	£7.8m	Infrastructure (Homes England's Accelerated Construction Fund.)	350
Total	£29.75		6,580

An unsuccessful bid for £57m for the Broadland Growth Triangle was also submitted to the HIF process. This bid related to the strategic development sites at Beeston Park and North Rackheath. Since the outcome of the Growth Triangle bid was announced Taylor Wimpey have secured a position to develop the North Rackheath site and have submitted an outline planning application for the site. A sale has also been agreed for the Beeston Park site, with an incoming investor and developer expected to take the site forward. NCC and Broadland District Council will continue to provide support for the delivery of these sites, including seeking other funding opportunities if necessary.

Transforming Cities Fund

The County Council was successful in securing £38.4m through Tranche 1 and Tranche 2 of the Transforming Cities Fund (TCF). The application was based around the vision of investing in clean transport, creating a healthy environment, increasing social mobility, and boosting productivity through enhanced access to employment and learning.

NCC have prioritised corridors and schemes that will maximise benefits and value for money and are deliverable within the challenging timescales of the funding programme. We have also tried to deliver the best possible balance between bus, walking and cycling schemes, which will be supplemented by a co-ordinated and sustained behaviour change programme that will be locally funded and delivered.

Schemes being delivered over the period 2020-2023 include the following:

- Improvements to walking, cycling provision and public realm in Tombland;

- A contraflow lane to provide cyclists and bus passengers with a more direct and improved access to the rail station and city centre along Thorpe Road;
- Improved bus stop infrastructure, pedestrian and public realm facilities through the busy heart of the city centre;
- Widened pavements and an improved cycle and pedestrian environment along King Street improving the connection between cultural institutions, substantial new residential development and the city centre;
- Improved access and facilities at Norwich Bus Station and Norwich Rail station, new transport interchanges at the Norfolk & Norwich University Hospital and Bowthorpe and works at Wymondham rail station to enable the Cambridge-bound platform to be fully accessible;
- Interventions within the Norwich Lanes area of the city that will improve the environment for walking and cycling;
- Improvements to cycle and pedestrian facilities along the Marriotts Way;
- Provision of a new transport link between the International Aviation Academy / Airport industrial estate and Norwich International Airport for buses, pedestrians and cycles;
- Works on key junctions at Heartsease and Ketts Hill to address poor accident records for pedestrians and cyclists;
- Expansion of the Thickthorn Park and Ride site;
- Bus priority at traffic signals and along key radial public transport routes into the city; and
- Provision of new and transformative wayfinding infrastructure.

These vital infrastructure improvements that will improve travel times for bus passengers have given First Eastern Counties the confidence to invest a further £18m in its fleet and local services.

Other Non- Public Funding Opportunities

Schemes are increasingly exploring a broader range of opportunities which include a mixture of both public and private finance options to accelerate the pace of each project development.

Infrastructure Funding Statement

Amended CIL Regulations came into force on 1 September 2019, which introduced the requirement for all Local Authorities to produce an Infrastructure Funding Statement (IFS) where they either charge CIL or collect planning obligations contributions through S106 agreements. Local Authorities are required to set out clearly in their IFSs how much monies they have collected through CIL and planning obligations contributions; and where these monies have and will be spent.

The County Council continues to work with all the Local Authorities across Norfolk to ensure a joined-up approach to infrastructure delivery through developer funding. This builds on existing arrangements relating to the preparation of Local Authority Infrastructure Delivery Plans.

Funded Projects to October

The following projects have successfully been funded since 2013

Completed:

- Broadland Northway (Norwich Northern Distributor Road (incl Postwick)) - £205m
- Norwich Pedalways - £14m
- Great Yarmouth sustainable transport package (Part 2) - £3.5m
- Great Yarmouth Beacon Park Link (A47/143 Link) - £6.8m
- A11 dualling Barton Mills to Thetford - £105m
- Great Yarmouth Right Turn at the rail station - £400,000
- Great Yarmouth Rail Station to the Market Place improvement - £2m
- Great Yarmouth sustainable transport package (Part 1) - £2.5m
- Thetford Enterprise Park Roundabout - £1.5m
- Bacton Walcott Landscaping - £19.3m
- A140 Hemphall Roundabout - £4m
- A11/Outer Ring Road Daniels Road junction improvement - £2m
- King's Lynn Lynnsport Link Road - £3.5m
- Great Yarmouth congestion-busting projects - £3.3m
- Attleborough Town Centre Improvements - £4.5m
- Norwich (various projects including Dereham Road roundabout - £2m, Cyclelink extension to Wymondham - £1.3m, City centre Prince of Wales Road - £2.6m, Dereham Road widening - £3m)
- Wroxham road to Salhouse road section of the Broadland Growth Triangle Link Road
- Marriott's Way and Bure Valley Path sections of the Green Loop - £1.4m
- North Walsham, Honing and Stalham resurfacing section of the Weavers Way - £650,000

Under construction or part-completed:

- Great Yarmouth sustainable transport package (Part 2) - £3.5m
- Snetterton Heath Energy Supply Phase I – New primary substation and 6MVA transformer commencing Jan 2022 – £3.6m
- Thetford Water Supply – £9.8m
- Thetford Sewerage Scheme - £2m
- Easton, Hethersett and Cringleford sewerage upgrade - £11m
- Local Full Fibre Network (LFFN) - £12m
- Internet of Things Innovation Network - £735,000
- Great Yarmouth Operations and Maintenance Campus
- Wymondham Water Supply Connections
- Great Yarmouth Third River Crossing - £120m

Planned, not yet started:

- A47 improvements £200-300m (incl Thickthorn (Norwich) and Great Yarmouth junction improvements, and dualling Blofield to North Burlingham and Easton to North Tuddenham)
- Increased Surface Water Capacity North Lynn
- Thetford SUE - £14m
 - A47 Wisbech Junctions (Broadend Road

Digital Connectivity

When Better Broadband for Norfolk (BBfN) implemented its first fibre enabled cabinet during summer 2013 there were two infrastructure providers that deployed fibre infrastructure capable of delivering Superfast broadband (24Mbps+); BT Openreach and Virgin Media. Commercial investment from these two companies provided access to Superfast broadband for 42% of Norfolk properties.

To date, BBfN has seen access to Superfast broadband delivered to over 200,000 premises in Norfolk, increasing coverage from 42% in summer 2013, to over 96% of Norfolk properties during summer 2022. These figures are taken from the independent organisation Think Broadband data.

As well as continued investment from Openreach and Virgin Media, numerous new broadband infrastructure providers have also started to implement in Norfolk.

The third phase of the BBfN Programme started in 2019, a further £13 million is now being invested in Norfolk, but this time will deploy Ultrafast Fibre to the Premises broadband for circa 9,000 Norfolk properties that do not have access to Superfast broadband. As a result, by Winter 2023, Superfast broadband coverage across Norfolk is expected to increase to over 97%.

Provisions within the BBfN contract provide rebates from BT if take-up of services using BBfN funded infrastructure are higher than expected. This has already provided over £5 million Better Broadband for Norfolk funding, helping to reach 96% Superfast coverage. An expected further £11 million will contribute towards the third BBfN rollout, along with a £2 million grant from DEFRA which will provide access to Full Fibre for some of Norfolk's significant rural businesses. Overall, this will allow the county to move towards its aim of achieving 100% coverage.

As of Summer 2022 Ultrafast (Gigabit capable) broadband coverage has reached over 46% across Norfolk, and increase from 11% since the same time last year.

UK Digital Strategy

In July 2018 the Government published The Future Telecoms Infrastructure Review that set clear, ambitious targets for the availability of full fibre and 5G networks.

The aim is to see 15 million premises connected to full fibre by 2025, with coverage across all parts of the country by 2033 and that the majority of the population will have 5G coverage by 2027. The review addressed key questions about the evolution of the UK's digital infrastructure such as the convergence between fixed and mobile technologies, and the transition from copper to full fibre (gigabit-capable) networks.

As a result of The Future Telecoms Infrastructure Review, the Chancellor announced in 2019 a £5 billion commitment to fund gigabit capable broadband for the 20% of UK premises that would be unlikely to receive commercial access to gigabit capable broadband. In March 2021 the first live phase (Phase 1b) of Project Gigabit was launched. Norfolk has been included in the first wave, which will deliver gigabit- capable connections

across Norfolk to premises that are unlikely to benefit from commercial investment.

The work on Project Gigabit has already started. The public review phases and the initial procurement phase have now finished. The formal procurement phase is on track to launch in August 2022. This will run for 18 weeks, with the contract award expected by March 2023. NCC is fully committed to work with the Department for Digital, Culture, Media and Sport (DCMS), and partner organisations to deliver Gigabit capable broadband to the hardest to reach areas in Norfolk.

In the DCMS Project Gigabit spring update, DCMS announced that Project Gigabit funding in Norfolk will be up to £114 Million, the highest figure in the East of England. This means gigabit capable connections to up to 86,200 properties across the county.

This is in addition to the roll-out of broadband by commercial providers, which is seeing significant investment in deployment of gigabit broadband across Norfolk. The country is also on track for one of the fastest roll-outs in Europe, with a government target for at least 85% gigabit capable coverage across the UK by the end of 2025.

The Project Gigabit programme targets properties that would otherwise have been left behind in broadband companies' roll-out plans, prioritising those that currently have the slowest connections.

Local Full Fibre Programme

Working with partners, NCC secured circa. £8 million in 2019 via the Government's Local Full Fibre Network programme and a further £2m in 2020 from the Ministry of Housing, Communities and Local Government. The LFFN programme completed successfully in March 2022, delivering gigabit capable broadband to 394 rural public buildings, including schools, council offices, fire stations, libraries and village halls. A further circa. 2,200 nearby homes are also able to benefit from full fibre broadband.

In addition, a further 2,500 homes to date have benefitted from commercial operators exploiting the infrastructure installed under LFFN, by installing full fibre broadband deeper into poorly served communities

Fixed Wireless Access (FWA)

Working with the New Anglia LEP, using left over funding from the LFFN project, NCC will soon be launching a procurement to deploy fixed wireless access FWA into poorly served rural communities.

FWA will seek to deploy wireless based internet into public buildings, such as schools and village halls, that can then be exploited by commercial operators to boost broadband coverage into the local communities. We expect the first locations to be live by Winter 2022.

Scheme for rural properties with speeds of less than 100Mbps

The RGC programme launched a new voucher scheme in April 2021 for properties that are not subject to any other subsidy scheme such as Project Gigabit.

The scheme is accessible through broadband service providers who have registered to provide connections through the scheme.

Homes and businesses in rural areas of the UK may be eligible for funding towards the cost of installing gigabit-capable broadband when part of a group scheme.

Rural premises with broadband speeds of less than 100Mbps can use vouchers worth £1,500 per home and up to £3,500 for each small to medium-sized business to support the cost of installing new fast and reliable connections. These are available at the Gigabit Broadband Voucher Scheme website.

Due to the ongoing procurement of Project Gigabit the Gigabit voucher scheme is currently paused for the majority of premises in Norfolk. It is expected to reopen Late 2022.

A second scheme is still available. The broadband Universal Service Obligation (USO) offers subsidies of up to £3,400 for properties that have less than 10 Mbps download speeds. Further information is available at Ofcom - Broadband Universal Service Obligation

Planning Regime reforms

Planning Regime reforms will support the mobile industry in the rapid rollout of 4G technology, to help reach more people, more quickly.

The Electronic Communications Code

The Electronic Communications Code regulates the telecommunications sector, reforms will put digital communications infrastructure on a similar regime to utilities like electricity and water. The aim is to ensure new technologies like 5G can be rolled out more quickly and benefit more people.

Mobile connections

There are four main mobile network operators (MNOs) in the UK; EE, O2, Three and Vodafone. Coverage is increasing both nationally and locally over 2G/3G/4G and now 5G. Coverage improvements have been relatively slow in rural parts of Norfolk reflecting the less attractive business cases for investment in areas as there are fewer residents. The most significant improvements in rural coverage will be delivered through the Shared Rural Network programme which is described below.

Shared Rural Network

The Shared Rural Network (SRN) will see the four main mobile operators and government jointly invest £1bn in improving mobile coverage in rural areas. The target is to deliver 4G coverage to 95% of the UK by 2025. The work started in 2020, initially with £500m investment from the four MNOs to share masts in areas where there is coverage already available from one or more MNO, but not all four. The next stage will entail a further £500m investment from government to fund

coverage improvements in areas where there is no existing coverage. The mobile operators expect the Shared Rural Network will extend mobile coverage to an additional 280,000 premises and for people in cars on an additional 16,000km of the UK's roads, boosting productivity and investment in rural areas. Norfolk local authorities will continue to work proactively and collaboratively with the MNOs and their network build partners to improve mobile phone coverage including fast data services availability over 4G & 5G services.

Norfolk & Suffolk Innovation Network

A Long Range Wide Area Network has been created across Norfolk and Suffolk to accelerate Internet of Things innovation across the region.

Working closely with the New Anglia Local Enterprise Partnership, Norfolk & Suffolk County Councils are nearing completion of installing the largest free-to-use public long-range radio network in the UK.

The network is already in use and serves businesses, private individuals, and the public sector. They can use Internet of Things sensors on the network to sense, monitor, manage and report.

Coverage can be viewed on the TTN Mapper site.

Local Industrial Strategy

The Local Industrial Strategy under Information and Communications Technology and Digital Creative wants to develop the economic case for a Smart Emerging Technology Institute and testbed (SETI) – a unique advanced high-speed optical and wireless network (including 5G) which interlinks Internet of Things testbeds to support large-scale experiments and data transfer. For more detail on this project see page 87.

Education

The Education and learning policies - Norfolk County Council for pupil place provision (for ages 4-16) sets out the strategic direction of pupil place supply for those areas of the County where pupil numbers are expected to increase in the next 5-10 years. The Plan is a response to the District Local Plan frameworks and is presented as the basis for discussion, planning and decision-making for the County Council and its partners across the increasingly diverse educational landscape. The Plan links to the County Council's schools' forward capital programme which was reported and approved at the NCC Cabinet in January 2022.

Major growth areas which will require multi-school solutions are:

- North Norwich Growth Triangle (Sprowston/Old Catton/Rackheath) - 13,000+ new dwellings;
- Thetford Urban Extension - 5,000 new dwellings;
- Attleborough Urban Extension - 4,000 new dwellings; and
- West Winch/North Runcton - 4,000 new dwellings.

Thetford

Primary School places within Thetford are provided by eight schools, a mix of infant, junior and all-through primary, six of these are academies plus two community schools. A total of 360 places are available each year group across the primary phase. Pupil numbers in Thetford are showing a decline as is most of Norfolk for 2022 admissions. It is likely there will be around 120 spare places across reception for this intake.

Children's Services are working with the land promoters on the Thetford Strategic Urban Extension (SUE) for three new primary schools each of 420 places has been secured. In early 2018 the first reserved matters application for phase 1a of the development was permitted and commenced on site in 2019. This phase of development is for 344 homes of which 111 are occupied as of June 2022. This phase includes the site for the first new primary school. Children's Services have been working with the promoters of the land on when to transfer the land for the school to NCC but due to the current lack of pressure for school places, it is likely that the land will not be transferred until the end of 2022. NCC Children's Services will decide then when the school will open with the earliest being September 2025.

In the longer term the three new 420 place primary schools for Thetford will meet the need in the current local plan to 2026 and beyond. The timescales for these schools depend on the progress rate of new housing in Thetford. Secondary school places will be monitored at Thetford Academy, as additional land has already been provided at the school to allow for future expansion. S106 contributions have been secured although not yet collected.

North Norwich Growth Triangle (Broadland Growth Triangle)

Existing provision is extensive and affects three secondary schools: Sprowston

Community High School, Thorpe St Andrew School, Broadland Ormiston High School, and their feeder primary phase schools. Existing primary phase provision remains a mix of infant/junior in Old Catton and Sprowston and all through primary in Rackheath and Thorpe.

A new primary school opened at White House Farm in September 2019 and is growing year by year up to 420 places to accommodate children from the housing within the area it is situated. A demographic decline in pupil numbers is evident across the County which is significantly affecting reception intake for September 2022 and many primary phase schools in this area are struggling with low numbers.

Phase 1 (733 dwellings) of the Beeston Park outline application for 3,500 homes is progressing with a strategic infrastructure reserved matters application for roads and drainage submitted. A sale of the Beeston Park site has been agreed with the incoming investor/developer intending to bring forward or facilitate the development of the site.

A contract has been agreed with Taylor Wimpey on the majority of the large allocation for up to 4,000 homes at Rackheath. An outline planning application for the development of the site has now been submitted. Some smaller developments to the south west of Rackheath potentially totalling around 800 dwellings are taking shape and will impact on local school provision. The large development south of Salhouse Road for circa. 1,200 dwellings are on site as is the first phase of the development planned east of Broadland Business Park totalling approximately 1,150 dwellings.

Housing in this area will establish the need for several new primary phase schools and a new high school. Children's Services Officers continue to work with existing schools to ensure minimal impact on their pupil numbers. There is a long-term plan for the area and sites have been secured for new schools within the Local Plan. In the shorter-term admissions into reception each year will be monitored.

As well as two new schools at Beeston Park, further school sites have been secured for new schools on Salhouse Road, North of Smee Lane and a planned extension to double the size of Little Plumstead Primary School. The major growth in Rackheath also safeguards two new primary school sites.

NCC has made a commitment for a new secondary phase school in the Growth triangle. A site on the Rackheath development has been allocated and Children's Services officers are assessing the options that exist.

Attleborough

The town of Attleborough is served by two all-through primary schools, namely Attleborough Primary School and Rosecroft Primary School and one secondary school Attleborough Academy. The two primary schools offer five forms of entry between them. The town is surrounded by villages with local schools. Some children in Attleborough catchment do choose a nearby village school as opposed to their local primary school in the Town - e.g., in September 2021, around 22% of Attleborough catchment children expressed a preference for a reception class outside of catchment.

Breckland District Council granted planning permission to provide up to 4,000 dwellings on land to the south of Attleborough; construction of new link road between Buckenham Road and London Road, pedestrian footbridge across the railway line to connect with Leys Lane, provision of two, 2 Form Entry primary schools; Local centre including shops and other uses including a petrol filling station, Community Uses, two further neighbourhood centres, sports pitches, public open space and amenity greenspace with sustainable drainage systems and associated infrastructure.

Homes England have now taken control of the first phase of development for 1,199 new homes which includes the first new primary phase school site. A development working group is being put together to ensure infrastructure is delivered.

In the short term pupil numbers will be closely monitored to ensure any new school is opened on time and when the demand for places is evident so as not to impact negatively on existing provision locally.

West Winch/North Runcton (King's Lynn and West Norfolk)

Up to 4,000 dwellings are proposed in West Winch and North Runcton to be delivered in 2 phases, with 1,600 up to 2026 and a further 2,400 post 2026. West Winch village is served by one primary school of 210 places. The size of this school is adequate for the current numbers of primary age children living in the area. A desktop exercise indicates that the school site could allow expansion of this school to 2 forms of entry and the school is aware of these plans North Runcton does not have its own school but the nearest school for children to attend is in Middleton. Middleton Primary (academy) is on a small site and there is limited scope for expansion.

This allocation has been slow to progress but a development working group is now in place. NCC responded and proposed the expansion of West Winch Primary school in the first instance then sites secured for up to 2 new primary phase schools. Secondary provision will be provided in King's Lynn, but it is anticipated that expansion of one or more of the Kings Lynn secondary schools will be required longer term.

In short term, the response is to monitor the progress of housing commencement and annual admissions to ensure sufficient places for the area.

In the longer term, the response is to expand West Winch Primary School, with one new Primary phase school in the northern phase of development and one new primary post 2026 on the Southern part of the housing development. Pressure for places is now being seen within the secondary system in this area and plans are in place to look to expand Kings Lynn Academy with all schools in the area being consulted.

In addition to these major growth areas which require multi-school solutions the Schools' Local Growth and Investment Plan also sets out development locations where one new school is expected and growth areas with implications for existing schools.

Offshore Transmission Network

The UK Government launched the Offshore Transmission Network Review (OTNR) in 2020 to improve the delivery of transmission connections for offshore wind. The Review has been led by the Department for Business Energy and Industrial Strategy (BEIS). In July (2022) National Grid (Electricity System Operator) published as part of the OTNR exercise their Holistic Network Design (HND); and BEIS announced four Pathfinder Projects.

The Holistic Network Design is the first of a kind strategic network design. It sets out the needs case for the network infrastructure to connect 18 offshore wind projects to the transmission network. If delivered, these projects will provide the on and offshore network infrastructure to deliver our ambition for 50GW of offshore wind by 2030.

Details of how the HND will be followed up are set out in the open letter from the UK Government, Ofgem, National Grid Electricity System Operator and Transmission Operators which can be found on the OTNR website. For already well-advanced projects connecting ahead of 2030, projects have the option to develop voluntary projects. These projects will provide important learnings for future projects, inform the detailed design of the regulatory framework and will maximise the benefits for consumers, communities, and the environment. BEIS (July 2022) have announced four Pathfinder Projects, with the two below in Norfolk: Equinor - Integrated Transmission System for the Sheringham Shoal and Dudgeon Extensions

Orsted - Project Boudica - 200MW battery co-located as part of a grid connection. In addition, five projects in East Anglia (National Grid Electricity Transmission (Sea Link), National Grid Ventures (EuroLink and Nautilus), (North Falls and Five Estuaries), have published a statement (July 2022) confirming their commitment to exploring coordinated network designs as part of the OTNR's Early Opportunities workstream, with a view to identifying future Pathfinder projects. More information on pathfinders can be found [here](#).

Energy baseline evidence

In addition to the work on the ONTR the County Council has also collaborated with the [Energy Systems Catapult](#) (ESC) and [Eastern New Energy](#) (ENE) to produce a Norfolk Local Energy Asset Representation (LEAR). The LEAR is the data foundation for developing the most appropriate pathway to net zero and is a useful visualisation and mapping tool. The outputs from the LEAR provide a robust data evidence base that can guide the County Council and partners towards which deciding clean energy opportunities are the most effective for our area and aid decision making, prioritise resources, and support project and investment decisions.

The LEAR provides a representation of the local energy system in Norfolk covering an area of well over 5,000 km² and a population of around 915,000 people. In order for the model to represent an area as large as Norfolk, the region had to be split into three sub-regional areas: 'Central and West Norfolk', 'Norwich & South Norfolk' and 'Norfolk Coastal'.

The Norfolk LEAR is the first step towards developing a net zero pathway and can be taken forward in a number of ways. Now completed we will be working with ENE to deliver a practical decarbonisation project but there is an opportunity to take the LEAR data foundation and develop a [Local Area Energy Plan](#) (LAEP). The LAEP provides a clear actionable pathway of what the transition to achieve net zero carbon emissions is likely to require in terms of infrastructure and investment in a particular locality over time. With both Norfolk and Suffolk County Councils producing a LEAR we are working alongside the New Anglia LEP to see how this can be progressed collectively.

Infrastructure projects in Local Authority Control

The County Council in collaboration with partners is seeking to progress a number of key infrastructure initiatives for the next 10 years as listed below.

All of the projects in this list are judged on four criteria:

- Delivering significant housing and jobs growth
- Identified in existing plans/programmes
- Have a committed route to delivery
- Significant Local Authority control or interest.

Road Projects

Project Name	Estimated Start Date	Estimated Cost	Scheme Development	Potential Funding Source
Broadland Growth Triangle Link Road	Part Delivered	£38m	Various parts delivered) Others are shovel ready, some elements are still at feasibility stage.	Developer finance, CIL, HIF
Attleborough Link Road	TBC	£18m	Feasibility/ development work underway on preferred option	Developer funding, Homes England loan, HIF
A10 West Winch Housing Access Road	2025	£65m (to be updated at OBC)	Feasibility/ development work underway on preferred option	Developer funding, DfT Major Road Network Funding
A140 Long Stratton Bypass	2024	£46.2m	Feasibility/ development work underway on preferred option	Developer funding, CIL supported borrowing, DfT Major Road Network Funding
A148 Fakenham Roundabout Enhancement	2025	£3.5m	Feasibility/ development work underway on preferred option	NPIF
Norwich Western Link	2023	£198m	Feasibility/ development work underway on preferred option	DfT, Large Local Major transport scheme funding

Project Name	Estimated Start Date	Estimated Cost	Scheme Development	Potential Funding Source
A17/A47 Pullover Junction	2025	£31.6m (SOC)	Feasibility work on scheme has begun to identify options	DfT, NCC
King's Lynn STARS	2025	£27m	Feasibility/development work underway on preferred option	Levelling Up Fund (LUF), NCC, BCKLWN
North Walsham Western Link Road	TBC	TBC	Feasibility work on scheme has begun to identify options	Developer funding

Rail Projects

Project Name	Estimated Start Date	Estimated Cost	Scheme Development	Potential Funding Source
Broadland Business Park Rail Station	Late 2020s	£6.5m	Feasibility work on scheme has begun to identify options	New Anglia LEP, Rail Industry
Gateway Thetford	TBC	£95.5m	TBC	Levelling Up Fund, Access For All, DfT etc.

Utilities Projects

Project Name	Estimated Start Date	Estimated Cost	Scheme Development	Potential Funding Source
Thetford Energy Supply	2021	£6.5m-£9.5m	Feasibility/development work underway on preferred option	BRP, New Anglia LEP, Private Sector
Attleborough Energy Supply	TBC	£22m	Feasibility/development work underway on preferred option	BRP, New Anglia LEP, Private Sector
Snetterton Heath Energy Supply Phase II	TBC	TBC	Feasibility work on scheme has begun to identify options	New Anglia LEP, Private Sector, BRP
Snetterton Heath Mains Sewer Connection	TBC	£3.8m	Feasibility work on scheme has begun to identify options.	Private Sector, Public Sector, Anglian Water
Hethel	2022	TBC	Feasibility work on	CRF

Sustainable Energy Provision			scheme has begun to identify options.	
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Sustainability Projects

Project Name	Estimated Start Date	Estimated Cost	Scheme Development	Potential Funding Source
Weavers Way	2019	£3.1m	Project is shovel ready	RDPE, HLF, New Anglia LEP
The Green Loop	2019/20	£5.8m	Project is shovel ready	DfT, New Anglia LEP, Sustrans, Lottery, Developer contributions, CIL
Broadland Country Park	2020/21	£2m	Feasibility/development work underway on preferred option	Broadland District Council, CIL, BRP
Burlingham Country Park	2021	TBC	Feasibility/development work underway on preferred option	BRP, NCC, Developer contribution

Education Project

Project Name	Estimated Start Date	Estimated Cost	Scheme Development	Potential Funding Source
Broadland Growth Triangle Secondary School	2025/26 – dependent on development progress	£26m	Feasibility work on scheme has begun to identify options	NCC, BRP, CIL

Regeneration Projects

Project Name	Estimated Start Date	Estimated Cost	Scheme Development	Potential Funding Source
East Norwich Regeneration Area	2021 – for master planning	TBC, £600,000 committed	Feasibility work on scheme has begun to identify options	Norwich City Council, New Anglia LEP, Homes England, Developer Contribution, Norfolk County Council
Nar Ouse Innovation and Collaborator Incubator	TBC	£17m	Feasibility/development work underway on preferred option	BRP, Levelling Up, New Anglia LEP, BCKLWN (Land)
Southgates Regeneration Area	2022 – for master planning	£10m	Feasibility/development work underway on preferred option	BRP, Levelling Up, Brownfield Land Release Fund BCKLWN.
Business Incubator on the Great Yarmouth Energy Park	2024	£3.95m	Feasibility/development work underway on preferred option	Town Deal
Great Yarmouth Learning Centre and University Campus	2024/25	£15.3m	Feasibility/development work underway on preferred option	Future High Street, Town Deal, Norfolk County Council, East Coast College/University of Suffolk Partnership

Road Projects

Broadland Growth Triangle Link Road

The project will provide a road linking the strategic employment areas of Broadland Business Park and Norwich Airport through the development sites within the northern suburbs of Norwich. It will significantly increase the accessibility of employment sites in the Broadland Growth Triangle area and support the development of approximately 55 hectares of employment land in this vicinity. A section of the link between Wroxham Road and Salhouse Road has already been delivered through development and is expected to be open to traffic in the near future. The remaining sections are outlined below.

Broadland Growth Triangle Link Road

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Airport Industrial Estate to St Faiths Road	TBC dependant on final design solution	Developer on site and delivering estate road link with mini roundabout on Repton Avenue, with land dedicated to allow for later stage upgrading of road. Temporary construction link between Repton Avenue and Meteor Close has been constructed.	CIL, developer finance	Feasibility/development work underway on preferred option (Development Link Road under construction)
St Faiths Road to North Walsham Road and North Walsham Road to Wroxham Road	Circa. £10M, inc. additional feasibility and scheme development	2025 a detailed application has been submitted for part of the link between St Faiths Road and Norwich RFU. NCC and BDC are working with the developer to achieve a planning approval. BDC are separately working with the RFU to achieve delivery of final link to North Walsham Road.	CIL, BRP, HIF, developer finance	Project is shovel ready

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Wroxham Road to Salhouse Road	n/a	n/a	Developer finance	Delivered
Salhouse Road to Plumstead Road	Circa £3m	<p>Outline planning permission for development scheme across majority of link granted. Reserved matters application submitted for link between Salhouse Road and triangle land. Scheme for signals on Salhouse Road submitted and delivery anticipated by March 2022.</p> <p>Scheme for signalised junction on Salhouse Road now delivered. Construction of development scheme adjacent to Salhouse Road junction, including start of link road begun.</p> <p>Eastern junction at Plumstead road has secured permission and is expected to start in 2023</p>	CIL, developer, finance	Project is shovel ready

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Plumstead Road to Broadland Business Park	TBC dependant on final design solution.	BDC and NCC are in ongoing negotiations with developer about form and alignment of the link road. Key constraint is Middle Road bridge.	Developer finance, CIL	Feasibility/development work underway on preferred option

Attleborough Link Road

A key transport priority for Attleborough, required for planned strategic growth (4,000 dwellings) on the Attleborough Sustainable Urban Extension (SUE), is a link road between the B1077 near Bunns Bank to London Road to the south of the town. The link road will distribute new and existing traffic away from the town centre and enable traffic management measures to be implemented within the town centre such as HGV restrictions. Delivery of the link road is a planning requirement of the scheme and will be phased so that up to 1,200 homes can be built before the link road is required to be opened in full. The Attleborough SUE is allocated and has planning permission. Discussions are ongoing with development interests and key partners in order to bring forward the full completion of the road before the requirements of the planning obligations are triggered. Homes England have now acquired the first phase of the SUE and are holding discussion with lead promoter of the site in respect of potentially acquiring further phases. A draft Strategic Outline Business Case for the road has been completed to assist with any future funding bids for delivery.

Attleborough Link Road

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Development phase: Preliminary Design; Statutory procedures and powers; Construction preparation	Circa £1.8m	Two years	BRP, local authority, developer finance Qualifications for BRP or New Anglia LEP: Required for 4,000 new houses and 1,500 new jobs. Strategic scheme identified in the NSIDP. Funding would be for detailed technical work designed to progress strategic schemes towards readiness for implementation.	Completion of this stage will take the project from feasibility work on scheme has begun to identify options, to feasibility/development work underway on preferred option
Construction phase	£18m	TBC	BRP, developer finance, New Anglia LEP, Homes England loan, HIF Required for 4,000 new houses and 1,500 new jobs. Strategic scheme identified in the NSIDP. Funding would be for construction.	Completion of this stage will take the project from feasibility/development work underway on preferred option, to project is shovel ready

A10 West Winch Housing Access Road

The A10 West Winch Housing Access Road (WWHAR) is required to facilitate planned housing growth in the West Winch Growth Area and provide a strategic improvement to the A10 to enhance resilience on the Major Road Network (MRN). It will enable distribution of trips from the new development and alleviate congestion on the A10 through West Winch and provide an alternative route around the village for strategic long distance traffic. The principle of this new route is set out in the King's Lynn and West Norfolk Local Plan, the Neighbourhood Plan and an emerging masterplan which will be the subject of a Supplementary Planning Document (SPD).

The scheme includes improvements at the Hardwick junction, dualling of a short length of the A47 and housing access road that links the A10 with the A47. The WWHAR is supported by Transport East as a priority for MRN funding and the Strategic Outline Business Case (SOBC) was approved by DfT in July 2022. Work has now commenced on further scheme development to ensure the scheme incorporates appropriate bus priority and Active Travel, (walking and cycling measures). The next stage is the development of an Environmental Statement, the preparation of a planning application and development of the Outline Business Case (OBC).

A10 West Winch Housing Access Road

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Scheme development work to OBC and planning application	£1.149m	August 2022 – March 2023	DfT are contributing £698k towards the cost with the remainder from BRP, NCC and BCKLWN	Feasibility/development work on preferred option
Full Business Case (FBC) and detailed design and procurement to start of works	TBC	September 2023 – September 2024	DfT are likely to contribute two thirds of the cost of the detailed design and FBC costs with the remainder from BRP, NCC and BCKLWN. Funding for construction is anticipated from the DfT MRN fund with the local contribution from developers. Homes England support may also be available in the form of loans or grants.	Project will be shovel ready when statutory approvals and a procurement contract are in place

A140 Long Stratton Bypass

Long Stratton is located approximately 10 miles south of Norwich on the A140 Norwich to Ipswich road. There is planned growth in Long Stratton of at least 1,800 dwellings in the period 2008-2026 to deliver a bypass but this growth is also highly dependent on the provision of water supply, sewerage, and improved electricity supply. The need for a bypass has long been a priority and is considered to be a prerequisite to provide for the needs of the proposed growth. South Norfolk District Council has adopted an Area Action Plan for Long Stratton. A revised planning application has been submitted by the developer in 2021.

A140 Long Stratton Bypass

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
An economic viability study for the Long Stratton bypass. This will be carried out by an expert consultant to provide an estimated cost of the bypass; estimated funding gap; direct and indirect economic benefits of the bypass; and added benefits of early delivery of the bypass	£200,000 (funded)	Dec 2017 to July 2018	Funded from: Pooled Business Rates: £100,000 SNC: £15,000 HCA: £35,000 NCC: £50,000	Will take scheme from feasibility work on scheme has begun to identify options, to feasibility/development work underway on preferred option
Development phase: Detailed design; Statutory procedures and powers; Construction preparation	Circa £6m	Two and a half years	BRP, local authority, developer, Government Major Road Network Qualifications for BRP and or New Anglia LEP funding: Required for 1,800 new houses and to overcome traffic problems on A140. Strategic scheme identified in the NSIDP. Funding would be for detailed technical work designed to progress strategic schemes towards readiness for implementation.	Completion of this stage will take it from feasibility/development work underway on preferred option, to project is shovel ready

Construction phase	Indicative £39.9m including developme nt phase costs, fees, risk, utilities and other items	Eighteen months (mid 2024 to late 2025)	Government Major Road Network, Local Authority, £10m CIL supported borrowing, Developer Contribution	Will allow scheme to be moved into construction phase, from work already completed through development phases.
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Fakenham A148 Roundabout Enhancement

A planning application has been permitted for 950 residential dwellings adjacent to and south of the A148 between Water Moor Lane and the Morrisons roundabout to the east. Access to the new residential development is proposed via a new roundabout on the A148 (at the Water Moor Lane junction) with a link road through to the existing roundabout serving Morrisons. There are longer term aspirations to take forward housing allocations adjacent and beyond the A148 at this location. As the Highway Authority NCC indicated that a roundabout would be required to be built at the current A148/B1105 junction as a condition of the planning permission if residential development to the west of Water Moor Lane is progressed.

Fakenham A148 Roundabout Enhancement

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Development of planning application including time for statutory consultation of 13 weeks	TBC	18 Months – To develop planning application and supporting documentation including environmental assessment, ecological and arboricultural surveys.	NPIF, New Anglia LEP Required to support the delivery of one of North Norfolk's largest Local Plan allocations of 950 dwellings	Feasibility/development work underway on preferred option
Acquisition of land	TBC	6 months	NPIF, New Anglia LEP	Feasibility/development work underway on preferred option
Utilities diversion	TBC	9 months – to deliver and implement any required utility diversions	NPIF, New Anglia LEP	Feasibility/development work underway on preferred option
Construction phase	Estimated £3.5m	5 months	NPIF, New Anglia LEP	Project is shovel ready

Norwich Western Link

This Norwich Western Link provides a dual carriageway connection between the Broadland Northway at Taverham and the A47 west of Norwich and has been identified as one of the County Council's priority road infrastructure schemes.

Norwich Western Link

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Development phase: Outline Business Case submitted; Design and Build Contractor appointed, Statutory procedures and powers; Design for Construction preparation	£50m	(2021 – 2024) Statutory process (development and delivery) and detailed design/ construction prep	BRP, New Anglia LEP, DfT large local major transport scheme, local authorities Qualification for BRP/New Anglia LEP funding: Strategic scheme identified in the NSIDP. •Support sustainable housing growth in the western quadrant •Improve the quality of life for local communities •Support economic growth •Protect and enhance the natural environment •Improve strategic connectivity with the national road network Funding for detailed technical work designed to progress strategic schemes towards readiness for implementation	Will take scheme from feasibility/development work underway on preferred option, to project is shovel ready
Construction phase	Indicative £201m including development phase costs, fees, risk, and other items	Two years (2024 to 2026)	BRP, New Anglia LEP, DfT large local major transport scheme, local authorities Funding would be for construction	Will allow scheme to be moved into construction phase, from work already completed through development phases.

A17/A47 Pullover Junction, King's Lynn

The A17/A47 Pullover Junction improvement is required to reduce congestion and delay in the King's Lynn area and to support the planned growth set out in the adopted Local Plan. This includes the significant allocation of 4,000 new homes in the West Winch Growth Area. The roundabout is a known pinch point on the A47 trunk road at its junction with the A17. The A47 is a high priority route for the local authorities and stakeholders which is borne out by the existence of the A47 Alliance group which supports and lobbies for dualling the whole length of the route due to its economic importance for the region.

A Sustainable Transport report has already been prepared that scopes out Active Travel and public transport opportunities, which has been sent to DfT in advance of the SOBC submission. This will guide the development of complementary Active Travel and bus priority measures that will be brought forward as part of the scheme.

This junction has been identified as a priority scheme by Transport East and features on DfT programme of Major Road Network schemes for implementation in the current programme period.

A17/A47 Pullover Junction

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Scheme development work to SOBC	£0.25m Detailed fee proposal required	March 2022 – December 2022	BRP	Feasibility work on scheme has identified options
Scheme development work to Outline Business Case (OBC)	£0.5m Detailed fee proposal required	January 2023 – December 2023	DfT Major Road network, NCC	Feasibility/development work on preferred option
Full Business Case (FBC) TBD and detailed design and procurement to start of works		January 2024 – April 2025	DfT Major Road network, NCC	Project will be shovel ready when statutory approvals and a procurement contract are in place

King's Lynn Sustainable Transport and Regeneration Scheme (STARS)

The King's Lynn Sustainable Transport and Regeneration Scheme (STARS) is a visionary Bus and Active Travel project which will transform a key gateway into the town and reconfigure the outdated gyratory road system. Working in partnership the Borough Council, the scheme will facilitate a bold transformational masterplan to regenerate the area around the historic 15th century South Gate. The route under the gate will be used for Active Travel modes rather than for general traffic. The scheme reduces the dominance of traffic by reconfiguring the Southgates roundabout into a junction that has bus priority and better facilities for cyclists and pedestrians. It will also improve the gyratory system, including transforming the public realm on Railway Road, by introducing measures that will assist buses, pedestrians and cyclists which will give rise to benefits in road safety and air quality. All of these measures lie on the key corridor into the town from the West Winch strategic growth area.

King's Lynn Sustainable Transport and Regeneration Scheme (STARS)

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Scheme development work to SOBC	£0.25m Detailed fee proposal required	August 2022 – March 2023	BRP	Feasibility options prepared
Scheme development work to Outline Business Case (OBC)	£0.5m – 1m Detailed fee proposal required	March 2023 – December 2023	Levelling Up Fund (LUF), NCC, BCKLWN	Feasibility/development work on preferred options
Full Business Case (FBC) TBD and detailed design and procurement to start of works		January 2024 – December 2025	Levelling Up Fund (LUF), NCC, BCKLWN	Project will be shovel ready when statutory approvals and a procurement contract are in place

North Walsham Western Link Road

A North Walsham Western Link Road is required to facilitate the mixed-use growth allocation identified in the North Norfolk Local Plan to the west of the town. The North Walsham West development will provide approximately 1,800 new homes and 7ha of employment land. Initial high-level traffic impact assessments of the growth concluded that the impact of the additional trips from the development would cause an adverse impact on the highway network, therefore in order to support the planned growth a Western Link Road is required to mitigate traffic impacts.

The allocated growth and delivery of a Western Link Road should help safeguard jobs, promote economic growth and building homes to address current housing shortages, improve the resilience of local areas to support themselves, mitigate existing routing problems for HGVs and increase accessibility by more sustainable modes and active travel.

The extent of the Link Road is from Bradfield Road railway bridge to the B1150 North Walsham Road totalling approximately 2.7km. A northern extension to the Link Road would extend from the Bradfield Road railway bridge to Cornish Way industrial area and a southern extension would extend from the B1150 North Walsham Road to the A149 south.

Work to date has shown that:

- A Western Link Road with extensions should mitigate the additional trips from development
- The Bradfield Road railway bridge is a significant physical constraint and will require further investigation
- Further investigation into the offsite traffic impacts of the development is required, notably the B1150 at Coltishall

North Walsham Western Link Road

Description of stage	Estimated cost to deliver stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme development
Feasibility phase	TBC – spend to date around £120,000	TBC	Funding from BRP, NNDC and NCC have already been utilised on the feasibility work. It is likely that the next stage of feasibility will be funded by the site promoter	Feasibility work on the proposed link road and offsite traffic impacts from growth. Awaiting next stage of local plan development to identify further work priorities. Draft TA scoping and modelling methodology receive from the site promoters
Development phase	~ £2m - £5m (2020 high-level estimates dependent on options chosen to take forward and	TBC	TBC – developer funded/NCC/NNDC	Detailed design and development of the link road preferred option. This stage will take the project from feasibility work to feasibility, development and design work on a preferred option.

	excluding risk and optimism bias)			
Construction phase	~ £8m - £22m (2020 high-level estimates dependent on options chosen to take forward and excluding risk and optimism bias)	TBC	TBC – developer funded/NCC/NNDC	Completion of this stage will take the project from feasibility and development work on the preferred option to project is shovel ready.

Rail Projects

Gateway Thetford

Thetford Train Station is an important gateway to the Town, particularly given the Town's position within the Cambridge-Norwich Tech Corridor. However, issues surrounding connectivity and accessibility mean that the asset is currently underutilised.

Thetford suffers from an under-supply of commercial space, particularly in relation to office accommodation. Since the advent of COVID-19, many people have left larger cities (and jobs) for Breckland and seek to set up new small businesses. As a consequence, there is a lack of supply of flexible commercial space, particularly small, high-quality office units for use by small businesses and flexible office space for use by adjacent business park residents.

This initiative aims to tackle both of these challenges by improving accessibility to the station to encourage more visitors and users of rail, and to develop the immediate surrounds of the station to develop flexible commercial space.

The project will introduce:

- Ways to bring the land around the station into better use. This includes the station forecourt and feasibility study to investigate the potential move of the allotments to an alternative location and use the site to develop commercial premises as well as expand station facilities on the north side of the railway. Any plans that remove allotment space will need to meet the relevant planning requirements for reprovion. Reprovion could occur over several sites and an approved decanting strategy would need to be in place prior to removal.
- Improvements in station accessibility including better access across the tracks which today are limited to a footbridge with no lifts and very limited vehicle access to the north.
- Better connections between the station and town centre; better and more welcoming access to the adjacent business park.
- Reconfiguration of the existing station buildings to create commercial space for use by small businesses and start-ups.
- Highway upgrades to Station Lane to ensure better access from the north of the station.

There is good strategic fit in that the project aligns with broader policies including the Transport Decarbonisation Plan, Breckland Council's Corporate Plan and Breckland Council's Local Plan, national and regional industrial strategies, as well as priority investment areas identified as part of Government's recent regeneration funding pots (i.e. Future High Street Fund, Stronger Towns Fund and Levelling Up Fund).

Gateway to Thetford

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Further feasibility work	TBC	TBC	Levelling Up Fund, Access For All, DfT etc.	Feasibility work on scheme has begun to identify options
Detailed design/development work	£13.5m	TBC	Levelling Up Fund, Access For All, DfT etc.	Feasibility/development work underway on preferred option
Construction phase	£82m	TBC	Levelling Up Fund, Access For All, DfT etc.	Project is shovel ready

Broadland Business Park Rail Station

Currently services operate every hour between Norwich and Sheringham. New rolling stock has recently been delivered across the whole of the franchise. However, further capacity improvements are required to accommodate passenger demand and local partners have been pressing for services every half hour (rather than hourly). Broadland Business Park is a strategic employment site located adjacent to the rail line just east of Norwich. Initial feasibility work establishing the benefits of adding a new station at this location is complete. The next stage for the project is still being considered.

Broadland Business Park Rail Station

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Feasibility GRIP 2 and option selection GRIP 3	£140k	Dec 17 (completed)	Funded through BRP and BDC Qualifications for BRP and or Growth Deal funding: Strategic scheme identified in the NSIDP.	Feasibility work on scheme has begun to identify options
Further work to develop single option	Not known. Likely to be Circa £250,000	2024/25 1 year	Local authorities, Network Rail Strategic scheme identified in the NSIDP. Funding would be for detailed technical work designed to progress strategic schemes towards readiness for implementation	To take scheme from feasibility work on scheme has begun, to identify options to feasibility/development work underway on preferred option
Development phase: Preliminary Design; Statutory procedures and powers; construction preparation	Circa £2m	2025-2028 3-5 years	Growth Deal, local authorities, Network Rail	To take scheme from feasibility/development work underway on preferred option, to project is shovel ready
Construction phase	Circa £20m	Circa 2030 1 year	Growth Deal, local authorities, Network Rail	Strategic scheme identified in the NSIDP. Funding would be for construction

Utility Projects

Thetford Energy Supply

This project will provide additional electrical infrastructure to distribute power, not only serving the substantial Kingsfleet development (comprising 5,000 new dwellings and 22.5 ha of employment use) but also wider growth within the town of Thetford. Delivering an upgraded power infrastructure is a pre-requisite for growth across the town in particular the substantial new housing, and employment growth as well as much needed new community facilities.

The scope of the project will include the installation of cables from Barnham Cross to the Kingsfleet site and construction/installation of a new primary substation, switchgear, and transformers.

The project will be delivered by the promoter of the Kingsfleet site, Pigeon.

Thetford Energy Supply

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Delivery of power infrastructure	Current estimate £6.5m	TBC by the Kingsfleet promoter who will be undertaking the work	Private	Feasibility/development work underway on preferred option

Attleborough Energy Supply

Attleborough Sustainable Urban Extension (SUE) is allocated, and has outline planning permission, for 4,000 dwellings and 10 hectares of commercial land.

A feasibility study has been undertaken which considers options of delivering power to the SUE.

Attleborough SUE

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Delivery of power infrastructure sufficient to meet the short to medium-term power needs of Attleborough SUE	TBC	TBC	BRP, New Anglia LEP, Private Sector	Feasibility/development work underway on preferred option
Delivery of power infrastructure sufficient to meet the long-term power needs of Attleborough SUE	Current estimate £22m	TBC	BRP, New Anglia LEP, Private Sector	Feasibility/development work underway on preferred option

Snetterton Heath Energy Supply

The Snetterton Heath commercial area is Breckland's largest employment site with approx. 90 hectares of allocated land. Feasibility work has commenced to consider the options for delivering sufficient power capacity to meet the energy needs of Snetterton Heath and will estimate the cost (based upon current prices) associated with each of these.

In order to increase the power capacity at the location, funding has been secured to deliver a new primary substation at Snetterton and a single 6MVA transformer. Erection of the new primary substation is expected to commence during January 2022 (Phase I). It is anticipated construction of the facility, and installation of initial 6MVA transformer, will be completed late 2022.

The design of the substation has been future-proofed in order that it is capable of accommodating up to two further 6MVA transformers. The cost of delivering a second 6MVA transformer is estimated currently at approx. £4m on the basis that to provide additional power capacity at this location will necessitate some network reinforcement.

The cost of delivering an 11kv distribution ring with a 6MVA load is estimated currently at £0.9m.

Although this further works are planned to be delivered through Snetterton Energy Supply Phase II, as yet, funding has not been secured to deliver additional power capacity beyond the initial 6MVA or provide any 11kv distribution.

Snetterton Health Energy Supply

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
11kv distribution network sufficient to accommodate 6MVA load	£0.9m	TBC	Developer finance, New Anglia LEP	Feasibility/development work underway on preferred option
Delivery of additional 6MVA transformer within new primary substation at Snetterton Heath and reinforcements required to electricity network.	Current estimate £4m but TBC	TBC	Developer finance, New Anglia LEP	Feasibility/development work underway on preferred option

Hethel Sustainable Energy Provision

A key Community Renewal Funded project within South Norfolk is the Hethel Local Energy Solutions Project which will develop an Energy site wide solution, underpinned by net zero ambitions. Once the feasibility study is completed, the proposed sustainable energy solution will identify the most favourable option for Lotus Cars Ltd, Hethel Innovation Ltd, and other occupiers of the site. Building upon previous development master-planning work undertaken by both Norfolk County Council and South Norfolk Council, work is in train to deliver a new roundabout and road scheme which will help to unlock the 20 ha of allocated employment land. Once delivered, this will secure c. £400m of new foreign direct investment and c. 500 new jobs from the manufacture of electric vehicles and alignment with the Proximity Principle allowing the local workforce from nearby settlements in Wymondham and beyond to travel to work using sustainable means of transport.

Hethel Sustainable Energy Provision

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Feasibility	c£600,000 (Energy)	Dec 21 – Dec 22	CRF	Feasibility/development work underway on preferred option
Design and Delivery of road infrastructure to open up the site	c£8.1m(Infrastructure)	March 22 – March 25	REPF, pooled Cil, NCC, SNC	

Snetterton Heath Mains Sewer Connection

Breckland's aim is to transition from a rural, post-industrial district to a vibrant, regenerated area with locations that are functionally integrated, and connected to the neighbouring economic strongholds of Norwich and Cambridge. Both Norwich and Cambridge have grown significantly over the last decade, yet to date there has been limited beneficial overspill into the district.

The Snetterton Heath commercial area is Breckland's largest employment site (approx. 90 hectares of allocated land) and occupies a prominent position within the Cambridge Norwich Tech. Corridor. It represents a key strategic employment location within the region and a critical component of the Breckland district economic growth strategy. Spatially, the core vision encompasses a primary area of approx. 90 hectares of allocated employment land in and around Snetterton Heath. The wider vision and connectivity, however, extends to the adjacent employment and residential areas, particularly at Attleborough (4,000 new homes) & Thetford (5,000 new homes); the positive relationship between other key Breckland employment and residential areas; and the Cambridge to Norwich Tech Corridor.

Access to mains sewerage represents a barrier to growth faced by this location and a key threat to achievement of the Levelling Up Agenda unless the matter is addressed. Currently because no mains disposal is available at Snetterton Heath, all flows are treated via private solutions. Initial feasibility work has been completed to consider the necessary works required and likely cost of delivering a mains solution for all the growth likely to occur at the location. The cost of delivering is estimated currently at approx. £3.8m on the basis that two pumping stations will be required, and the nearest existing sewer is in Attleborough. A mains sewer solution would represent a safer, cleaner, and more sustainable solution than the alternative.

Snetterton Heath Mains Sewer Connection

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Detailed design	Approx. £350k	Likely to take approximately 6 months to finalise. Start date unknown at present.	Private Sector, Public Sector, Anglian Water.	Feasibility/development work underway on preferred option
Construction phase	£3.8m	Dependent upon the completion of the details design work.	Private Sector, Public Sector, Anglian Water.	Project is shovel ready

Sustainability Projects

Weavers Way

This project will create new walking and cycling infrastructure in rural Norfolk. Weaver's Way begins in Cromer, following a public rights of way network to the market town of Aylsham. Here it picks up the route of a disused railway line, following its course through the Norfolk countryside to the edge of the Broads National Park at Stalham. It then meanders through the famous wetlands and waterways before re-joining the coast at Great Yarmouth. This project will focus principally on revitalising the disused railway line between Aylsham and Stalham. Route improvements will include new surfacing to ensure year-round accessibility for walkers (including access impaired users) and cyclists, increased safety, and accessibility at road crossings through installation of new gates and improved signage and connectivity to amenities and other routes throughout.

Weavers Way

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Feasibility – Being delivered as one of the three 'Recycling the Railways' focused studies.	£45,000	January 2019-Complete	NCC capital – secured Supports housing and jobs growth in both Broadland and North Norfolk District Councils through provision of housing related GI and mitigating the effects of housing growth on vulnerable environmental sites. Also increases the visitor offer supporting tourism related job growth.	Project is shovel ready
Stage 1 delivery – surface and signage	£1,062,343	January 2020-Complete	RDPE – bid successful	Project is shovel ready
Stage 2 delivery – associated industrial heritage buildings brought back into use as visitor facilities	c. £2,000,000	March 2023	HLF, New Anglia LEP	Project is shovel ready

The Green Loop

A 46-mile circular route for walking / cycling and disabled use. Encompassing the Marriott's Way, Bure Valley Path and Broadland Way. Broadland Way is partially built through the Broadland Northway and connects with the Broadland Growth Triangle. Marriott's Way and Bure Valley Path exist and are used currently for walking and cycling but require upgrading in some areas to make them more accessible for disabled users, both routes are biodiversity corridors. Broadland Way has been part built by the Broadland Northway and will link to the east end of the Green Pedal way. The Green Loop will also connect to the Three Rivers Way Cycle route and to Weaver's Way. DfT, Norfolk County Council and Broad's Authority funded Three Rivers Way Cycle route and to Weaver's Way.

The Green Loop

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Feasibility	£45,000	Broadland Way initial feasibility Delivered May 2018 Bure Valley Path and Marriott's Way upgrades have been delivered.	NCC Capital funding – secured Supports housing growth in the NE Broadland Growth Triangle and the Western Broadland growth allocation areas. Provides mitigation for the impact of the additional houses on vulnerable environmental sites, particularly those located in the Broads Authority Area. Contributes to the local visitor related economy through providing a very attractive sporting facility. Contributes to the health and wellbeing of residents in the Greater Norwich Area.	Project is shovel ready
Phased delivery of Broadland Way and upgrades to Marriott's Way and the Bure Valley Path	£5.7m	Staged – various completion dates dependent on funding source	S106, CIL, DfT, New Anglia LEP, Interreg Experience- secured	Project is shovel ready

Broadland Country Park

Broadland Country Park (previously named the North West Woodlands Country Park) project proposes the creation of a new country park facility including a large area of woodland, heathland, and fenland in the Greater Norwich area. The project involves the delivery of a series of walking, cycling and trim trail routes, habitat restoration and enhancement schemes, public engagement events, car parking and visitor facilities as well as a possible woodland play area. The project helps to manoeuvre the Greater Norwich area into a strong position in which to deliver sustainable, well planned communities by enabling a mitigation strategy that alleviates the impact of growth on, and therefore safeguards for generations to come, the internationally designated sites nearby. Ideally located adjacent to the Broadland Northway, the Thorpe Marriott Greenway cycle and pedestrian route, and the purple and yellow bus routes Broadland Country Park is ideally located to intercept visits to the internationally designated sites and to attract visits from across the Greater Norwich area.

Broadland Country Park

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Stage 1 – Site acquisition	£715,000	October 2019 Complete	CIL Qualification for BRP/New Anglia LEP funding: Project delivers green infrastructure mitigation that alleviates the impact of growth in the Greater Norwich area.	Feasibility work on scheme has begun to identify options
Stage 2 - Scheme development: Design, feasibility, and infrastructure delivery plan	£72,000	Underway	BDC, CIL, BRP	Feasibility/development work underway on preferred option. Programme of public family events held during school holidays throughout 2022 as well as two night safaris and a fungus foray.

Stage 3 - Preparation and submission of planning application	£138,000	May 2024 Awaiting scheme development	BDC, CIL, BRP	Feasibility/development work underway on preferred option. Visitor experience consultants appointed Sept 22 due to report Jan 23.
Stage 4. Capital delivery phase	Circa £1,067,100	December 2025 Awaiting full scheme development	BDC, CIL, BRP	Some elements complete; surfacing of 1.4km circular all user route, waymarking, seating and family cycle trails.

Burlingham Country Park

NCC has owned land at Burlingham for 100 years and has been discussing the best use of this site for several years the site is currently tenanted by two county farms and a small community woodland well-used by local dog walkers and families.

The Burlingham Estate is one of the largest areas of land owned by NCC at over 12.5 km². The site was originally purchased 100 years ago as part of an NCC strategy to re-settle returning servicemen into agricultural businesses.

This project will take an innovative approach to the way new community recreational spaces are conceived and designed. It is no longer enough to just provide open space for people, green space must be multifunctional and deliver on many levels; access for all regardless of ability, the space must improve health and wellbeing, mitigate for climate change and biodiversity loss, be easily accessible by public transport, benefit the economy of the local area as well as alleviating recreational pressure on nearby designated areas and finally provide a legacy that can also be valued by future generations.

Burlingham Country Park

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Stage 1- Design Feasibility and Master-planning	£60,000	July 20- September 21	BRP – Funded Qualification for BRP/New Anglia LEP funding: Project delivers green infrastructure mitigation that alleviates the impact of growth in the Greater Norwich area.	Feasibility/ development work underway on preferred option
Stage 2- Phased deliver of infrastructure identified through themaster planning work	TBC	September 21 onwards	CIL, BRP, NCC, Developer Funding	Feasibility work on scheme has begun to identify options

Education Project

Broadland Growth Triangle Secondary School

NCC has made a commitment for a new Secondary phase school in the Broadland Growth Triangle area and to date the only site available to us is within the Rackheath Strategic Development. However, another potential site is being considered in the Local Plan consultation. Some work on site assessment has taken place but all options for additional secondary school places need to be considered.

Broadland Growth Triangle Secondary School

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Scoping & option assessment & design feasibility	£100k	Rackheath Strategic Development is moving forward, and discussions are ongoing with the planning team. NCC Children's Services require more certainty on this site before making a firm commitment. In the meantime, other options are still being considered.	NCC Basic Need Qualification for BRP/New Anglia LEP funding: Required to support 13,500 planned homes in Broadland Growth Triangle. In principle agreement exists for BRP funding to support scheme development.	Completion of this stage will take it from feasibility work on scheme has begun to identify options, to feasibility/development work underway on preferred option.
Planning	£400k	April 2024 to March 2025, subject to a suitable site being secured and development progress in Broadland Growth Triangle.	NCC Basic Need	Completion of this stage will take it to the project being shovel ready.
Construction Phase	£26M	April 2026 to March 2027, subject to a suitable site being secured with access and services provided	NCC funding, Basic Need, CIL, DfE Free School programme.	Delivery phase takes scheme beyond the project being shovel ready.

Regeneration Projects

East Norwich Regeneration Area

Regeneration of the East Norwich sites (comprising the Deal Ground / May Gurney site, Utilities site and Carrow Works) presents a once in a generation opportunity to transform this part of the city and deliver wider benefits for Greater Norwich and the sub-region. This project is aimed at unlocking development of these constrained brownfield sites and has significant potential to attract major public sector investment for the infrastructure needed to ensure delivery. The comprehensive redevelopment of the sites has the potential to create a highly sustainable new quarter for the city, linking the city centre with the Broads, delivering exemplar design and a highly attractive location for living and working.

The emerging planning framework for Greater Norwich, The Greater Norwich Local Plan (GNLP), identifies the “East Norwich Strategic Regeneration Area (ENSRA)” which includes the three sites. The Regulation 19 GNLP allocates the ENSRA for residential led mixed-use development, to include in the region of 3,600 homes, subject to detailed master planning. Part of the site also sits in the Broads Authority area, and policy in the Broads Local Plan also supports the regeneration of this site.

The East Norwich Partnership, a public-private sector partnership including key landowners, led by Norwich City Council, was established in 2020 to raise funding for, and commission of, a masterplan for East Norwich and for the project management of the masterplan process. Environmental and sustainable growth is a key objective of the East Norwich regeneration addressed through the masterplan, as referenced in the table below.

Following completion of the masterplan in May 2022, the next stage of work will be funded and led by Homes England as noted below.

East Norwich Regeneration Area

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Funding Source	Scheme Development
Consultants Avison Young were commissioned in early 2021 to produce a masterplan to guide the comprehensive development of the Deal Ground, May Gurney, Utilities and Carrow Works sites in East Norwich, with a view to leveraging in significant public sector investment for the infrastructure needed to ensure delivery. The masterplan commission commenced in March 2021 and is now complete. The key Stage 1 output (Nov 21) was a high-level	£675k (Stages 1 and 2)	Masterplan development (stages 1 and 2) is now complete. Homes England has committed funding for a Stage 3 financial modelling and more detailed delivery exercise, currently being procured over summer 2022 and anticipated to commence in autumn 2022. This will build on the masterplan outputs and will provide the basis for future	Masterplan funding was provided by: Norwich City Council, Norfolk County Council, Norwich Towns Deal, Broads Authority, Homes England, Network Rail, Norfolk Strategic Fund, and the landowners of the key sites. Stage 3 funding has been committed by Homes England. Subsequent delivery: potentially Homes England, developer finance, New Anglia LEP, CIL, others TBC	Masterplan stages 1 and 2 are complete. Stage 3 work being procured via Homes England over summer 2022. Securing a low carbon energy solution for the East Norwich regeneration area,

<p>concept masterplan based on extensive consultation and engagement, providing a clear understanding of infrastructure needs, and providing an initial high level assessment of the impact of this on deliverability and viability of the scheme. The outcome of the Stage 2 process (completed in May 22) has refined the Stage 1 masterplan with outputs including an updated masterplan, draft supplementary planning document, infrastructure delivery plan and delivery report, including refined strategic viability assessment of the masterplan. Stage 2 has resulted in a revised housing figure for the whole site of in the region of 3,630 units of housing (of which approx. 3,360 are in the GNLP allocation) and at least 4,100 jobs. The masterplan/SPD identifies the specific infrastructure requirements (including bridges, roads, cycle and footway infrastructure, a new school, and marinas) required for the development. The masterplan and SPD focus on the sustainable regeneration of the sites and an enhanced environment through, for example, ensuring delivery of sustainable connections and prioritisation of pedestrians and cyclists with excellent public transport, encouraging the highest levels of environmental sustainability in building design and construction, delivering biodiversity</p>	<p>Stage 3 – Funded by Homes England</p>	<p>funding business cases.</p> <p>Any future funding opportunities will be greatly supported by the site allocation in the Greater Norwich Local Plan (currently at examination stage) once confirmed, as this will increase the certainty of delivery.</p>	<p>as a whole, and for individual sites (depending on, amongst other things, timing) is a key objective for delivering successful schemes within East Norwich.</p>
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net gain across the development, encouraging low carbon energy solutions, and provision of climate change resilience where this can be designed in.			
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Nar Ouse Innovation and Collaboration Incubator

The development of an Innovation and Collaboration Incubator (ICI) falls within the NALP 'Space to Innovate Enterprise Zone' located in the Nar Ouse Business Park, within King's Lynn on land owned by the Borough Council of King's Lynn and West Norfolk adjacent the existing and successful King's Lynn Innovation Centre (KLIC).

The King's Lynn Town Investment Plan (2021) sets out the challenges and opportunities for King's Lynn and an agreed set of priorities around enterprise, skills, regeneration and connectivity. The strategy sets out the interventions needed to support higher skill levels, improved economic growth and business productivity. Regionally, the New Anglia LEP has set out in the Strategic Economic Strategy growth potential in the region in Agri-tech and offshore energy which King's Lynn may have the ability to support business growth in related supply chains around these sectors.

Further to the detailed analysis and evidence identified in the Town Investment Plan, a detailed feasibility by consultancy SQW and Oxford Innovation was commissioned by the Borough Council of King's Lynn & West Norfolk in 2021 to test the demand, feasibility, cost and operational model for the new facility. As a result, the ICI project looks to deliver circa 38,000 sq.ft of lettable incubator space for SMEs and will be designed to assist high growth businesses within target sectors which could potentially include ICT, technology, advanced manufacturing and engineering sectors.

The project has been developed to RIBA Stage 2 with an estimated cost of circa £17m (subject to extent of fit out). The project is led by the Borough Council of King's Lynn & West Norfolk.

Nar Ouse Innovation and Collaboration Incubator

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Market testing, detailed design & Planning Construction	£300,000 £17m (based on RIBA Stage 1 cost plan)	Market testing, RIBA Stage 3 & 4 – timeframe to complete 10 months starting 01/2023. Construction 04/2024	BRP, Levelling Up	Feasibility/development work underway on preferred option

Southgates Regeneration Area

The 'Southgates' area is a strategic regeneration area for King's Lynn identified in the Town Investment Plan, a key site for the Heritage Action Zone programme (2017-2022) and a transport priority identified in the King's Lynn Transport Strategy. It is the key gateway into the town and represents an opportunity for transformational change to the way people arrive, travel around and live in the area. This is the right time to take on such a task. Changing patterns of living and working, the urgent need to tackle the climate crisis, and the Government's ambition to 'Level Up' the United Kingdom create a clear mandate for interventions which deliver active travel, heritage and sustainability improvements, strengthen the identity of the town, and offer benefits for residents and visitors alike.

Over the last 15 years, the Council has progressed with strategic land acquisitions in the area to facilitate comprehensive redevelopment of the site and complement the existing regeneration well under way on the Nar Ouse Regeneration Area to the south. The site areas contains a combination of vacant, derelict or properties in poor condition around the Southgate roundabout, the under-utilised Southgate Park and hoardings site to the east. The most significant feature of the area is the South Gate SAM and its striking central location as the key southern access into King's Lynn is paramount.

BDP were appointed in early 2022 to create of a holistic masterplan for the area. The masterplan along with a delivery strategy are being finalised and a public consultation was undertaken through out October 2022.

The scheme is lead by the Borough Council of King's Lynn & West Norfolk in partnership with Norfolk County Council. Norfolk County Council submitted an application to the Levelling Up Fund round 2 for the highway, active travel and public realm aspects of the emerging scheme. Further funding will be required through the Brownfield Land Release Fund and Homes England to support the development of the brownfield sites to address the abnormal constraints in order to deliver the site comprehensively. This will be led by the Borough Council in partnership with housing associations.

Southgates Regeneration Area

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Site preparation, planning, remediation to release development sites	£10m	Masterplan endorsement 12/2022 Planning 08/2023 Site preparation/remediation 04/2024	BRP, Levelling Up, Brownfield Land Release Fund	Feasibility/development work underway on preferred option

Business Incubator on the Great Yarmouth Energy Park

The business incubator will sit within the established Energy Park on the South Denes peninsula and provide a new enterprise centre, providing business incubation. The facility will focus on the developing and supporting the local energy sector supply chain, providing a range of co-located physical and virtual space on relatively flexible terms with a mixture of facilities – virtual tenancies, hotdesks, dedicated suites, shared facilities that enable collaboration and innovation, meeting rooms and messy/maker/lab spaces and follow-on space integrating wraparound enterprise support.

Business Incubator on Great Yarmouth Energy Park

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Site selected in South Denes & architects/sub-contractors appointed	£3.95 million (total project cost)	Contractor appointed – Jan 2024 Site start – Feb 2024 Completion – Feb 2025	Town Deal secured	Feasibility work on scheme has begun to identify options

Great Yarmouth Learning Centre and University Campus

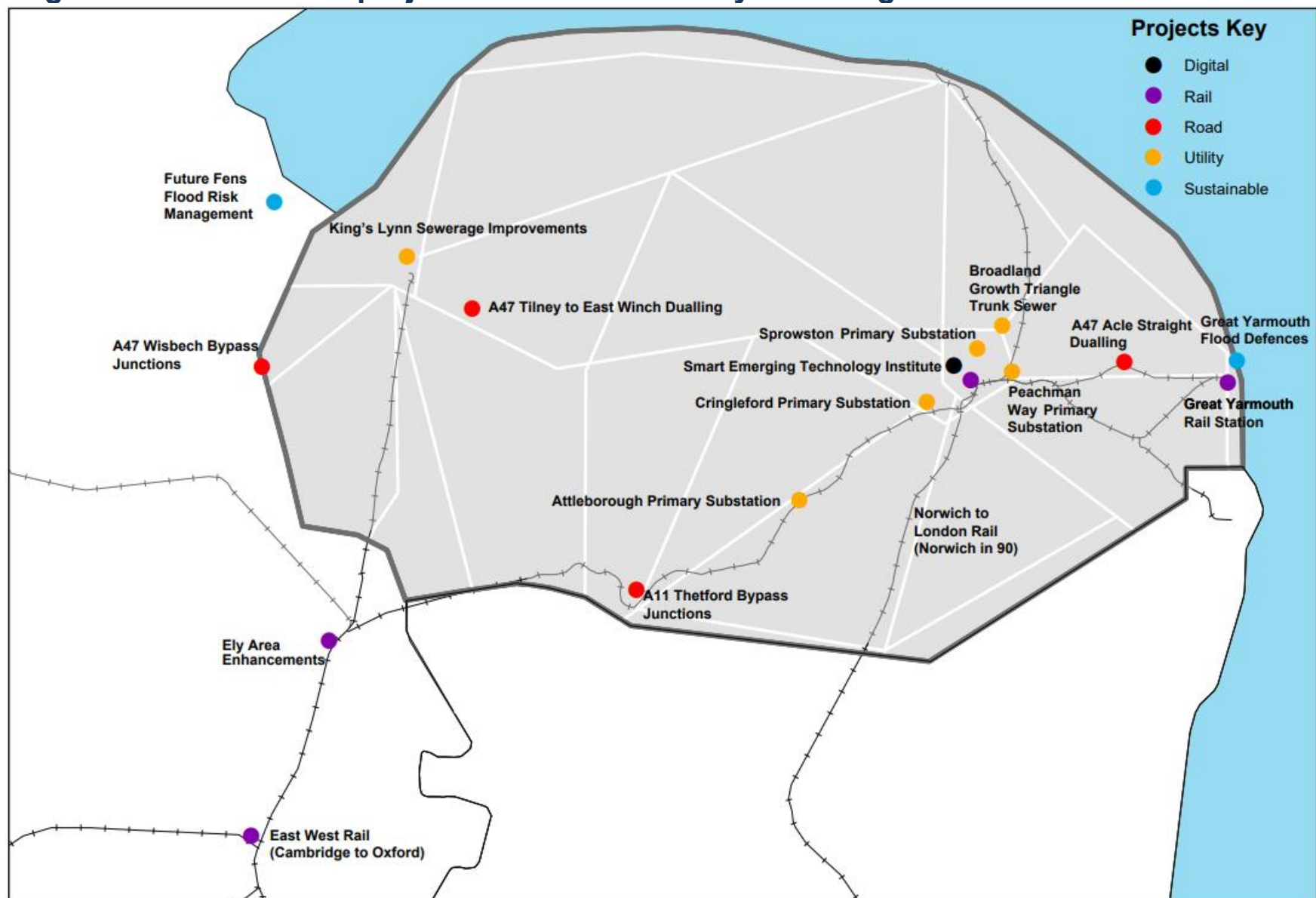
The project involves the transformation of the former Palmers Beales department store in Great Yarmouth's town centre into a public library and university learning campus. Once converted, the facility will offer a new home for Norfolk County Council's Great Yarmouth public library, which is currently located on Tolhouse Street, along with adult and community learning, registry office and other community services such as Citizens Advice. It will also house a new University Learning Centre from where East Coast College, the University of Suffolk and the University of East Anglia will offer degree and diploma courses, as well as access to higher education, functional skills and professional upskilling courses. The scheme is part of a wider regeneration programme in Great Yarmouth which aims to establish the town as a place that nurtures, attracts and retains younger and higher-skilled people in an economy that drives ambition and aspiration. The Learning Hub will offer a unique environment for learning and skills, from basic skills for people who start their first steps into learning in a supportive environment, to those who want to undertake university degrees and professional development courses on their doorstep.

Great Yarmouth Learning Centre and University Campus

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
The design for the refurbishment project is at RIBA 3 (completed). The scheme is just about to be submitted for Planning and procurement of the main contractor will commence shortly. An early works package for an internal strip out of the former department store and asbestos removal commenced in July, and will be completed in November. This helped to reveal the underlying structure and de-risk the project.	£15.3 million (total project cost)	2024/25	£2.35 million from Future High Street Fund, £7.46 million from Town Deal, £2million from Norfolk County Council, £3.5million from the East Coast College/University of Suffolk.	Feasibility/development work underway on preferred option

Infrastructure projects to be delivered by other organisations

Figure 4 Infrastructure projects to be delivered by other organisations



Road Projects

A11 Thetford Bypass Junctions

Evidence has shown that even without the proposed growth at Thetford, the junctions on the A11 are forecast to operate over their theoretical capacity by 2026, with the Mundford Road (A134) junction experiencing the worst congestion. The issues are exacerbated by the proposed growth of Thetford. As a result, junctions on the A11 bypass around Thetford will need to be upgraded.

A Masterplan for the growth has been developed and improvements will be made to appropriate standards agreed with National Highways, to be implemented at certain trigger points dependent on the numbers of houses. It is likely that the agreed scope of work will comprise traffic signals on the roundabouts and speed limits on the A11. Because of the strategic function of the A11, which is the major trunk road connection between Norwich, Cambridge, and London, both Norfolk County Council and Breckland District Council consider that this is not an optimum solution and will continue to work with partners – principally National Highways – to bring forward measures that do not diminish the strategic status of the route. Ultimately, this might require grade-separation of junctions.

Norfolk County Council's Thetford Network Improvement Strategy considered the town as a whole and, as a result, the county council undertook further work to investigate, amongst other things, the feasibility of an alternative solution to accommodating north-south movement in the form of a new road link. However, the work concluded that a new link would likely be difficult to deliver due to environmental constraints. The county council is therefore working with partners to scope how the work might best be taken forward, including consideration of other measures across the town to reduce traffic dominance and improve sustainable transport, linking with partners including National Highways to ensure the work ties in with that on the A11.

Infrastructure	A11 Thetford Bypass Junctions
Location	Breckland
Delivers	5,000 homes and 5,000 jobs
Lead authority	National Highways, NCC, Landowners, Breckland District Council
Estimated start date	2025-2030
Estimated cost	TBC
Unfunded cost	TBC
CIL contribution	No
Funding opportunities	NPIF, National Highways Roads Investment Strategy 3 (2025-2030), Major Road Network Funding
Benefits	Improves congestion, required for growth
Link to other Information	Thetford Area Action Plan Thetford Market Town Transport Network Improvement Strategy

Status	Improvements, likely to be signalisation of the junctions, will be phased with the delivery of the housing growth. None yet are programmed. More extensive improvements, required to maintain the strategic function of the A11, would be delivered as part of a future National Highways programme, but are not yet committed.
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A47 Wisbech Bypass Junctions

There are significant congestion issues on the A47 Wisbech Bypass especially at the pinch point junctions of the B198 east (Lynn Road), B198 west (Cromwell Road) and A1101 Elm High Road. There are also safety concerns at the A47/Broad End Road junction which requires a new junction by developers to deliver housing in Wisbech. As the A47 is the responsibility of National Highways, major improvements such as dualling would need to be brought forward as part of National Highways' trunk road programme post-2025, although minor improvements to the junctions and local roads could come forward through development within the town or be funded by the local authority, the Cambridgeshire & Peterborough Combined Authority (CPCA).

The Wisbech Access Strategy identifies a package of individual transport schemes which collectively improve the transport network across Wisbech. The CPCA has provided funding to deliver the first phase of short-term projects, including improvements to junctions at A47/ Elm High Road roundabout, and A47/Broad End Road. Medium and long term projects forming part of the Wisbech Access Strategy include upgrades to the A47/Cromwell Road roundabout and relocation of A47/Elm High Road roundabout.

Dualling of the A47 Wisbech Bypass, which would need to be taken forward by National Highways in a trunk road programme, is not currently programmed.

Infrastructure	A47 Wisbech Bypass Junctions
Location	King's Lynn and West Norfolk, Fenland
Delivers	960 homes and 10,000sqm office space (up to 2026)
Lead authority	CPCA, Developers, National Highways
Estimated start date	TBC (in short term programme)
Estimated cost	£1.1m Elm High Road £3.4m Broad End Road
Unfunded cost	TBC
CIL contribution	No
Funding opportunities	NPIF, developer funding, National Highways Roads Investment Strategy 3 (2025-2030), CPCA Business Board Growth Deal Funding
Benefits	Improved junctions on the A47 will overcome concerns regarding road safety and connect growth areas to the trunk road network.
Link to other information	Wisbech Access Strategy
Status	The CPCA has developed a Wisbech Access Strategy. Via the Local Growth Fund, the Business Board have funded a £9.9 million package of improvements to the road system around Wisbech. A Full Business Case is being prepared, due to be completed in late 2022.

A47 Tilney to East Winch Dualling

The long-term objective of Norfolk County Council and other partners is for complete dualling of the A47 along the full length of the trunk road from the A1 at Peterborough to Lowestoft. However, it is recognised that this might need to be achieved through a phased approach to improvements. The A47 Alliance, an organisation bringing together local authorities and other representative groups along the length of the road, agreed that A47 Tilney to East Winch and Acle Straight dualling, below, are two of its priorities.

A number of schemes are committed for construction on the A47 between 2020 and 2025. These are shown on page 16.

Infrastructure	A47 Tilney to East Winch dualling
Location	King's Lynn and West Norfolk
Delivers	More reliable journeys on the A47 trunk road. There are strategic site allocations in West Winch and North Runcton, adjacent to A47, which provide for 1,600 homes and 1ha employment land, while employment land is identified at Hardwick (27 ha) and Saddlebow (23ha).
Lead authority	National Highways
Estimated start date	2025-30
Estimated cost	£130m
Unfunded cost	£130m
CIL contribution	No
Funding opportunities	National Highways Roads Investment Strategy 3 (2025-2030)
Benefits	Improves connectivity and reliability
Link to other information	A47 Alliance Website
Status	Tilney to East Winch is a current priority of the A47 Alliance.

A47 Acle Straight Dualling

As well as Tilney to East Winch, dualling the Acle Straight is a priority.

Infrastructure	A47 Acle Straight dualling
Location	Broadland, Great Yarmouth
Delivers	The Enterprise Zone covering large parts of Great Yarmouth and Lowestoft will help bring forward 9,000 direct and 4,500 indirect jobs across the area. Furthermore, approximately 14,000 new homes are planned across Great Yarmouth and Lowestoft. The plans for 37,000 new homes and the creation of 27,000 jobs in the Greater Norwich area will further increase demand along the A47 between Greater Norwich and between the Enterprise Zone.
Lead authority	National Highways
Estimated start date	2025-30
Estimated cost	£79m
Unfunded cost	£79m
CIL contribution	No
Funding opportunities	National Highways Roads Investment Strategy 3 (2025-2030)
Benefits	Improve accessibility between Norwich and Great Yarmouth and improve the safety record of the road
Link to other information	A47 Alliance Website
Status	The Acle Straight is a current priority of the A47 Alliance.

Rail Projects

Norwich to London Rail (Norwich in 90)

Pre-pandemic, this line saw major improvements with complete replacement of the rolling stock and the introduction of some 90 minute journeys (two each way every day). A service frequency of every 20 minutes was also part of the franchise commitment although this has not been implemented. Like all rail services, passenger levels have not yet returned to pre-pandemic levels. A review of whether to reinstate the Norwich in 90 services is due in May 2023.

Post-pandemic, the numbers and types of journeys made by rail is likely to have changed, and this needs to be factored in to long-term planning of services and other improvements. The Great Eastern Main Line Task Force, formed to define how the ambition for a faster, more reliable, better quality service with more capacity could be delivered to serve the needs of Essex, Suffolk, and Norfolk, continues to make the case for improvements. Currently, a decision on an improvement at Haughley Junction (just south of Stowmarket) is awaited.

Infrastructure	Norwich to London Rail (Norwich in 90)
Location	Norwich to London
Delivers	Improvements could generate up to £9.3bn in economic benefits and create 32,600 jobs. The financial benefit of journey time savings is estimated to be £6m annually.
Lead authority	Greater Anglia, Network Rail, New Anglia LEP, Local Authorities
Estimated start date	2024-2029
Estimated cost	TBC
Unfunded cost	TBC
CIL contribution	No
Funding opportunities	Network Rail: Rail Network Enhancements Pipeline
Benefits	London to Colchester in 40 minutes, Ipswich in 60 minutes and Norwich in 90 minutes at least hourly off-peak.
Link to other information	New Anglia Great Eastern Rail Campaign Website
Status	Awaiting government decision on Haughley Junction.

Great Yarmouth Rail Station

Existing rail services currently operate between Norwich and Great Yarmouth every hour, with 30 minutes services at peak times. The rolling stock has been completely replaced, addressing train quality issues. However, a significant improvement is required at Great Yarmouth rail station to improve the arrival experience at this key public transport gateway to the town. Schemes implemented by the local authorities have improved the station forecourt and the onward link to the town centre and marketplace using New Anglia LEP Growth Deal money. There is a long-standing ambition for improvements to the rail station itself and a small amount of Great Yarmouth Town Deal funding has been allocated for engagement with key partners to determine how minor capital improvements to the station can be funded and delivered, delivery of the minor capital improvements will take place during 2023. A levelling Up Fund bid has been submitted to DLUHC to fund improvements to the public realm surrounding the station, if successful, improvement works will begin in 2023.

Infrastructure	Great Yarmouth Rail Station
Location	Great Yarmouth
Delivers	Improvements to Great Yarmouth Rail Station
Lead authority	Network Rail, Greater Anglia
Estimated start date	2024-29
Estimated cost	TBC
Unfunded cost	TBC
CIL contribution	No
Funding opportunities	Network Rail: Rail Network Enhancements Pipeline
Benefits	Facilitate jobs growth and encourage inward investment into the energy coast. Help meet objectives as set out in Policy CS17 of Great Yarmouth Core Strategy
Link to other information	N/A
Status	Potential for inclusion in Network Rail spending programme 2024-2029

Ely Area Enhancements

A large number of rail services pass through Ely: passenger services King's Lynn to Cambridge, Norwich to Cambridge, Norwich to Peterborough and Ipswich to Peterborough; and freight services from Felixstowe. Major rail infrastructure improvements are required to accommodate all services committed within franchise agreements and for further frequency improvements in the future. Local authorities are working with local enterprise partnerships, government and Network Rail to bring forward the improvements for delivery. Network Rail has completed an Outline Business Case using funding from the New Anglia Local Enterprise Partnership, Cambridgeshire and Peterborough Combined Authority, and Strategic Freight Network, and more recently funding from DfT. A decision is awaited from government regarding approval and funding for the next steps.

Infrastructure	Ely Area Enhancements
Location	East Cambridgeshire
Delivers	£120m wider economic benefits, and 1,000 homes and 1,000 jobs.
Lead authority	Network Rail
Estimated start date	Mid 2020s
Estimated cost	TBC
Unfunded cost	TBC
CIL contribution	No
Funding opportunities	Network Rail: Rail Network Enhancements Pipeline
Benefits	Supports better connectivity on the Cambridge Norwich, Peterborough Norwich, and King's Lynn Cambridge corridors.
Link to other information	New Anglia website
Status	Currently waiting for government decision on progression.

East West Rail (Cambridge to Oxford)

The complete East West Rail scheme comprises a strategic rail route that will link Ipswich and Norwich to Cambridge, Bedford, Milton Keynes, Bicester, and Oxford, allowing connections to Swindon, the Thames Valley, south west England and south Wales providing a connection across the important Oxford to Cambridge “high tech arc.” The route will potentially allow freight trains to connect the ports of Felixstowe and Harwich with the Great Eastern, East Coast, Midland, West Coast and Great Western main lines without the need to travel on congested tracks around North London.

Government has set up a Special Delivery Vehicle for the project and this is currently taking forward design and development work on a new line from Cambridge to Bedford. Delivery of this could be completed in the mid-2020s. Major work is ongoing to reinstate rail lines from Bedford to Bicester (with services already running from Bicester to Oxford) with services expected from the end of 2023.

East West Rail is supported by NCC and is focussed on making sure that the benefits of this substantial investment come to Norfolk by ensuring that services extend at least as far as Norwich (on existing lines). A Preliminary Strategic Outline Business Case is in the process of being finalised, which shows a good case for this.

Infrastructure	East West Rail (Cambridge to Oxford)
Location	Cambridge to Oxford
Delivers	Establishes a railway connecting East Anglia with central, southern, and western England.
Lead authority	East West Rail Company. Working with local authorities along the route, DfT and Network Rail
Estimated start date	Late 2020s
Estimated cost	TBC
Unfunded cost	TBC
CIL contribution	No
Funding opportunities	Government via special purpose delivery vehicle
Benefits	Connects Oxford and Cambridge to major economies in New Anglia.
Link to other information	East West Rail website
Status	<p>Phase 1 Oxford to Bicester complete</p> <p>Phase 2 Bicester to Oxford commenced late 2019 with services from end of 2023</p> <p>Phase 3 Bedford to Cambridge expected to be built by the mid-2020s.</p> <p>Work is ongoing to identify how services might extend to Norwich and Ipswich (on existing tracks) following completion of Phase 3. A Preliminary Strategic Outline Business Case is in the process of being finalised, which shows a good case for this.</p>

Utility Projects

Sprowston Primary and Peachman Way Primary Substations

These substations are identified in the Greater Norwich Energy Infrastructure Study (March 2019) as constrained and unable to currently support more development. The constraint of these substations affects development in the Broadland Growth Triangle including Rackheath and Beeston Park. Reinforcements or upgrades to the electricity network are required when demand exceeds capacity. If development sites cannot proceed due to insufficient capacity, alternative measures must be considered in order to deliver these.

Infrastructure	Sprowston Primary	Peachman Way Primary
Location	Broadland	Broadland
Delivers	A possible 10,000 homes	A possible 10,000 homes and Broadland Business Park
Lead authority	UK Power Networks	UK Power Networks
Estimated start date	TBC	TBC
Estimated cost	£2.5-10m	£2.5-10m
Unfunded cost	£2.5-10m	£2.5-10m
CIL contribution	Yes	Yes
Funding opportunities	CIL, private sector	CIL, private sector
Benefits	Support the delivery of 10,000 homes and job development at airport and Rackheath	Support the delivery of 10,000 homes and job development at airport and Rackheath
Link to other information	GNDP Local Investment Plan and Programme	GNDP Local Investment Plan and Programme
Status	Baseline requirement	Baseline requirement

Attleborough Primary Substation

Attleborough Primary is currently constrained and unable to support the proposed developments to the south of the town and in the surrounding area. Reinforcements or upgrades to the electricity network are required when demand exceeds capacity. If development sites cannot proceed due to insufficient capacity, alternative measures must be considered to deliver these.

Infrastructure	Attleborough Primary
Location	Breckland
Delivers	A possible 4,000 homes
Lead authority	UK Power Networks
Estimated start date	TBC
Estimated cost	£TBC
Unfunded cost	£TBC
CIL contribution	Yes
Funding opportunities	CIL, private sector
Benefits	Support the delivery of 4,000 homes and job development at Attleborough
Link to other information	N/A
Status	Baseline requirement

Cringleford Primary Substation

This substation is identified in the Greater Norwich Energy Infrastructure Study (March 2019) as constrained and unable to currently support more development. The constraint of this substation affects development in Cringleford and Hethersett. With new housing close to Cringleford Primary and spare capacity utilised as backup for the hospital reinforcements or upgrades to the electricity network are required when demand exceeds capacity. If development sites cannot proceed due to insufficient capacity, alternative measures must be considered in order to deliver these

Infrastructure	Cringleford Primary Substation
Location	South Norfolk
Delivers	2,500 homes
Lead authority	UK Power Networks
Estimated start date	TBC
Estimated cost	£2.5-10m
Unfunded cost	£2.5-10m
CIL contribution	Possibly
Funding opportunities	CIL, private sector
Benefits	Supports housing growth in SW Norwich and provides backup supply to Norfolk and Norwich Hospital.
Link to other information	N/A
Status	Baseline requirement

Broadland Growth Triangle Trunk Sewer

There is no significant capacity constraint from the existing works at Whitlingham or Belaugh, but there is in the existing sewerage network. An existing strategic rising main connecting from Sprowston to Whitlingham has a limited amount of capacity. After capacity within this main is used, new infrastructure would be required to give a connection of adequate capacity to the Whitlingham Water Recycling Centre. Connections to the foul sewerage networks to serve development sites are an on-going project which is driven by developers applying to Anglian Water to connect to the public sewerage network.

Infrastructure	Broadland Growth Triangle Trunk Sewer
Location	Broadland
Delivers	A possible 10,000 homes
Lead authority	Anglian Water
Estimated start date	TBC
Estimated cost	TBC
Unfunded cost	TBC
CIL contribution	No
Funding opportunities	Private sector
Benefits	Supports the delivery of 10,000 homes to the northeast of Norwich
Link to other information	GNBP Local Investment Plan and Programme
Status	Baseline requirement

King's Lynn Sewerage Improvements

To help facilitate growth in King's Lynn, sewerage improvements may be required. Connections to the sewerage network are an on-going project which is driven by developers applying to Anglian Water to connect to the foul sewerage network.

Infrastructure	Upgraded wastewater flow capacity in King's Lynn	Major sewerage improvements at King's Lynn
Location	King's Lynn and West Norfolk	King's Lynn and West Norfolk
Delivers	Housing growth in King's Lynn	Housing growth in King's Lynn
Lead authority	Anglian Water	Anglian Water
Estimated start date	TBC	TBC
Estimated cost	TBC	TBC
Unfunded cost	TBC	TBC
CIL contribution	No	No
Funding opportunities	Private sector	Private sector
Benefits	To help facilitate growth in King's Lynn, sewerage improvements may be required	To help facilitate growth in King's Lynn, sewerage improvements may be required
Link to other information	N/A	N/A
Status	Baseline requirement	Baseline requirement

Sustainability Projects

Great Yarmouth Flood Defences 2017 onwards (Epoch 2)

There are approximately 12km of flood defences in Great Yarmouth that help reduce the risk of tidal flooding to over 5000 dwellings and 1000 businesses from the River Yare. However, the steel piled quays supporting our flood defence walls are badly corroded and need replacing. Failure of these defences during a surge tide event would result in rapid flooding of properties in the lower lying land adjoining the river and pose risk to life. We have developed a 5-epoch project over the next 40 years to address this issue, prioritised based on the condition of the defences.

Infrastructure	Great Yarmouth Flood Defences 2019 onwards Epoch 2 (2016 – 2021), Epoch 3 (2021 – 2026), Epoch 4 (2026 – 2046), Epoch 5 (2046 – 2061)
Location	Great Yarmouth
Delivers	The Environment Agency is currently delivering Epoch 2 (2016 –2021) to refurbish and improve approximately 4km offlood defences and the supporting quayside. A Limpet Dam will be used to enable patching of the corroded pile sections and installation of cathodic protection to stop future accelerated low water corrosion. It is anticipated that adopting this approach will allow a further 30 years of life to be gained from the assets for an estimated 30% of the cost of replacement and manage the flood risk to around 2000 homes and 700 businesses. In future Epochs, it may be necessary to replace some sheet piles, depending on their condition. The partners are working together to identify a sustainable income stream to ensure the vital investment for the next phase of work and continued maintenance. All opportunities and beneficiaries should be explored.
Lead authority	Environment Agency (lead technical partner) working in partnership with Great Yarmouth Borough Council, NCC, New Anglia LEP, Peel Ports, Broads Authority, and the TidalDefence Business Partnership (representing local businesses).
Estimated start date	Epoch 2 construction work began in October 2019 and the current completion date is spring 2023.
Estimated cost	Epoch 2 has a construction cost of £41.4m with an additional £6.2 million required to maintain the Epoch 2 defences over the next 30 years. Epoch 3 has an estimated construction cost of £31m, however this cost will be refined through options appraisal

	and design.
Unfunded cost	Epoch 3 is at an early stage. Based on current cost estimates Flood Defence Grant in Aid and Partnership Funding (Local Levy & Other Government Department (OGD) funding) are likely to fund a significant proportion of the project, however this is dependent on all the flood compartments across the town being shown to be cost beneficial. If not, significant additional Partnership Funding will be required.
CIL contribution	No
Funding opportunities	Partners of the project, growth and regeneration investment, developer contributions, renewable energy sector, critical infrastructure providers, businesses, and quayside owners and operators.
Benefits	The flood defences support the economic growth and development of Great Yarmouth with the potential to support 34,000 jobs and £1.5 billion to the economy over the lifetime of the Epochs. Enabling 50ha of prime location undeveloped land and opportunity to enable appropriate resilient development, in line with local development strategies and supporting policies.
Link to other information	Great Yarmouth Tidal Defence Project
Status	<p>The Epoch 2 construction works are in progress addressing 40 walls across the town with completion planned for spring 2023. £18m Partnership funding has been secured to gain approval to spend £27m FDGiA (capital and revenue).</p> <p>Epoch 3 is at an early stage of business case development. The Strategic Outline Business Case has been approved, and surveys of the flood walls and quayside are being undertaken to better understand their condition. This will inform the developing Outline Business Case.</p>

Future Fens – Flood Risk Management

The Great Ouse Fens are approximately 370,000 hectares of rural lowland, much of this is below mean sea level. 66,000 hectares of this area are within Norfolk. The Fens are high grade agricultural land and currently have a high standard of flood risk management provided by a complex system of watercourses and key water management assets in Norfolk, including the Denver Sluices, King Lynn tidal defences, South Level Barrier bank, and major pumping stations.

New housing development proposed for Downham Market, Wisbech and Kings Lynn, as well as new transport infrastructure crossing the Fens will put additional pressure on the Fens flood risk infrastructure.

Infrastructure	Future Fens – Flood Risk Management
Location	Area around Southery, Denver, Upwell, Outwell, Kings Lynn
Delivers	<p>The Great Ouse Fens considered in the project covers 2,184km² of Cambridgeshire and Norfolk adjacent to the lower reach of the Great Ouse catchment from Earith to The Wash. The area includes around 130,878 residential properties, 13,068 non-residential properties and 184,895 hectares of agricultural land.</p> <p>This project will provide the evidence base for the consideration of future and potential flood risk investments required across the Fens. Phase 1 of FCERM in the Fens is the baselining stage, bringing asset and investment information together to determine the scale of the challenge, which in turn will enable visualisation and engagement with a vast array of interested parties.</p> <p>Phase 2 will involve the strategic appraisal of the adaptive infrastructure choices available to decision makers within the Fens. Given the scale and complexity of this, it is estimated that Phase 2 may take between 5 to 10 years to develop and conclude.</p>
Lead authority	Environment Agency
Estimated start date	Ongoing project. Implementation phase from ~2030.
Estimated cost	Phase 2 Strategy cost approximately £10-15M. Predicted future capital investment need in flood risk management over next 100 years is £2.7bn, with approximately £1.1bn from Government.
Unfunded cost	Approximately £1.6bn required from contributors. TBC - from £100m to 2120 CIL
CIL contribution	Possibly
Funding opportunities	Central Government (Flood and Coastal Erosion Risk Management Grant in Aid); Local Government (Regional Flood and Coastal Committee Local Levy), Internal

Infrastructure	Future Fens – Flood Risk Management
	Drainage Boards, and other funding sources from beneficiaries.
Benefits	Land protected for economic growth, appropriate housing development and new transport infrastructure enabled, particularly East Wisbech, West Winch and A10 and A47 improvements.
Link to other information	Great Ouse Tidal River Baseline Report 2017
Status	The Environment Agency have begun study work to plan the best way of managing future flood risk in the Great Ouse Fen Area, including investment needs. Existing cost estimations are based on initial understanding of the core, tidal river area of the Fens; needs for the Fens as a whole will be significantly in excess of these currently known figures.

Digital Project

Smart Emerging Technology Institute (SETI)

The Smart Emerging Technologies Institute is a high-speed digital infrastructure initiative which aims to create the fastest collaborative research testbed in Europe.

The Initiative is being led by the University of East Anglia in partnership with Cambridge University, BT Adastral Park, Essex University and a number of private and public stakeholders, to provide a global capability comprising both infrastructure and a specialist research team to fast-track digital opportunities and validation of new applications and services, using the ultrafast digital communications infrastructure. The initiative will open up access to research and innovation (R&I) in the sub-region and making better use of volumes of data that are a natural by-product of business activity.

Once operational, SETI has the potential to fast track the application of machine learning and artificial intelligence (AI) which once realised, will enable new ways of working and delivering services within a low carbon society.

Smart Emerging Technologies Institute (SETI)

Description of stage	Estimated cost to deliver the stage	Indicative timeframe to deliver stage and start date	Potential funding source	Scheme Development
Initial feasibility study has been completed. Development of detailed business case including Stakeholder engagement began December 2021.	c. £50k	8 months - September 2022	New Anglia LEP Innovation fund, SNC funding and in-kind staff contribution from UEA, SNC and NALEP (all secured)	Feasibility/development work underway on preferred option

Up and Coming Projects

There is a list of up-and-coming projects, to assist in the creation of a pipeline of schemes so we are aware of the major infrastructure likely to come forward in the future and as more information on these new projects becomes available they can be considered for inclusion in future versions of the NSIDP. This section is for those projects which fit the criteria for the NSIDP but where enough information is not known for projects to be fully included in the plan at this time. These projects are:

- Trowse Rail Bridge
- Thetford A134 to A11 connection
- Longwater additional access
- Transport Infrastructure to support Norwich East
- A149 King's Lynn Bypass
- A10 Setchey (south of West Winch)
- A140 north of Long Stratton
- Great Yarmouth North Quay Regeneration
- Great Yarmouth Outer Harbour Southern Terminal
- Great Yarmouth Town Centre Improvements
- Active Travel in Breckland

Cabinet

Item No: 10

Report Title: Regulation of Investigatory Powers Act 2000 and Investigatory Powers Act 2016

Date of Meeting: 03 April 2023

Responsible Cabinet Member: Cllr Margaret Dewsbury (Cabinet Member for Communities & Partnerships)

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

Is this a Key Decision? No

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

Recommendations:

- 1. To note the use of RIPA and the IPA by the Council for 2022, as set out in Appendix A; and**
- 2. To approve the revised policy documentation provided at Appendix B and Appendix C**

Executive Summary / Introduction from Cabinet Member

Since 2010, members have received regular reports of the Council's use of the Regulation of Investigatory Powers Act 2000 (RIPA) and approved the Council's policy and guidance. Since 2020 this report has also covered the Investigatory Powers Act 2016 (IPA) and there have been separate policies for each piece of legislation. Although the legislation is currently only used by Trading Standards, the policies are corporate policies, applicable to the Council as a whole. Compliance with the legislation ensures that the Council's use of investigatory powers is in accordance with the Human Rights Act 1998.

This report details the use of RIPA and the IPA by the Council for 2022 and seeks approval of the current policies, which have been reviewed and slightly amended in line with current national guidance and good practice.

1. Background and Purpose

- 1.1 The current RIPA and IPA policies and guidance were first approved in 2020, replacing the RIPA policy and guidance first developed in 2010. Combined they provide a framework to ensure the Council's use of investigatory techniques regulated by the legislation (directed surveillance, the use of covert human intelligence sources and the acquisition of communications data) is compliant with the law. The policies and guidance are reviewed and updated annually, taking account of current national guidance and good practice, and approved by members.

2. Proposal

2.1 Recommendation: Cabinet to note the use of RIPA and the IPA by the Council for 2022, as set out in Appendix A

A report setting out the use of the legislation by the Council is attached at Appendix A. The report gives the date, general purpose or reason for which authority was granted together with the grade of senior manager that granted the authority. It is not possible to give further details as this may breach confidentiality or legislation, offend the sub-judice rules, interfere with the proper investigation of potential offenders, or disclose other operational information which could hinder past, current or future activities, investigatory techniques or investigations.

In summary, the total number of authorisations granted in this period was as follows: -

- Directed surveillance: 1
- Covert Human Intelligence Sources: 0
- Acquisition of communications data: 1

It can be seen from the information in Appendix A that, across the whole of the Council, the only activities covered by the legislation were authorised in relation to Trading Standards' investigations.

2.2 Recommendation: Cabinet to approve the revised policy documentation provided at Appendix B and Appendix C

These policies and guidance have been reviewed by nplaw and Trading Standards and minor changes have been made, mainly to the RIPA policy.

Changes have been made to reflect the change in Senior Responsible Officer (SRO) from Helen Edwards to Sophie Leney, and to strengthen the guidance in some areas, particularly relating to social media investigations and record

keeping and situations in which a non-RIPA authorisation should be considered. Changes are highlighted for ease of reference.

In general, the policies refer the reader to the Codes of Practice for more detailed guidance in relation to specific issues. The two policies are cross referenced.

Consultation and user engagement has not been necessary.

3. Impact of the Proposal

- 3.1 The revised policies will help to ensure that the Council's use of investigatory powers remains compliant with the relevant legislation, including the Human Rights Act 1998 and that evidence gathered as a result of the use of these techniques is admissible under law in criminal prosecutions.

4. Evidence and Reasons for Decision

- 4.1 The two Acts, the associated Regulations and Codes of Practice set out expectations for local authorities in relation to the oversight of RIPA authorisations for directed surveillance and CHIS and for the acquisition of communications data under the IPA. The recommendations set out in this report meet the requirements of the legislation. There are no other reasonably viable options to the recommendations above.

5. Alternative Options

- 5.1 These corporate policies are considered to be the most effective way to ensure the Council fulfils its legal responsibilities, when using covert investigatory techniques to gather intelligence for the purposes of one of its regulatory functions.

6. Financial Implications

- 6.1 There are no direct financial implications arising from this report.

7. Resource Implications

- 7.1 **Staff:** N/A

7.2 Property: N/A

7.3 IT: N/A

8. Other Implications

8.1 Legal Implications: The legislation sets out the expectations for local authorities in relation to covert surveillance and the acquisition of communications data.

8.2 Human Rights Implications: The legislation ensures that, in conducting directed surveillance, public authorities have regard to the Human Rights Act 1998 and to Article 8 of the European Convention on Human Rights (the ECHR) – the right to a private and family life.

8.3 Equality Impact Assessment (EqIA): The legislation requires the authority's decision makers to take into account a person's human rights, including any potential discrimination. Monitoring of the use of RIPA and the IPA in relation to individuals could be considered for the future but is not considered necessary at this stage. The policies will continue to be reviewed periodically to ensure they reflect changes to legislation and that they safeguard the interests and rights of all.

8.4 Data Protection Impact Assessments (DPIA):

Investigators routinely obtain, store, and share information during investigations. Some of this information is personal data, and some of it is confidential or sensitive. The information is securely stored electronically, on the County Council's Network, and in other ways such as on secure databases and in secure paper files. The information is stored and processed in accordance with the law (including the Data Protection Act 2018 and the Enterprise Act 2002) and with proper regard to the Council's privacy notices. The RIPA policy and guidance has been amended to make it clear that responsibility for the handling, storage, review and destruction of any information product obtained through directed surveillance lies with the authorising officer.

Discussions have taken place with the Information Governance Team who advise that a Data Protection Impact Assessment is not required, as there is no new processing and the relevant privacy notices relating to regulatory provision are in place and have been recently reviewed.

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

9. Risk Implications / Assessment

9.1 The proposed policies and guidance set out expectations for the Council's use of RIPA and the IPA. Compliance with the policies and guidance will help to ensure that the Council's use of investigatory powers remains compliant with the relevant legislation, including the Human Rights Act 1998.

10. Recommendations

- 1. To note the use of RIPA and the IPA by the Council for 2022, as set out in Appendix A; and**
- 2. To approve the revised policy documentation provided at Appendix B and Appendix C**

11. Background Papers

12.1 The Council's current RIPA and IPA policies and guidance can be accessed on the intranet [here](#) and [here](#).

Officer Contact

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

Officer name: Sophie Leney

Telephone no.: 01603 224275

Email: sophie.leney@norfolk.gov.uk



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

Appendix A

RIPA AND IPA AUTHORISATIONS 2022

NO	DATE	NATURE OF AUTHORISATION	REASON FOR AUTHORISATION	GRADE OF AUTHORISING/ SENIOR OFFICER	DEPT.
1.	26.04.22	Directed Surveillance	Underage sale of vape products	Section Manager (Shaun Norris)	CES
2.	10.08.22	Communications Data	Doorstep crime – home improvements	Section Manager (Shaun Norris)	CES



Directed Surveillance and the use of Covert Human Intelligence Sources

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Regulation of Investigatory Powers Act 2000

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Policy and Guidance Notes

np~~law~~
Norfolk Public Law

Last Updated February ~~2022~~2023

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Appendix B

1. Introduction

- 1.1 The main purpose of the Regulation of Investigatory Powers Act 2000 (RIPA) is to ensure that public bodies use their investigatory powers in accordance with the Human Rights Act 1998. The investigatory powers covered by the legislation are: -
- (a) intrusive surveillance (on residential premises/in private vehicles) (NB: The Council is not permitted to engage in intrusive surveillance~~7.1~~);
 - (b) covert surveillance in the course of specific operations~~7.2~~;
 - (c) the use of covert human intelligence sources (agents, informants, undercover officers~~7.3~~);
- 1.2 For each of these powers RIPA ensures that the law clearly covers the purposes for which they may be used, which authorities can use the powers, who should authorise each use of power, the use that can be made of the material gained, independent judicial oversight and a means of redress for any individual aggrieved by use of the powers.
- 1.3 In addition to the legislation itself, the Home Office has issued Codes of Practice dealing with covert surveillance and covert human intelligence sources. -This guide is designed to cover the aspects of RIPA that regulate the use of investigatory powers by the Council.
- 1.4 Directed Surveillance can only be undertaken if it is for the purpose of preventing/detecting a criminal offence which is punishable (whether on summary conviction or on indictment) by a maximum term of **at least 6 months of imprisonment** - or would constitute an offence under sections 146, 147 or 147A of the Licensing Act 2003 or section 7 of the Children and Young Persons Act 1933 (sale of tobacco and alcohol to underage children).

2. What is regulated by RIPA?

- 2.1 The monitoring, observing or listening to persons, their movements, their conversations or their other activities or communications where this is done in a manner calculated to ensure that the subject of surveillance is unaware that they are being monitored or observed etc.
- 2.2 The recording of anything monitored observed or listened to during surveillance.
- 2.3 Use of a surveillance device, e.g. ~~7.4~~, a hidden video camera, a listening device.
- 2.4 See paragraph 19 below for further advice on activities/operations considered to involve directed surveillance.

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Appendix B

3. What is not regulated by RIPA?

- 3.1 Local authorities are only able to seek authorisations under RIPA for covert surveillance carried out **for the purposes of preventing or detecting crime**. No RIPA authorisations can be sought for covert surveillance being undertaken for other purposes, nor should they be sought for crime prevention or detection purposes, if that purpose is not linked to one of the authority's regulatory functions. This was stated by the Investigatory Powers Tribunal in the case of *C v The Police and the Secretary of State for the Home Department* (14/11/2006, No: IPT/03/32/H), who held that surveillance of employees is unlikely to be for a regulatory function of the authority.
- 3.2 This means that there may be circumstances when the Local Authority wishes to carry out surveillance and will not be able to rely on a RIPA authorisation (e.g., **monitoring of social media (see s20 below) or surveillance of employees**). Not being able to seek an authorisation under RIPA means there is a greater risk of a human rights challenge, as privacy rights under Article 8 European Convention on Human Rights (ECHR) are likely to be interfered with. This can be reduced by following a similar self-authorisation process, which can be achieved by using the non-RIPA authorisation form **available from nplaw and/or Trading Standards** and which should be completed by the officer and authorised by a person identified in Appendix A.
- 3.3 The Authorising Officer should consider the same issues as if he were responding to a request under RIPA, particularly the necessity of the operation, whether it is proportionate and whether there are any other methods of obtaining the information. If there is any doubt as to the issue of a Local Authority regulatory role and its ordinary functions, then advice should be sought from nplaw.
- 3.4 Directed surveillance does not include covert surveillance carried out by way of an immediate response to events or circumstances which, by their very nature, could not have been foreseen. Thus, a local authority officer would not require an authorisation to conceal himself and observe a suspicious person that he came across in the course of his duties.
- 3.5 Overt CCTV surveillance systems are not normally covered by RIPA as their use is obvious to the public. There may, however, be occasions where public authorities use material obtained from overt CCTV systems for the purpose of specific investigation or operation. In such cases authorisation for directed surveillance may be necessary.
- 3.6 The Investigatory Powers Act 2016 regulates investigatory actions in respect of the acquisition of communications data. This is therefore outside the scope of this guide and reference should be made to the Council's "Investigatory Powers Act 2016" guidance.
- 3.7 See paragraph 22 below for further advice on activities/operations considered **not** to involve directed surveillance.

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4. Rules of Evidence

- 4.1 Material obtained through covert surveillance may be used as evidence in criminal proceedings. Provided that surveillance has been properly authorised, the evidence gathered should be admissible under law and in accordance with Section 78 of the Police and Criminal Evidence Act 1984 (PACE) and the Human Rights Act 1998 (HRA). Material gathered as a result of surveillance authorised under RIPA is subject to the ordinary rules for retention and disclosure of material and the Criminal Procedure and Investigations Act 1996 (CPIA). [See also s10 below](#)

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5. Some Definitions

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- 5.1 "Covert": Concealed, done secretly
- 5.2 "Covert surveillance": Surveillance which is carried out in a manner calculated to ensure that the [person\(s\)](#) subject to the surveillance are unaware that it is or may be taking place.
- 5.3 "Directed surveillance": Surveillance which is covert, but not intrusive, and is undertaken for the purposes of a specific investigation or specific operation, in such a manner as is likely to result in the obtaining of private information about a person (whether or not one specifically identified for the purposes of the investigation or operation) and otherwise than by way of an immediate response to events or circumstances.
- 5.4 "Intrusive surveillance": Is covert surveillance that is carried out in relation to anything taking place on any residential premises or in any private vehicle and involves the presence of an individual on the premises or in the vehicle or is carried out by means of a surveillance device.
- 5.5 "Private information": Includes any information relating to a person's private or family life. Private information should be taken generally to include any aspect of a person's private or personal relationship with others, including family and professional or business relationships.
- 5.6 "Confidential Information": Confidential information consists of

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communications subject to legal privilege,
communications between a Member of Parliament
and another person on constituency matters,
confidential personal information, or confidential
journalistic material.

5.7 "Collateral Intrusion": The risk of obtaining private information about
persons who are not subjects of the surveillance.

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6. Entering onto or interfering with property, or with wireless telegraphy or postal communications

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6.1 Only members of the intelligence services are able to make applications to enter onto or interfere with property or with wireless telegraphy. Council staff are not permitted, under any circumstances, to engage in such activity.

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6.2 It is an offence to intercept communications sent by public postal service and public telecommunication systems. Interception of communication can be done with lawful authority, however only a limited group can grant a warrant for such an activity (Secretary of State or his representative to such persons as the Directors-General of the Security Service and Director of GCHQ, the Chief of Secret Intelligence Service and the Chief Constables of Police). Therefore, it is not envisaged that the Local Authority would ever be permitted to make a lawful interception of a communication, via a warrant.

6.3 However, where a person who is intending to send or receive communications via a public telecommunication system, has given consent, both sides of the conversation can be listened to and/or recorded, if directed surveillance has been authorised for this purpose.

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7. Authorisations

7.1 Purpose of Authorising surveillance

7.1.1 An authorisation under RIPA, with subsequent appropriate approval by a Justice of the Peace, provides lawful authority for a public authority to carry out surveillance.- Responsibility for authorising surveillance investigations is given by rests with an "authorising officer". - Approval is then required by a Justice of the Peace.- Surveillance must not be carried out without prior authorisation and approval (but see 2.1 above).

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7.1.2 The consequence of not obtaining an authorisation and approval under RIPA may be that the action is in breach of the Human Rights Act/European Convention on Human Rights (ECHR) and that any evidence so gained could be excluded in any proceedings that arise.

7.1.3 Authorisation should be obtained for any covert surveillance that is likely to interfere with a person's rights to privacy under Article 8 ECHR by obtaining

Appendix B

private information about that person, whether or not that person is the subject of the investigation or operation.

7.2 Basis for Authorising Surveillance Activities

7.2.1 Authorisation can only be granted where there is justifiable interference with an individual's human rights, i.e. it is necessary and proportionate for surveillance activities to take place.

7.2.2 The authorising officer must believe that the authorisation is necessary in the circumstances of the particular case for the statutory grounds for directed surveillance to exist (See paragraph 12.1).

7.2.3 The authorising officer must also believe that the activity is proportionate to what is sought to be achieved. They must balance the intrusiveness of the activity proposed on both the target and others who may be affected, against the need for the activity in operational terms.

7.2.4 Before authorising surveillance, the authorising officer must also take into account the risk of intrusion into the privacy of persons other than those who are the target of the investigation. This is known as collateral intrusion. The authorisation procedures allow for an assessment of collateral intrusion which the authorising officer will be required to consider prior to granting authorisation. In order to decide whether to grant authorisation the authorising officer must have a full picture of the operation, the proposed method(s) of observation and the Human Rights Act implications of the operation.

7.2.5 Where one agency acts on behalf of another, for example, this authority acts on behalf of a neighbouring authority, it will be the responsibility of the lead authority to obtain the authorisation.

7.2.6 Once authorisation is obtained, approval by a Justice of the Peace must be granted before the relevant surveillance activity can be undertaken. The requirement for Magistrates' approval applies to both authorisations and renewals.

8. **The Senior Responsible Officer's Role**

8.1 The Council's Senior Responsible Officer (SRO) is the Director Head of Governance and Monitoring Officer Trading Standards.

8.2 The SRO is responsible for:

- The integrity of the process in place within the Council for the management of Covert Human Intelligence Sources and Directed Surveillance
- Compliance with Part II of RIPA and the Codes of Practice

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Appendix B

- Oversight of the reporting of errors to the Investigatory Powers Commissioner's Office (IPCO) and the identification of both the cause(s) of errors and the implementation of processes to minimise repetition of errors
- Engagement with IPCO inspectors when they conduct their inspections
- Oversight of the implementation of any post-inspection action plan approved by the IPCO
- Ensuring that all Authorising Officers are of an appropriate standard in light of any recommendations in the inspection reports by the Investigatory Powers Commissioner's Office.

8.3 Specific responsibilities

8.3.1 The Senior Responsible Officer is responsible for ensuring this **Policy Guidance is reviewed** on a regular basis with Cabinet. Cabinet is responsible for ensuring the Policy Guidance remains fit for purpose; they are not involved in making decisions on specific authorisations.

8.3.2 The Senior Responsible Officer is responsible for submitting **annual statistics** to the IPCO in relation to authorisations.

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8.3.3 The Senior Responsible **Person Officer** is also responsible for communicating to the IPCO any **unauthorised activity** that might come to the attention of the authority. This must be done within 5 working days. The records, documentation, and associated documentation relating to this unauthorised activity must be retained by the Senior Responsible Officer and disclosed to the IPCO upon request, and certainly to an inspector from the IPCO at the commencement of the next scheduled inspection.

8.3.4 The Senior Responsible Officer must also undertake a regular review of **Errors**. The Codes of Practice provide that a written record must be made of each review and include requirements to report relevant and serious errors to the IPCO.

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Officers should familiarise themselves with the requirements in the Codes of Practice relating to errors.

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9. **Records**

9.1 The Senior Responsible Officer is responsible for ensuring a central record of authorisations and approvals is maintained. Each application must be given a Unique Reference Number, which will then be used to locate the application on the Central Record.

9.2 The central record and all associated documents relating to authorisations and approvals, reviews, cancellations, or renewals and refused applications should be retained in an auditable format, with each particular authorisation and approval allocated a unique reference number.

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Appendix B

- 9.3 Records should be retained for a period of five years from the ending of the authorisation and should contain information as specified in the Codes of Practice.

10. Retention and destruction of results of investigations

- 10.1 Material obtained in the course of criminal investigations, and which may be relevant to the investigation must be recorded and retained in accordance with the Criminal Procedure and Investigations Act 1996.
- 10.2 The authority must have in place arrangements for handling, storage and destruction of material obtained through the use of covert surveillance and compliance with the appropriate data protection requirements must be ensured. This is the responsibility of the Authorising Officer (see also s17 below regarding the management of material at the time of cancellation).

11. Confidential Information

- 11.1 Confidential information consists of; communications subject to legal privilege, (i.e. matters arising from the confidential lawyer – client relationship), communications between a Member of Parliament and another person on constituency matters, confidential personal information or confidential journalistic material. Special consideration must be given to authorisations that involve confidential information. If the use of surveillance may result in confidential information being acquired, the use of surveillance will be subject to a higher level of authorisation (i.e. the Head of Paid Service).
- 11.2 Confidential personal information is information held in confidence relating to the physical or mental health or spiritual counselling of a person (whether living or dead) who can be identified from it. Examples include consultations between a health professional and a patient, or information from a patient's medical records. Such information is held in confidence if it is held subject to an express or implied undertaking to hold it in confidence or it is subject to a restriction on disclosure, or an obligation of confidentiality contained in existing legislation.
- 11.3 Material which is legally privileged is particularly sensitive and an application for surveillance which is likely to result in the acquisition of legally privileged information should only be authorised in exceptional and compelling circumstances. The person authorising must also be satisfied that the proposed covert surveillance or property interference is proportionate to what is sought to be achieved.
- 11.4 Legal privilege is defined in section 98 of the Police Act 1997. This definition should be used to determine how to handle material obtained through surveillance authorised under RIPA. Special safeguards apply to matters subject to legal privilege and legal advice should be sought.

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Appendix B

- 11.5 If there is any doubt as to the handling and dissemination of confidential information, legal advice should be sought before any further dissemination of material takes place.

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12. Grounds for Authorisation

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- 12.1 Section 28(3) of RIPA allows for authorisation for directed surveillance to be granted by an authorising officer where he believes that the authorisation is necessary in the circumstances of the particular case. In the case of a Local Authority the only circumstances allowed are: -

28(3) b for the purpose of preventing and detecting crime.

- 12.2 The authorising officer must also believe that the surveillance is proportionate to what it seeks to achieve. "Proportionality" is defined by paragraph 3.6 of the Covert Surveillance and Property Interference Revised Code of Practice: -

3.6 *The following elements of proportionality should therefore be considered:*

- *balancing the size and scope of the proposed activity against the gravity and extent of the perceived crime or offence;*
- *explaining how and why the methods to be adopted will cause the least possible intrusion on the subject and others;*
- *considering whether the activity is an appropriate use of the legislation and a reasonable way, having considered all reasonable alternatives, of obtaining the necessary result;*
- *evidencing, as far as reasonably practicable, what other methods had been considered and why they were not implemented.*

- 12.3 Authorisation must be given in writing.

- 12.4 Authorising officers should not ordinarily give authorisations in investigations or operations in which they are directly involved unless this is unavoidable.

13. Information to be provided in applications for authorisation

- 13.1 An application for authorisation for directed surveillance should be made in writing and should describe any conduct to be authorised and the purpose of the investigation or operation. The application should include:

- (a) the reasons why the authorisation is necessary;
- (b) the grounds upon which it is sought, including specifying the offence(s) under investigation.

Appendix B

- (c) the reasons why the surveillance is considered proportionate to what it seeks to achieve; (see paragraph 12.2) e.g. could the information be achieved by other means?
- (d) the nature of the surveillance; e.g. where will officers be located, will they use a vehicle, what equipment will be used?
- (e) the identities, where known, of those to be the subject of the surveillance;
- (f) an explanation of the information which it is desired to obtain as a result of the surveillance;
- (g) the details of any potential collateral intrusion and why the intrusion is justified;
- (h) the details of any confidential information that is likely to be obtained as a consequence of the surveillance;
- (i) the level of authority required (or recommended where that is different) of the surveillance;
- (j) a subsequent record of whether authority was given or refused, by whom and the time and date.

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14. Duration of authorisations

- 14.1 A written authorisation/approval ceases to have effect unless renewed and approved at the end of a period of three months beginning with the date on which it took effect (12 months for CHIS). Note: an authorisation takes effect on the date judicial approval is granted.

15. Reviews

- 15.1 Authorisations should be reviewed regularly to assess the need for surveillance to continue. The results of a review should be recorded on the relevant form in the central record of authorisations. Particular attention should be paid to reviews where the surveillance provides access to confidential information or involves collateral intrusion.
- 15.2 It is the responsibility of the authorising officer to determine how often a review should take place and this should be as frequently as is considered necessary and practicable.

16. Renewals

Appendix B

- 16.1 If at any time before an authorisation would cease to have effect the authorising officer considers it necessary for the authorisation to continue for the purpose for which it was given, he may renew it in writing for a further period of three months. Magistrate approval must then be obtained prior to expiry of the original authorisation in order for activity to continue.
- 16.2 All applications for renewal of an authorisation should record:
- (a) whether this is the first renewal or every occasion on which the authorisation has been renewed previously;
 - (b) any significant changes to the information contained in the original application;
 - (c) the reasons why it is necessary to continue the surveillance;
 - (d) the content and value to the investigation or operation of the information so far obtained from the surveillance;
 - (e) the result of regular reviews of the investigation or operation.
- 16.3 Renewal records should be kept as part of the central record of authorisations.

17. Cancellations

- 17.1 The authorising officer who granted or last renewed the authorisation **must** cancel it if he is satisfied that the directed surveillance no longer meets the criteria upon which it was authorised. Where the authorising officer is no longer available, this duty will fall on the person who has taken over the role of authorising officer. If in doubt about who may cancel an authorisation, please consult nplaw. Cancellations are to be effected by completion of the cancellation [RIPA forms available on the government website](#).
- 17.2 It is essential that there is a completed cancellation for each authorisation once surveillance has been completed. An authorisation cannot simply be left to expire. Those acting under an authorisation must keep their authorisations under review and notify the authorising officer if they consider that the authorisation is no longer necessary or proportionate.
- 17.3 As soon as any decision is taken to discontinue surveillance, instruction must be given to those involved to stop all surveillance. The date and time of such an instruction must be included in the Notification of Cancellation form.
- 17.4 ~~It is also good practice to retain a record~~ Details of the product obtained from the surveillance and whether or not objectives were achieved, ~~should be recorded on the cancellation form~~. The Authorising Officer should also give detailed directions on the handling, storage ~~or~~ review and destruction of the product of surveillance and record those details on the cancellation form.

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18. Authorising the Use of Covert Human Intelligence Sources (CHIS)

18.1 In most cases a human source that volunteers or provides information that is within their personal knowledge, without being induced, asked or tasked by a public authority, will not be a CHIS and therefore will not require authorisation. However, the tasking of a person is not the sole benchmark in seeking a CHIS authorisation. It is the activity of the CHIS in exploiting a relationship for a covert purpose which is ultimately authorised by RIPA, whether or not that CHIS is asked to do so by a public authority. It is possible therefore that a person will become engaged in the conduct of a CHIS without a public authority inducing, asking or assisting the person to engage in that conduct.

18.2 Local Authorities are permitted to use CHIS. **Norfolk County Council does not actively seek to recruit and use CHIS, but Officers need to be aware that such situations may arise (e.g., social media investigations). Where the use of a CHIS is being contemplated or may have arisen, legal advice must be sought from nplaw.**

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18.3 A person is a CHIS if:

- a) he establishes or maintains a personal or other relationship with a person for a covert purpose or facilitates the doing of anything within paragraph b) or c).
- b) he covertly uses such a relationship to obtain information or to provide access to any information to another person; or
- c) he covertly discloses information obtained by the use of such a relationship or as a consequence of the existence of such a relationship.

18.4 The grounds for authorisation and approval under Section 29(3) of RIPA are broadly similar to those in S28(3), **including the requirement for judicial approval**, (see paragraph 12.1 above). However, note there is no requirement to meet the serious crime threshold for CHIS.

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18.5 In line with section 29(5)(a) and (b) of RIPA a “handler” and a “controller” will be appointed for each CHIS.

- The person referred to in section 29(5)(a) of RIPA (the “handler”)
- will have day to day responsibility for dealing with the CHIS.
 - directing the day to day activities of the CHIS;
 - recording the information supplied by the CHIS; and
 - monitoring the CHIS's security and welfare.

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The handler of a CHIS will usually be of a rank or position below that of the authorising officer.

Appendix B

The person referred to in section 29(5)(b) of RIPA (the “controller”) will “controller”) will normally be responsible for the management and supervision of the “handler” and general oversight of the use of the CHIS.

The authorising officer must ensure that there is a satisfactory risk assessment in place.

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- 18.6 Detailed records must be kept of the authorisation (which must be in writing) and approval and use made of a CHIS. Section 29(5) of RIPA provides that an authorising officer must not grant an authorisation for the use or conduct of a CHIS unless he believes that there are arrangements in place for ensuring that there is at all times a person with the responsibility for maintaining a record of the use made of the CHIS. The Regulation of Investigatory Powers (Source Records) Regulations 2000; SI No: 2725 details the particulars that must be included in these records. The records kept by public authorities should be maintained in such a way as to preserve the confidentiality, or prevent disclosure of the identity of the CHIS, and the information provided by that CHIS.

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Particulars to be contained in records

The following matters are specified for the purposes of paragraph (d) of section 29(5) of the 2000 Act (as being matters particulars of which must be included in the records relating to each source):

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- the identity of the source;
- the identity, where known, used by the source;
- any relevant investigating authority other than the authority maintaining the records;
- the means by which the source is referred to within each relevant investigating authority;
- any other significant information connected with the security and welfare of the source;
- any confirmation made by a person granting or renewing an authorisation for the conduct or use of a source that the information in paragraph (d) has been considered and that any identified risks to the security and welfare of the source have where appropriate been properly explained to and understood by the source;
- the date when, and the circumstances in which, the source was recruited;
- the identities of the persons who, in relation to the source, are discharging or have discharged the functions mentioned in section 29(5)(a) to (c) of the 2000 Act or in any order made by the Secretary of State under section 29(2)(c);
- the periods during which those persons have discharged those responsibilities;
- the tasks given to the source and the demands made of him in relation to his activities as a source;

Appendix B

- all contacts or communications between the source and a person acting on behalf of any relevant investigating authority;
- the information obtained by each relevant investigating authority by the conduct or use of the source;
- any dissemination by that authority of information obtained in that way; and
- in the case of a source who is not an undercover operative, every payment, benefit or reward and every offer of a payment, benefit or reward that is made or provided by or on behalf of any relevant investigating authority in respect of the source's activities for the benefit of that or any other relevant investigating authority.

18.7 Vulnerable adults and minors are the subject of special provisions when used as CHIS- **and require a higher level of authorisation i.e., by the Head of Paid Service.** Authorisation will not be given for the collation of information from a CHIS under the age of 16 for the purpose of gathering information against his parents.

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18.8 The Covert Human Intelligence Sources (Criminal Conduct) Act 2021 provides statutory powers to certain organisations to authorise criminal conduct by a CHIS. These powers are **not** granted to local authorities and ~~The~~ Council cannot authorise criminal conduct.

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18.9 ~~Where the use of a CHIS is being contemplated, the need to seek legal advice should be considered.~~ Consideration should be given, in any case likely to place ~~the~~ CHIS at any risk of danger or of violence, to seeking assistance from Norfolk Constabulary.

19. Activities/operations involving directed surveillance

19.1 It is safest to assume that any operation that involves planned covert surveillance of a specific person or persons (including Council employees) likely to obtain private information, of however short a duration, falls within the definition of directed surveillance and will, therefore, be subject to authorisation under RIPA- **or require a non-RIPA authorisation (see section 3).**

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19.2 The consequence of not obtaining an authorisation may render the surveillance action unlawful under the HRA/ECHR, or any evidence obtained may be inadmissible in Court proceedings.

19.3 It is strongly recommended that Council Officers seek an authorisation, where the surveillance is likely to interfere with a person's Article 8 ECHR rights to privacy. Obtaining an authorisation will ensure that the surveillance action is carried out in accordance with the law and is subject to stringent safeguards against abuse.

19.4 Proper authorisation of directed surveillance should also ensure the admissibility of evidence under the common law, PACE and the Human Rights Act. Directed surveillance might be used, for example:

Appendix B

- For fraud or similar offences, where there is a need to observe premises in order to establish who the owner/occupier is, to find out who the occupier has associations with, or to establish whether or to what extent they are being used as business premises.
- Where the Council directs another person/organisation to act as its 'agent' for the purposes of obtaining private information e.g. where Council Officers specifically ask residents to maintain diary notes of the incidence of sales of alcohol to young persons.
- By placing a stationary mobile or video camera outside a building or the use by officers of covert recording equipment to record suspected illegal trading activity, such as the sale of counterfeit goods or 'mock' auctions.

19.5 It will not be necessary to obtain authorisation for directed surveillance when using surveillance devices such as standard video cameras, still cameras, or binoculars, which are utilised on an overt basis.

20. Online covert activity, including covert surveillance of Social Networking Sites

20.1 Wherever possible officers should continue to adopt overt methods in seeking to achieve business compliance. However, as a result of the scale of online trading the need to make online test purchases and investigation checks is inevitably increasing. It is therefore recognised that from time to time covert methods will need to be employed. Whenever it is intended to carry out covert activity online, officers must first consider whether the proposed activity is likely to interfere with a person's Article 8 ECHR rights, including the effect of any collateral intrusion. 'General' test purchases from an open internet site or marketplace (such as [EbayeBay](#)) are unlikely to require RIPA authorisation. However, any covert activity likely to interfere with an individual's Article 8 ECHR rights should only be carried out when it is necessary and proportionate to meet the objectives of a specific case. Where it is considered that private information is likely to be obtained, a directed surveillance authorisation must always be sought, as set out elsewhere in this guidance.

20.2 Although social networking and internet sites are easily accessible, if they are going to be used during the course of an investigation, consideration must be given as to whether a RIPA authorisation, or non-RIPA authorisation (see section 3) should be obtained.

20.3 Viewing of open source material does not require authorisation unless and until it is repeated or systematic, at which stage a directed surveillance authorisation should be considered. Personal information should not be downloaded without such an authorisation.

20.4 Passing an access control so as to look deeper into the site, for example by making a 'friend request', requires at least directed surveillance

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Appendix B

authorisation. If the investigator is to go further and pursue enquiries within the site, thereby establishing a relationship with the site host in the guise of a member of the public, this requires CHIS authorisation.

- 20.5 The Home Office Revised Codes of Practice on Covert Surveillance and Property Interference and Covert Human Intelligence Sources provide detailed guidance in relation to online covert activity, including covert surveillance of Social Networking Sites. [View the RIPA codes on the government website.](#)

21. Test Purchasing of Age Restricted Products

- 21.1 It has long been the view that the use of young persons, pursuant to an arrangement with an officer of a public authority, to conduct test purchasing exercises attracts the desirability to obtain RIPA authorisation for directed surveillance. The Covert Surveillance and Property Interference Revised Code of Practice states that if covert recording equipment is worn by the test purchaser, or an adult is observing the test purchase, it will be desirable to obtain an authorisation for directed surveillance.
- 21.2 Local authority use of directed surveillance under RIPA is now limited to the investigation of crimes which attract a six month or more custodial sentence, with the exception of offences relating to the underage sale of alcohol and tobacco. The majority of other age restricted products already attract a six month or more imprisonment penalty, for example gas lighter refills, fireworks, knives and solvents all attract those penalties and so RIPA would be triggered.
- 21.3 This means that in most cases a directed surveillance application would be required for test purchasing of age-restricted products. However, there may be circumstances where different age restricted products are under consideration for which a test purchasing operation is being considered. In these circumstances it is good practice to record the reasons for the decision on the 'non-RIPA' form which has been devised to cover this eventuality.
- 21.4 It is unlikely that authorisations will be considered proportionate without demonstration that overt methods have already been attempted and failed, or that they would not be appropriate given the circumstances. This may include where advice visits to establishments have taken place and subsequent intelligence of sale to minors is being received.
- 21.5 Premises identified for a test purchase may be combined within a single directed surveillance application on a 'per operation' basis, provided that each premises is clearly identified at the outset and the intelligence sufficient to prevent "fishing trips".
- 21.6 It is important that those individuals involved in the planning and conduct of test purchasing exercises avoid inciting, instigating, persuading or pressurising a person into committing an offence that, otherwise, would not

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Appendix B

have been committed. This includes giving due consideration to the impact of instructing an underage test purchaser to lie about their age if challenged by the seller of an age restricted product. The application for directed surveillance or the CHIS application must fully consider the impacts this might present together with the mitigation measures of any additional risks that may emerge as a result of the change in approach.

The individual making the test purchase is not classed as a CHIS for single transaction operations. This is because he/she does not establish or maintain a personal or other relationship with a person for the covert purpose of facilitating the obtaining of information. The one-time act of making a purchase in a shop open to the public, where there may even be no verbal exchange, cannot reasonably constitute establishing a relationship, personal or otherwise – other than a momentarily fleeting one in which no information is obtained, which could reasonably constitute an interference with the privacy of the retailer/proprietor.

- 21.7 These assumptions are equally valid in circumstances where it is appropriate to evidence systematic breach of legislation at any given premises by using a number of different test purchasers, each making a one-off purchase. There are, however, some important qualifications to this advice. Firstly, different considerations would apply where the test purchaser has made previous visits to the premises, or is to make repeated visits, and in doing so, has established or is seeking to establish a relationship with the retailer/occupier prior to the attempted test purchase. In this case the juvenile would be revisiting in a way that encourages familiarity and as such they would be deemed a CHIS. Secondly, different considerations would apply, if the attempted test purchase is made other than from business premises open to the public, for example from a person's home including parts of their home adjacent to retail premises.
- 21.8 In circumstances where the test purchaser is not deemed to be a CHIS, it is nevertheless considered good practice to follow the requirements to ensure that:
- The safety and welfare of the test purchaser has been fully considered;
 - Any risk has been properly explained to, and understood by the test purchaser; and
 - A risk assessment has been undertaken, covering the physical dangers including any moral and psychological aspects of the test purchaser's deployment.
- 21.9 In the vast majority of test purchase operations, it is likely that there will be minimal risk to the test purchaser involved. Where an operation differs in the standard approach, for example where the test purchaser of an age restricted product may be asked to lie about their age, a directed surveillance or CHIS application must fully consider the mitigation of any additional risks that may emerge as a result of the change in approach.

22. Activities/operations not involving directed surveillance

Appendix B

22.1 Directed surveillance is conducted where it involves the observation of a person or persons with the intention of gathering private information to produce a detailed picture of a person's life, activities and associations. Private information includes any information relating to the person's private or family life.

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22.2 However, it does not include general observation which is part of an Enforcement Officer's normal work.

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22.3 General observation duties of the Council's Enforcement Officers whether overt or covert, frequently form part of their day-to-day activities and the Council's legislative core functions – such activities will not normally require a directed surveillance authorisation as the obtaining of private information is highly unlikely.

22.4 Examples of activities/operations which are unlikely to involve directed surveillance are:

- Enforcement officer's attendance at a car boot sale where it is suspected that counterfeit goods are being sold. In such a case, the officer is not carrying out surveillance of particular individuals - the intention is, through enforcement, to identify and tackle offenders.
- A one-off identification/confirmation of the existence of a premises address by officer observation.
- Anything which constitutes an immediate response e.g. a council officer with regulatory responsibilities may by chance be present when an individual is potentially infringing the law and it is necessary to observe, follow, or engage in other surveillance tactics as an instant response to the situation to gather further information or evidence. Once this immediacy has passed, however, any further directed surveillance of the individual, must be subject to a RIPA authorisation.

22.5 In circumstances where such activities/operations are considered to fall outside the scope of RIPA, it is good practice to record the reasons for this decision.

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23. Investigatory Powers Commissioner's Office

23.1 The Investigatory Powers Commissioner is an independent person who has oversight of the operation of RIPA. Public bodies are liable to inspection on behalf of the Investigatory Powers Commissioner and have a duty to produce records and comply with requests for information made by the Investigatory Powers Commissioner or his inspectors.

24. Safeguarding Surveillance Material Obtained

Appendix B

24.1 The revised Codes set out significant requirements relating to the handling of any material obtained as a result of surveillance or the use of a CHIS. Officers should familiarise themselves with the requirements in the Codes relating to safeguarding. Officers should also refer to any Departmental policies regarding evidential material.

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25. Guidance

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25.1 Further information and guidance is available via the Home Office webpages:

www.gov.uk/government/collections/ripa-codes

26. Whistleblowing

26.1 Norfolk County Council staff should report any concerns they have about colleagues or themselves undertaking unauthorised directed surveillance or handling a CHIS in accordance with the Norfolk County Council Whistleblowing policy.

27. Complaints

2527.1 Where any person expresses their dissatisfaction with a surveillance operation carried out by the Council or with a communications data issue and they are either unwilling to accept an explanation or are dissatisfied with the explanation offered or they wish to complain about any other aspect of the Council's operations under RIPA, they must be informed of the existence of the Investigatory Powers Tribunal.

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2527.2 Every assistance shall be given to the person to complain to the Council's Corporate Complaints Officer or to contact the Tribunal and make their dissatisfaction known to it.

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2527.3 The address for the Investigatory Powers Tribunal is:

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PO Box 33220
London
SW1H 9ZQ.
Tel: 0207 035 3711
Website address: www.ipt-uk.com

PROCEDURE FOR OBTAINING AUTHORISATION FOR DIRECTED
SURVEILLANCE OR USE OF CHIS UNDER RIPa

DIRECTED SURVEILLANCE

1. Applying for Authorisation

- 1.1 Where an Investigating Officer believes that there is a need for Directed Surveillance during the course of an investigation, ~~the Investigating Officer must complete~~ an Application for Authority for Directed Surveillance ~~must be completed~~ [see appendix B] after discussion with ~~his~~ the relevant line manager, if appropriate.
- 1.2 The completed form must be submitted to the Authorising Officer [see appendix A for departmental Authorising Officers.]
- 1.3 The Authorising Officer can only approve an application where the statutory grounds for doing so are met.
- 1.4 Where the Authorising Officer is satisfied that the criteria for granting authorisation are met, he will approve the application and return a copy of the endorsed application to the ~~Investigating Officer~~ Applicant. In authorising the application, the Authorising Officer will set the first review date and specify the expiry date in accordance with the prompts provided on the authorisation forms (3 months less one day for directed surveillance; 12 months less one day for CHIS).

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2. The judicial approval process

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- 2.1 Once an application has been authorised by an authorising officer, it will not take effect until it has been approved by a Justice of the Peace (JP).
- 2.2 The process for seeking judicial approval is as follows: -
- The local authority must contact HMCTS to arrange a hearing, or to deal with the matter administratively.
 - The JP should be provided with a copy of the authorisation/notice, all supporting documentation and a partially completed judicial approval/order form. (The original authorisation/notice should be provided to the JP.)
 - Unless dealt with administratively, a hearing will usually take place in private, usually attended by the case investigator, who will be best placed to answer the JP's questions about the investigation. However, in some cases, for example where there are sensitive issues, it may be appropriate for the Authorising Officer to attend to answer questions.

Appendix B

- The JP will consider the application and record his/her decision on the order section of the application/order form.

2.3 The JP may decide to: -

- Approve the grant or renewal of the authorisation/notice;
- Refuse to approve the grant or renewal of the authorisation/notice;
- Refuse to approve the grant or renewal and quash the authorisation/notice.

2.4 For the form for seeking judicial approval, see Appendix B.

2.52.5.1 —Once approved by a JP, the Authorising Officer must ensure that a copy of the completed application and approval documentation is included within the central record of authorisations and send a notification to nplaw.

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3. Reviewing Authorisations

3.1 The Authorising Officer, in granting the Authorisation, will endorse it with a review date. At the review the ~~Investigating Officer~~ **Applicant** will complete the Review of Directed Surveillance Authorisation form [see appendix B] for consideration by the Authorising Officer. The Authorising Officer is responsible for determining whether the grounds for continued surveillance remain. If not, the application should be cancelled.

3.2 **It is recommended that authorisations are reviewed in accordance with timescales decided by the Authorising Officer but on at least a monthly basis. The maximum period that may elapse between reviews is 3 months. (although this should not be the automatic default).**

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3.3 The Authorising Officer must ensure that a copy of the Review of Directed Surveillance Authorisation documentation is included within the central record of authorisations and send a notification to nplaw.

4. Refusing Authorisations

4.1 Where the Authorising Officer is not satisfied that the criteria for granting an authorisation for directed surveillance are met, he will refuse the application and endorse the application accordingly.

5. Cancelling Authorisations

5.1 Any activity authorised under RIPA must be kept under review. Where surveillance is completed ~~the IO~~ **Applicant** will complete a Cancellation of Directed Surveillance form [see appendix B] and forward it to the Authorising Officer for approval.

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Appendix B

- 5.2 The Authorising Officer must ensure that a copy of the cancellation documentation is included within the central record of authorisations and send a notification to nplaw.

6. Renewals

- 6.1- Authorisations last for a maximum of 3 months in the first instance and must be renewed if surveillance is to continue beyond this time limit. The ~~Investigating Officer~~ Applicant is responsible for ensuring that any application for a renewal is made in a timely manner.
- 6.2- Where it is necessary to renew an authorisation, the ~~Investigating Officer~~ Applicant will complete a Renewal of Directed Surveillance Authorisation form and forward it to the Authorising Officer for approval. The ~~investigating officer~~ Applicant must then obtain approval for the renewal from a Justice of the Peace, using the specified form and supplying the required authorisation documentation, before the expiry of the original authorisation in order for the activity to continue.
- ~~6.3~~ 6.3 The Authorising Officer will arrange for the original application and renewal approval documentation to be included within the central record of authorisations and send a notification to nplaw.

7. Retention of Authorisation Records

- 7.1 The SRO will retain records relating to authorisations under RIPA for 5 years from the date authorisation was granted or renewed.

8. COVERT HUMAN INTELLIGENCE SOURCES

- 8.1 Applications, Reviews, Cancellations and Renewals apply in relation to CHIS as above, and there are separate forms applicable to such applications [See appendix B.]
- 8.2 The Authorising Officer should not grant any such application without first considering whether to take legal advice.

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APPENDIX A OFFICERS

Head of Paid Service

- Tom McCabe (Authorising Officer for confidential information and Vulnerable Adult/Minor CHIS)

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Senior Responsible Officer (SRO)

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- ~~Helen Edwards, Director of Governance and Monitoring Officer~~

Authorising Officers

- Sophie Leney, Head of Trading Standards

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~~Shaun Norris~~

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Authorising Officers

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- Alice Barnes, Section Manager – Trading Standards
- ~~Alice Barnes~~ Duncan Carter, Section Manager – Trading Standards
- Shaun Norris, Section Manager – Trading Standards
- Jon Peddle, Section Manager – Trading Standards
- Nick Johnson, Head of Planning

Appendix B

APPENDIX B RIPA FORMS

You can download all [RIPA forms available on the government website](#).

It is your responsibility to ensure that you are using the current version of the RIPA forms.

The form to be used for applications for Magistrate approval, in both the Directed Surveillance and CHIS sections is under [Changes to local authority use of RIPA on the government website](#).

Directed Surveillance

1. Application for Directed Surveillance Authorisation
2. Review of Directed Surveillance Authorisation
3. Cancellation of Directed Surveillance Authorisation
4. Renewal of Directed Surveillance Authorisation
5. Magistrate approval of authorisation/renewal.

Covert Human Intelligence Sources

6. Application for Use of CHIS
7. Review of CHIS Authorisation
8. Cancellation of CHIS Authorisation
9. Renewal of CHIS Authorisation
10. Magistrate approval of authorisation/renewal.

Please also see:

[Download the Home Office Guidance to Local Authorities](#)

The application process to the Magistrates is explained from page 10 onwards.

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Accessing Communications Data

Investigatory Powers Act 2016

Policy and Guidance Notes

nplaw
Norfolk Public Law

Last Reviewed February ~~2022~~2023

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1.0 Introduction

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1.1 The Investigatory Powers Act 2016 (IPA) regulates access to Communications Data. This policy should be read in conjunction with the current Home Office Code of Practice on Communications Data. [Download the Code of Practice on Communications Data from the Gov.uk website.](#)

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1.2 The Regulation of Investigatory Powers Act 2000 (RIPA) regulates investigatory actions involving surveillance and the use of covert human intelligence sources. These actions are therefore outside the scope of this guide and reference should be made to the Council's "Regulation of Investigatory Powers Act 2000" guidance.

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1.3 Communications data includes the 'who', 'when', 'where', and 'how' of a communication but not the content i.e. what was said or written. It includes the way in which, and by what method, a person or thing communicates with another person or thing. It excludes anything within a communication including text, audio and video that reveals the meaning, other than inferred meaning.

It can include the address to which a letter is sent, the time and duration of a communication, the telephone number or email address of the originator and recipient, and the location of the device. It covers electronic communications including internet access, internet telephony, instant messaging and the use of applications. It also includes postal services.

Communications data is generated, held or obtained in the provision, delivery and maintenance of communications services including telecommunications or postal services.

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Application to the County Council

1.4 The County Council is only entitled to seek the acquisition of communications data defined as Entity data and/or Events data. Both these terms are defined within the Code of Practice at paragraph 2.38 through to 2.43 for Entity Data, and from para 2.44 to 2.45 for Events Data.

The interception of postal, telephone, email and other electronic communications

1.5 There is no legal means for the County Council to 'intercept communications data' under the IPA.

2.0 Authorising the acquisition and disclosure of communications data

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Authorisation

- 2.1 It is crucial that the acquisition of communications data is properly authorised. No officer may seek the acquisition of any form of ~~communication~~ **communication**s data unless he is authorised to do so, an Approved Rank Officer is aware of the Application, and the application has been provided to the Single Point of Contact (SPoC) and approved by the Office for Communications Data Authorisations (OCDA) in accordance with the Code of Practice.

Failure to secure proper approval and to comply with this procedure could lead to evidence being excluded by Courts, complaints against the Council, and in some cases the commission of criminal offences. The Council is subject to audit and inspection by the Investigatory Powers Commissioner's Office, and it is important that we demonstrate compliance with the IPA.

Acquisition of communications data

- 2.2 Where an authorisation for the acquisition of communications data has been granted, persons within a public authority may engage in conduct relating to a postal service or telecommunication system, or to data derived from a telecommunication system, to obtain communications data.

The following types of conduct may be authorised:

- conduct to acquire communications data - including obtaining data directly or asking any person believed to be in possession of or capable of obtaining such data to obtain and disclose it; and/or
- giving of a notice – requiring a telecommunications operator to obtain and disclose the required data.

- 2.3 In the case of Norfolk County Council the physical acquisition of communications data will be facilitated through our membership of the National Anti-Fraud Network (NAFN), with NAFN providing a comprehensive SPoC service.

- 2.4 It will be the responsibility of NAFN to ensure all requests to a telecommunications/postal operator for communications data, pursuant to the granting of an authorisation, comply with the requirements of the Code of Practice, specifically para's 6.1 to 6.18.

3.0 Roles & Responsibilities

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- 3.1 Acquisition of communications data under the IPA involves four roles:

(a) Applicant;

Appendix C

- (b) Approved Rank Officer (ARO)
- (c) Single point of contact (SPoC)
- (d) Senior Responsible Officer in a Public Authority (SRO)

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The Applicant

- 3.2 The applicant is a person involved in conducting or assisting an investigation or operation within a relevant public authority who makes an application in writing or electronically for the acquisition of communications data.

Any person in a public authority which is permitted to acquire communications data may be an applicant, subject to any internal controls or restrictions put in place within public authorities.

Approved Rank Officer (ARO)

- 3.3 The Approved Rank Officer is a person who is a manager at service level or above within the Public Authority. The ARO's role is to have an awareness of the application made by the Applicant and convey this to the SPoC when requested to do so.

The ARO does not authorise or approve any element of the application and is not required to be 'operationally independent'. The AROs for Norfolk County Council are identified in **Appendix I**.

The Single Point of Contact (SPoC)

- 3.4 The SPoC is an individual trained to facilitate the lawful acquisition of communications data and effective co-operation between a public authority, the Office for Communications Data Authorisations (OCDA) and telecommunications and postal operators. To become accredited an individual must complete a course of training appropriate for the role of a SPoC and have been issued the relevant SPoC unique identifier.

Public authorities are expected to provide SPoC coverage for all communications data acquisitions that they reasonably expect to make. Norfolk County Council is a member of the National Anti-Fraud Network (NAFN). NAFN is an accredited body for the purpose of providing data and intelligence under the IPA for all public bodies. As part of their portfolio, they offer a comprehensive SPoC service.

Authorising Agency (OCDA)

- 3.5 The Office for Communications Data Authorisations (OCDA) is the independent body responsible for the authorisation and assessment of all Data Communications applications under the IPA. They undertake the following roles:

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Appendix C

- Independent assessment of all Data Communications applications.
- Authorisation of any appropriate applications.
- Ensuring accountability of Authorities in the process and safeguarding standards.

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The Senior Responsible Officer (SRO)

- 3.6 The Senior Responsible Officer (SRO) is a person of a senior rank, a manager at service level or above within the Public Authority. The SRO for Norfolk County Council is identified in **Appendix 1**.

The SRO is responsible for:

- the integrity of the process in place within the public authority to acquire communications data;
- engagement with authorising officers in the Office for Communications Data Authorisations (where relevant);
- compliance with Part 3 of the IPA and with the Code of Practice, including responsibility for novel or contentious cases;
- oversight of the reporting of errors to the Investigatory Powers Commissioner's Office (IPCO) and the identification of both the cause(s) of errors and the implementation of processes to minimise repetition of errors;
- ensuring the overall quality of applications submitted to OCDA;
- engagement with the IPCO's inspectors during inspections; and
- where necessary, oversight of the implementation of post-inspection action plans approved by the IPCO.

4.0 Necessity & Proportionality Test

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When should an Application for Communications Data be made?

- 4.1 Applications for the acquisition of Communications Data should only be made where it is **necessary** for an '**Applicable Crime Purpose**', as defined by Section 60(A) of the IPA.

This allows for applications to be made for '**Entity data**', previously referred to as subscriber data, where the purpose of obtaining the data is for the **prevention and detection of crime**. This definition permits the obtaining of Entity data for 'any' crime, irrespective of seriousness.

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Applications for '**Events data**', previously referred to as service or traffic data, requires a higher standard, and applications for this data should only be made where the purpose is the 'prevention and detection of **serious crime**'. Serious crime is defined in Section 86(2A) of the IPA, and includes, but is not limited to the following:

Appendix C

- Any crime that provides the potential for a 12mth+ sentence of imprisonment. (Either way or indictable offences)
- Offences committed by Corporate Bodies
- Any offence involving, **as an integral part**, the sending of a communication OR a breach of a person's privacy.

Applications should only be made where they are proportionate, and alternative means of obtaining the information are either, exhausted, not available or considered not practical to obtain the same information.

However, use of applications to obtain data **should not be considered a last resort**. Where applications are 'proportionate & necessary' the IPA should be used as a tool to advance criminal investigations efficiently and quickly, and where this is considered by the Local Authority to be in the public interest, and in the interest of suspects.

Any Applicant must ensure clear explanation is provided to demonstrate the necessity and proportionality test in any application, and the Approved Rank Officer must be satisfied that such explanation has been provided. Where any explanation is insufficient it should be referred back ~~to the applicant for rework~~ **by the Approved Rank Officer** ~~to the applicant for rework~~.

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How should we demonstrate Necessity?

4.2 A short explanation must be provided in every application explaining:

- (a) The event under investigation, such as a crime.
- (b) The person whose data is sought, such as a suspect **AND** a description of how they are linked to the event.
- (c) The communications data sought, such as a telephone number or IP address, and how this data is related to the person and event.

The application must explain the link between the three aspects to demonstrate the acquisition of communications data is necessary.

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How should we demonstrate Proportionality?

4.3 Applications should include the following key explanations:

- (a) An outline of how obtaining the data will benefit the investigation. The relevance of the data being sought should be explained and anything which might undermine the application.
- (b) The relevance of time periods requested.
- (c) How the level of intrusion is justified against any benefit the data will give to the investigation. This should include consideration of whether less intrusive investigations could be undertaken.

Appendix C

- (d) A consideration of the rights (particularly to privacy and, in relevant cases, freedom of expression) of the individual and a balancing of these rights against the benefit to the investigation.
- (e) Any details of what collateral intrusion may occur and how the time periods requested impact on the collateral intrusion, if applicable.
- (f) Where no collateral intrusion will occur, **such as when applying for entity data**, the absence of collateral intrusion should be noted.
- (g) Any circumstances which give rise to significant collateral intrusion.
- (h) Any possible unintended consequences. This is more likely in more **complicated requests for events data** or in **applications for the data of those in professions with duties of confidentiality**—**E.G.** **e.g.** journalists/doctors/solicitors.

Type of Data not permitted to be requested by the Local Authority

4.4 The following data is not permitted to be applied for by the Local Authority:

- Internet Connection Records
- Content of data communications e.g. content of text messages, emails etc.

5.0 The Application Procedure

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Applying for authority to acquire communications data

- 5.1 Applicants must submit applications through the central NAFN (SPoC) portal. Applicants will need to be registered with NAFN to access the portal and have valid login and security details ~~(currently a randomised number/alphabet grid card)~~. An allocated SPoC officer will then check all applications for legal compliance and, where necessary, provide feedback. NAFN will then request confirmation from a local authority Approved Rank Officer (ARO) of their awareness of the application before submitting for authorisation to the OCDA.
- 5.2 The OCDA will independently assess each application and will undertake one of the following actions:
 - Authorise the application
 - Require reworking of the application
 - Reject the application

Authorised Applications

Appendix C

- 5.3 Where the OCDA authorises the **communications** data request, this decision is communicated to the SPoC (NAFN), and actions are taken to request the data from the relevant telecommunications providers and other agencies holding such communications data to provide the necessary data.

Reworking Applications

- 5.4 Where rework is required, the application will be returned to the applicant, via the SPoC and the **applicant will have 14 calendar days to rework** the application and resubmit. Failure to rework the application within the 14 days will result in the application being automatically rejected.

Rejected Applications

- 5.5 Where the OCDA rejects an application, the Authority has three options:
- Cease to proceed with the application
 - Re-submit the application with revised justification and/or revised course of conduct to acquire the data
 - Re-submit the application without alteration and request a review of the decision by the OCDA.

In the case of seeking a review, or effectively appealing against the original determination **the Authority has 7 calendar days to seek the review**. Any appeal must be made by the Authority's SRO. The OCDA will provide guidance on this process.

Notices in Pursuance of an Authorisation

- 5.6 The giving of a notice is appropriate where a telecommunications operator or postal operator can retrieve or obtain specific data, and disclose that data, and the relevant authorisation has been granted. A notice may require a telecommunications operator or postal operator to obtain any communications data, if that data is not already in its possession.
- 5.7 For Local Authorities the role to issue Notices to telecommunications/postal operators sits with the SPoC (NAFN), and it will be the SPoC's role to ensure notices are given in accordance with the Code of Practice meeting the requirements of 6.19 to 6.29 of the Code.

Duration of authorisations and notices

- 5.8 An authorisation becomes valid on the date the authorisation is granted by the OCDA. It remains valid for a maximum of one month. Any conduct authorised or notice served should be commenced/served within that month.
- 5.9 Any notice given under an authorisation remains in force until complied with or until the authorisation under which it was given is cancelled.

Appendix C

- 5.10 All authorisations should relate to a specific date(s) or period(s), including start and end dates, and these should be clearly indicated in the authorisation.

Where the data to be acquired or disclosed is specified as 'current', the relevant date is the date on which the authorisation was granted.

Please note however that where a date or period cannot be specified other than for instance; 'the last transaction' or 'the most recent use of the service', it is still permitted to request the data for that unspecifiable period.

- 5.11 Where the request relates to specific data that will or may be generated in the future, the future period is restricted to no more than one month from the date of authorisation.

Renewal of authorisations and notices.

- 5.12 A valid authorisation may be renewed for a period of up to one month by the grant of a further authorisation and takes effect upon the expiry of the original authorisation. This may be appropriate where there is a continuing requirement to acquire or obtain data that may be generated in the future.

- 5.13 The Applicant will need to consider whether the application for renewal remains 'necessary and proportionate' and should reflect this in any renewal application made. The Authorising body (OCDA) will need to consider this carefully in authorising any renewal.

Cancellation of an Authorisation where it is no longer Necessary/Proportionate

- 5.14 Where it comes to the Authority's attention after an authorisation has been granted that it is no longer necessary or proportionate, the authority is under a duty to notify the SPoC (NAFN) immediately.

- 5.15 It is the SPoC's (NAFN) responsibility to cease the authorised action and take steps to notify the telecommunications service provider. E.g. Such a scenario may occur where a legitimate application has been made for Entity data to identify and locate a suspect, but subsequently, and before the data has been acquired the Authority becomes aware by some other legitimate means of the suspect's name and address etc.

6.0 Offences

- 6.1 Under section 11 of the IPA, it is an offence for a person in a public authority knowingly or recklessly to obtain communications data from a telecommunications operator or postal operator without lawful authority.

- 6.2 The roles and responsibilities laid down for the Senior Responsible Officer and SPoC are designed to prevent the knowing or reckless acquisition of communications **data** by a public authority without lawful authorisation.

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Appendix C

Adherence to the requirements of the IPA and this Code, including procedures detailed in this Policy, will mitigate the risk of any offence being committed.

- 6.3 An offence is not committed if the person obtaining the data can show that they acted in the reasonable belief that they had lawful authority. —
- 6.4 It is not an offence to obtain communications data where it is made publicly or commercially available by a telecommunications/postal operator. In such circumstances the consent of the operator provides the lawful authority. However, public authorities should not require, or invite, any operator to disclose communications data by relying on this exemption.

7.0 Keeping of records

- 7.1 Applications, authorisations, copies of notices, and records of the withdrawal and cancellation of authorisations, must be retained in written or electronic form by the Council for 5 years. A record must be kept of the date and, when appropriate, the time each notice or authorisation is granted, renewed or cancelled.
- 7.2 Records kept must be held centrally by the SPoC and be available for inspection by the Investigatory Powers Commissioner's Office upon request and retained to allow the Investigatory Powers Tribunal (IPT), to carry out its functions. The retention of documents service will be provided by NAFN. In addition, the ARO must provide the SRO with copies of the records referred to in 7.1 above, for the purposes of the SRO monitoring role.
- 7.3 Nothing in the Code or this policy affects similar duties under the Criminal Procedure and Investigations Act 1996 requiring material which is obtained in the course of an investigation, and which may be relevant to the investigation to be recorded, retained and revealed to the prosecutor.
- 7.4 For full details of the level of information expected to be retained by the SPoC reference should be made to the Code, para's 24.1 to 24.9.

8.0 Recordable/Reportable Errors

- 8.1 Where any error occurs in the granting of an authorisation or because of any authorised conduct a record should be kept.
- 8.2 Where the error results in communications data being acquired or disclosed incorrectly, a report must be made to the IPCO by whoever is responsible for it. ('reportable error'). E.g. The telecommunications operator must report the error if it resulted from them disclosing data not requested, whereas if the error is because the public authority provided incorrect information, they must report the error. The SRO would be the appropriate person to make the report to the IPCO.

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Appendix C

8.3 Where an error has occurred before data has been acquired or disclosed incorrectly, a record will be maintained by the public authority ('recordable error'). These records must be available for inspection by the IPCO.

8.4 A non-exhaustive list of reportable and recordable errors is provided in the Code at para 24.25.

9.0 Notification of serious errors under the IPA

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9.1 There may be rare occasions when communications data is wrongly acquired or disclosed and this amounts to a 'serious error'. A serious error is anything that '**caused significant prejudice or harm to the person concerned.**' It is insufficient that there has been a breach of a person's human rights.

9.2 In these cases, the public authority which made the error, or established that the error had been made, must report the error to the authority's Senior Responsible Officer and the IPCO.

9.3 When an error is reported to the IPCO, the IPC may inform the affected individual subject of the data disclosure, who may make a complaint to the IPT. The IPC must be satisfied that the error is a) a serious error AND b) it is in the public interest for the individual concerned to be informed of the error.

9.4 Before deciding if the error is serious or not the IPC will accept submissions from the Public Authority regarding whether it is in the public interest to disclose. For instance, it may not be in the public interest to disclose if to do so would be prejudicial to the 'prevention and detection of crime'.

10.0 Notification in criminal proceedings

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10.1 When communications data has been acquired during a criminal investigation that comes to trial an individual may be made aware data has been obtained.

10.2 If communications data is used to support the prosecution case it will appear in the 'served' material as evidence and a copy provided to the defendant.

10.3 Where communications data is not served but retained as unused material it is subject to the rules governing disclosure under the Criminal Procedure and Investigations Act 1996 (CPIA). The prosecution should reveal the existence of communications data to a defendant on a schedule of non-sensitive unused material, only if that data is relevant, and copies of the material may be provided to the defendant if it might reasonably be considered capable of undermining the prosecution case and/or assisting the defence.

10.4 Where communications data is acquired but not directly relied on to prove offences, the material may alternatively be listed in the schedule of 'Sensitive' unused material and not disclosed to the defendant. The CPIA sets out

Appendix C

exemptions to the disclosure obligation. Under section 3(6) of that Act, data must not be disclosed if it is material which, on application by the prosecutor, the Court concludes it is not in the public interest to disclose. Any communications data which comes within the scope of this exemption cannot be disclosed. E.g. Material that reveals a 'method of investigation' is usually not disclosable.

- 10.5 If through any of the above notification processes, an individual suspects that their communications data has been wrongly acquired, the Investigatory Powers Tribunal ("IPT") provides a right of redress. An individual may make a complaint to the IPT without the individual knowing, or having to demonstrate, that any investigatory powers have been used against them.

11.0 Guidance

11.1 Further information and guidance is available via the Home Office webpages:

www.gov.uk/government/collections/ripa-codes

12. Whistleblowing

12.1 Norfolk County Council staff should report any concerns they have about colleagues or themselves undertaking unauthorised acquisition of communications data in accordance with the Norfolk County Council Whistleblowing policy.

APPENDIX 1

Officers

Head of Paid Service

- Tom McCabe

Senior Responsible Officer (SRO)

- Helen Edwards, Director of Governance and Monitoring Officer

Approved Rank Officers

- Sophie Leney, Head of Trading Standards

Approved Rank Officers

- Alice Barnes, Section Manager – Trading Standards
- Duncan Carter, Section Manager – Trading Standards
- Shaun Norris, Section Manager – Trading Standards
- Alice Barnes, Section Manager – Trading Standards
- Jon Peddle, Section Manager – Trading Standards
- Nick Johnson, Head of Planning

SPoC Service provided by NAFN

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Cabinet

Item No: 11

Report Title: Corporately Significant Vital Signs

Date of Meeting: 3 April 2023

Responsible Cabinet Member: Cllr FitzPatrick (Cabinet Member for Innovation, Transformation & Performance)

Responsible Director: Paul Cracknell, Executive Director Strategy and Transformation

Is this a Key Decision? No

Executive Summary / Introduction from Cabinet Member

The purpose of this Quarter 3 report is to provide Cabinet with an update on the Council's performance against its Corporately Significant Vital Signs.

Each performance report provides the opportunity to review and understand current performance, trends, identify performance risks, and by regular monitoring during the period, allow early interventions and to validate the actions being taken to address performance deviation and identify further opportunities for improvement.

As a Council, we continue to operate in a period of challenge, with proposals submitted during this quarter around how we intend to transform our services as part of Strategic Review and how we intend to use these opportunities to support us in crucial budget savings moving into 2023/24 and beyond.

Each Directorate reported on this quarter has seen some deterioration in its performance against last quarter's report. In some cases, these are minor shifts, such as Adults' Services, in other's we are seeing a wider shift. Across Quarter 3 Children's Services have seen two measures shift from green to red (*% of Referrals into social care who have had a referral to social care in the previous 12 months & % of Looked After Children with an up-to-date Personal Education Plan*) and a further measure shift from Green to Amber (*% Attendance of Looked After Children*). In CES four measures have shifted from green to red performance across Quarter 3, two in the fire service (*% of high-risk fire safety audits completed & % of high-risk home fire safety visits carried out*), and a further two across other services (*% of learning delivered to the most deprived wards in Norfolk & % of defects dealt with within timescales*). In Strategy & Transformation the *Adults Social Worker Vacancies - % establishment filled (Grade I – L)* has also shifted from amber to red against last quarter's report.

The issue reported in last quarter's report around the way in which we record data for our vacancies across Social Workers in Adults' and Children's Services (*% establishment filled*) remains, and we continue to source long term solutions for managing this. Savings programmes highlighted in the last report as having risk to delivery of projected savings remain, with shortfalls in savings expected to materialise across Adult Services and Finance due to delays in transformation and benefits realisation related programmes.

The relevant supportive narrative on these measures discusses the corrective actions that will take place to improve performance and the expected return to target dates. These measures shall be actively discussed at Executive Leadership Level, and at Directorate DMTs to ensure that trends continue to be monitored and mitigative actions put in place, where we have the influence to do so.




Positively though, some services have seen improving performance against our last report. In Adults' Service, *Decreasing the rate of admissions of people to residential and nursing care per 100,000 population (18-64 years)* has improved from red to green for the last 2 months of Quarter 3. *Participation of Early Years Foundation Stage activity in libraries* has seen an increase of 3045 against last quarter and remains green, and *Property - Savings target delivered* in Finance has increased by £50,000.

The report utilises the Corporately Significant Vital Signs that underpin portfolio outcomes using a traffic light visual rating. 45 monthly, and quarterly Corporately Significant Vital Signs are being reported in this period, where performance for the monthly measure is drawn from the last month in quarter (December).

Performance is measured using Red, Amber, and Green (RAG) ratings based on the current level of performance against target. The table below shows the proportion of corporately significant vital signs at each RAG rating in the last month at the end of Quarter 3. Performance in the last month of quarter two is compared to that in the last month of Quarter 2.

45 Corporately Significant Vital Signs- please note that this Quarter includes 2 measures that are not RAG rated, therefore the total below will not equal 45.	
Green	22 Vital signs met or exceeded the target (24 last month in last quarter)
Amber	5 Are within the accepted tolerance of the set target (4 last month in last quarter)
Red	16 Vital Signs are below or behind the target set (10 last month last quarter)

In the review of performance, in addition to the “RAG” ratings, the trajectory of performance against target is noted as -

Improving  Deteriorating  Static 

Recommendations:

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

1. Background and Purpose

1.1. Vital signs provide measurements of operational processes (internal) and strategic outcomes (external). Poor performance and or a deteriorating trajectory represents a risk to the organisation in terms of our ability to meet legal responsibilities, maintain financial health, meet the needs of our citizens and a reputational risk.

1.2. The Corporately Significant Vital Signs are closely aligned to the principles underpinning our Council Plan - Better Together, for Norfolk:

- A VIBRANT AND SUSTAINABLE ECONOMY
- BETTER OPPORTUNITIES FOR CHILDREN AND YOUNG PEOPLE
- HEALTHY, FULFILLING, AND INDEPENDENT LIVES
- STRONG, ENGAGED, AND INCLUSIVE COMMUNITIES
- A GREENER, MORE RESILIENT FUTURE

1.3. Each vital sign has a target which has been set based on the performance required for us to work within a balanced budget and meet statutory requirements. Where the measure relates to the delivery of services, benchmarking data has also been used to assess our performance against that of our statistical neighbours.




2. Proposal

2.1 This report uses data from the last month in the quarter, during which there has been some success during this time in increasing areas of previously poor performance.

2.2. There do remain however, several areas where performance is a cause for concern and potential risk, and these are identified in the relevant parts of the report, with mitigating actions described to outline our response to reaching target.







2.3 Highlights for the quarter (shows the total of indicators RAG by portfolio).

2.4. Throughout this report, the Red, Amber, Green “RAG” traffic light system of reporting is used, with some highlights on performance listed below.

	Total Vital Signs				Highlight
Adult Social Services	6	3	0	3	Decreasing the rate of admissions of people to residential and nursing care per 100,000 population (18-64 years) has improved and moved from Red to Green this quarter.
Children’s Services	14	6	5	4	% of Education, Health and Care Plans completed within Timescale, whilst still red, has improved performance by 2%.
Community & Environmental Services	11	4	0	7	Participation of Early Years Foundation Stage activity in libraries has increased by 3045 since last report.
Finance & Commercial Services	9	1	0	6	Property - Savings target delivered has increased by £50k since last report.
Strategy & Transformation	4	2	0	2	Performance across both absence measures has improved slightly since last report.

3. Impact of the Proposal - Vital Signs overview by portfolio outcome

3.1 Adult Services

Measures	Performance Q2	Performance Q3	Target	Trajectory
% of providers judged good or outstanding by Care Quality Commission	68.6%	69.2%	74%	Improving 
% of Learning Disability service users who are in employment	3.53%	3.2%	5.9%	Deteriorating 
% of Mental Health service users who are in employment	2.39%	2.06%	5%	Deteriorating 
% of Reablement cases where the outcome is recorded as not requiring any ongoing social care support	85.22%	84.69%	68%	Deteriorating 
Decreasing the rate of admissions of people to residential and nursing care per 100,000 population (18-64 years)	25.12	16.25	23.6	Improving 
Decreasing the rate of admissions of people to residential and nursing care per 100,000 population (65+ years)	477.4	518.96	607.1	Deteriorating 

3.2 Three of the six performance measures are below target and “red” flagged, and have been so across the last two quarters, although one has seen some slight improvement. These are as follows, and with the following plans in place for corrective action.

3.3 Vital Sign 101: % of providers judged good or outstanding by Care Quality Commission. Target 78%. Current performance 69.2%. Improving.

This measure has been under target since June 2021 and is proposed to change under the new measures for Adults' Services, found later in this document.

The county has had lower quality of care compared to some other local authority areas for some time. There are many elements that contribute to this and actions to see improvement will take time. Social care in Norfolk is provided by over 450 care providers, so the Council needs to work across the care market to help support and influence change. The Norfolk care market is challenged due to lack of choice for enhanced and specialised care in particular, which can limit options for both individuals and commissioners to use good and outstanding provision as a matter of course. Workforce issues including staff shortages, lack of staff retention, and lower level of skills and qualifications are a factor for quality provision and can also prevent more providers expanding their offer to meet more complex needs. This has been exacerbated during the last year by national workforce shortages and a reduction in the social care workforce as confirmed by Skills for Care data.

An enhanced Integrated Quality Service is in place to complement the CQC programme of work and support quality improvement. An increase in care provision experiencing staffing and therefore quality concerns has required deployment of resources to focus on immediate improvement support and in some cases, actions involving performance notices and support of service closures.

Good progress has been made by IQS with a mix of both scheduled audits and undertaking focussed work with providers where quality concerns have been identified. The PAMMS assurance work will be increasingly important to both support and demonstrate quality improvement progress as CQC capacity will not enable sufficient inspections in the next 18 months to reach the targets.

Across the ICS a collaborative programme of work is being undertaken to improve social care quality following the strategic framework approach agreed by Cabinet in June. This is enabling a joint approach to tackling care quality improvement, with the programme of work engaging care providers, NCC teams, the integrated care board, and those in receipt of care services. It will deliver a system wide evidence-based approach to identify, plan and create the right infrastructure to improve and sustain care quality improvement.

Focus remains on delivery, reducing variation in care and creating a learning culture, transforming the experience for those that are in receipt of service, creating the conditions for good quality and providing good value for money. Workstreams are delivering provider engagement, approaches to service user feedback, aligning with the review of our approach to contract management; continuing to develop our support for quality improvement; reviewing health functions within and supporting social care and enabling projects focused on implementation of the workforce strategy, digital transformation, ethical commissioning, and cost of care work.

Specific actions are continuing to support improvement including workforce initiatives focused on recruitment and retention; training and development; and international recruitment. Recent funding from Health Education East is helping to support these initiatives until March 2024.

3.4 Vital Sign 102: % of Learning Disability service users who are in employment. Target 5.9%. Current performance 3.2%. Deteriorating

This measure has been under target since commencement of reporting as a Vital Sign (April 2021) and is proposed to change under the new measures for Adults' Services.

The impact of Covid both on the availability of employment opportunities and the number of service users who were shielding continues to impact on this performance measure. Similarly, the cessation of the rollout of the Day Opportunities 'Skills and Employment Pathway' during the pandemic effectively halted progress towards employment for day services users. Norfolk Employment Service (NES) staff were working at reduced capacity throughout Covid having been redeployed to support the wider operational service with making Covid welfare calls.

It should be noted that the decrease in % between end of Q2 and Q3 can largely be explained by an increase in the LD population size from 2013 to 2074. The actual number of people in paid employment has only reduced by 1 person from 68 to 67 and the average number of LD service users who have been in employment in Q3 is higher (average 70) compared to Q2 (average 67).

Over the last 12 months more people are engaged in both LD paid and voluntary employment, currently sitting at 12.66% combined (compared to 10.94%) which means a higher number than previously are engaged in a meaningful employment related activity. However, whilst this may be the case, there are a high number of people with disabilities who leave employment often as a result of increased disadvantage. The employment service is addressing this by whenever possible identifying people at risk of leaving a job and placing them in a new job so that they don't become unemployed.

Actions to bring around improvements to this measure will take time due to the intensive work required with individuals to support them into employment and related opportunities. However, NES continues to achieve very positive outcomes for ASSD LD service users, with a further increase this quarter and projections for the next quarter to follow trend.

Through a recent review of recording, we have identified that a number of people that have been successfully placed into employment over previous months have not been recorded as such. Expectation is that related work to rectify will take effect over the coming weeks with a positive effect on reported performance moving forward.

The Skills and Employment Team are currently engaged with developing an exciting new Work Experience programme for NCC departments to offer opportunities for

people with LD and other types of service users with a view to this leading to paid employment. This builds on the success of recent initiatives involving Business Support and SCCE.

The SEND Employment Action Group, which the PFAL and Employment service plays a lead role in, was cited in the recent Ofsted/CQC revisit as an example of good practice “in understanding the needs of young people with SEND. As a result, leaders have increased opportunities for young people with SEND to participate in meaningful work experience linked to their aspirations”.

The management of the two employment teams – the Norfolk Employment Service (who support individuals into work), and Skills Employment Team (who work with employers) continues to be effective in terms of more closely align their work and deliver a more joined-up service. The Life Opportunities work has also restarted, with commissioners working with existing day service providers, countywide, who have committed to offer an improved, redesigned Skills and Employment programme. Commissioners are also working with a provider new to Norfolk who have had significant success in other counties through both their Social Enterprise business and job-coaching for other external opportunities. Further work with Children’s Services is increasing capacity to facilitate work being carried out during transition to adulthood.

Norfolk was one of 20 successful LAs in its DWP Local Supported Employment bid, aimed at 60 people with autism and/or a learning disability. As well as building additional capacity for employment support for ASC users it will support the development and delivery of best practice around supported employment both within the local authority and more generally. This work will also support the council’s NEET and SEND agenda. The programme has made a successful start with staff recruitment, processes, and systems in place and on target for starts.

The wide range of partnership development activities continue, including working with the SEND Employment Action Group, a working protocol with CHANCES scheme, DWP, Shaw Trust, and the Apprenticeships programme. Similarly, work with employers continues through SET including generating vacancies, promoting the Disability Confident scheme, Access To Work and finding work placements for referrals from NES and day services.

3.5 Vital Sign 106: % of Mental Health service users who are in employment. Target 5%. Current performance 2.06%. Deteriorating.

This measure has been under target since commencement of reporting as a Vital Sign (April 2021) and is proposed to change under the new measures for Adults’ Services.

The last reporting period shows fluctuations from 1.9% in Sept, 2.23% in Oct, 1.82% in Nov and 2.07% in Dec. This is against a target of 5%. In Sept there were 15 people in in work, 18 in Oct, 15 in Nov and 17 in Dec.

The mental health service works with people with serious mental illness which can be cyclical in nature. People will move in and out of the labour market dependent on their mental health and may struggle to maintain long term employment and are more likely to engage with the labour market in episodes. They often work in low skill, temporary and transient types of work which further reinforces intermittent engagement with work. The various community employment support services will work with the person to secure employment and retain it wherever possible, including helping employers make the necessary adjustments to support a person with mental health problems in work. In order to develop work skills and habits, people with mental health problems are supported to undertake volunteering, training and education opportunities that will assist them to work towards future employment. This may take some time, involve a number of different trials or may not ultimately progress into work.

Actions to bring around improvements to this measure will take time due to the intensive work required with individuals to support them into employment and related opportunities. Work is currently ongoing to ensure that the local data reporting accurately reflects the overall picture of paid and unpaid employment, as reported on the MI dashboard, alongside the nationally submitted ASCOF results.











The Skills and Employment Team are currently engaged with developing an exciting new Work Experience programme for NCC departments to offer opportunities for MH and other types of service users, with a view to this leading to paid employment. This builds on the success of recent initiatives involving Business Support functions and the SCCE service.

A substantial DWP grant offer under Individual Placement Support (IPS) has recently been made to Norfolk. This is a major 2-year investment in employment support with a key focus on people with mental health difficulties, including those known to ASSD. Due to a 4-month delay in finding out the outcome from DWP, the contract is currently under consideration and the aim is to get NCC sign off and then DWP approval by the end of February 2023.

There are a number of other employment focussed support services outside of NCC in Norfolk for adults with mental health conditions. Service users receiving support from NCC can access these to secure employment, training, education, and volunteering. We continue to promote these to the autism champions group and mental health management team.

We have established a regular report from NIHCSS to receive an update on the people they have supported into employment so we can ensure records are updated for reporting purposes.

3.6 Children's Services

Measures	Performance Q2	Performance Q3	Target	Trajectory
% of schools judged good or outstanding by OFSTED	85%	85%	86%	Static 
% of Care Leavers who are EET (19 - 21)	64%	64.3%	52%	Improving 
% of family support referrals who have had a referral in the previous 12 months	9.70%	9.60%	15%	Improving 
Decreasing the rate of Looked-After Children per 10,000 of the overall 0-17 population	65.9%	67.6%	62.3%	Deteriorating 
% of Referrals into social care who have had a referral to social care in the previous 12 months	16.3%	22.6%	20%	Deteriorating 
% of children starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)	10%	9.25%	11%	Improving 
Avg. time (in days) between LA receiving court authority to place a child and deciding on a match to an adoptive family	114	108	221	Improving 
% Attendance of Looked After Children	91.8%	89.7%	90%	Deteriorating 
% of Looked After Children with up-to-date Personal Education Plan	97%	92%	95%	Deteriorating 
% of Education, Health and Care Plans completed within Timescale	50.2%	52.3%	60.4%	Improving 
% of pupils achieving at least the expected standard in Reading, Writing and Maths at age 11	Not reported	50%	59%	Newly reporting
% of students achieving Grade 4 or above in GCSE English and Maths at age 16	Not reported	67%	69%	Newly reporting
% of disadvantaged pupils achieving at least the expected standard in Reading, Writing and Maths at age 11	Not reported	33%	43%	Newly reporting
% of children achieving a Good Level of Development in the Early Years at age 5	Not reported	64%	65%	Newly reporting
% of pupils at SEN Support achieving Grade 4 or above in GCSE English and Maths at age 16	Not reported	38%	39%	Newly reporting

3.7 Of the 15 performance measures, 5 are “amber”, and 6 are “red”, with 4 measures deteriorating since last reporting.

3.8 Vital Sign 301: % of schools judged good or outstanding by OFSTED. Target 86%. Current performance 85%. Static. Expected date to reach target: March 2024.

This measure has been Amber since commencement of reporting as a Vital Sign (April 2021), although recently has increased to just 1% below target.

The percentage of secondary and special schools judged good or outstanding compares favourably to national figures. There has been a decline in the percentage of primary schools judged to be good. In primary schools this is usually because the wider curriculum hadn't been sufficiently well developed and / or implemented. Over

the autumn term 8 of the 17 primary academies inspected (47%) and 3 of the 11 LA maintained schools (27%) were judged as Requires Improvement.

92% of local authority-maintained schools are good or outstanding, which is a slight decline from the previous term as three schools were judged as Requires Improvement. Our processes to identify schools at risk of adverse inspection and intervene successfully remains positive in the majority of cases.

As dictated by DfE policy, most schools not judged as good are now part of Multi-Academy Trust. We continue to monitor the performance of Multi-Academy Trusts and discuss this with trust leaders and the Regional Director from the DfE, challenging them if their trajectory of improvement is not strong. There are not enough Multi-Academy Trusts in Norfolk who are consistently improving their primary schools.

Norfolk County Council has recently established the creation of a new Learning Strategy for Norfolk as a key system priority and is working to develop this strategy in collaboration with schools and settings for implementation from the beginning of the new school year in September. This strategy will take a holistic approach and will include a significant focus on developing mechanisms for school to share learning and collaborate together to increase standards. The implementation of this strategy will help further improve inspection outcomes in future years.

3.9 Vital Sign 309: “Decreasing the rate of Looked-After Children per 10,000 of the overall 0-17 population”. Target 62.3. Current performance 67.6%. Deteriorating. Expected date to reach target: July 2023

This measure has not reached target since commencement of reporting as a Vital Sign (April 2021) and performance has deteriorated by 4 points since the last report.

The main reason for the variation is that we have seen a significant increase in Unaccompanied Asylum-Seeking Children (UASC) over the last 6 months, which has doubled the number of UASC in our care. This reflects the national increase in migrants and was specifically due to the dispersal hotels that the Home Office opened in Norfolk, with 76 referrals in Q3, and 59 UASC being admitted to our care. The number of migrant and asylum-seeking young people in Norfolk is directed nationally and is a core and key statutory duty to support some extremely vulnerable young people. The needs and costs of provision for this cohort are covered by a central government grant.

If we were to separate the UASC numbers from our 'per 10K' measure our performance would be much more in line with our expected target; (Q3 was 58.6% excluding UASC volumes and therefore would have been green). However, we should note that there has also been a comparatively small increase in non-UASC children in care numbers and this trend will be monitored closely. The increase in Norfolk is lower than appears to be the case nationally where the majority of Councils are reporting numbers in care rising.

In order to help Cabinet better understand this area of performance we are aiming to present this data in a more differentiated way, reporting numbers for the local cohort separately from UASC.

3.10 Vital Sign 310: “% of Referrals into social care who have had a referral to social care in the previous 12 months”. Target 20%. Current performance 22.6%. Deteriorating. Expected date to reach target: April 2023

Performance across this measure has been reporting at Green since June 2021, however across Quarter 3 has had two months of performance go above target by 2% making it Red.

We have had a particularly busy quarter in terms of referrals to social care. We have also had challenges with issues of consent which has impacted on our ability to work with families to effect lasting change. It is not uncommon to receive an increase of referrals and therefore re-referrals prior to a school holiday so there is an expectation that performance will go back to its usual levels for Quarter 4. We are working to continue to address issues of consent and review re-referrals from Q3 to ensure we understand why the rate has increased slightly.

3.11 Vital Sign 315: % Attendance of Looked After Children”. Target 90%. Current performance 89.7%. Deteriorating. Expected date to reach target: March 2023.

This measure has been under target since commencement of reporting as a Vital Sign (July 2021), albeit only by a very small amount (0.3%) for this quarter.

A small number of children have recently come into care without a school place which also affected figures, alongside some illness.

Education and attendance are specifically identified priorities within the County Council's Corporate Parenting Strategy and focussed work to improve performance is driven through the Corporate Parenting Board. Recently we have broken down the attendance into different cohorts focussing on different types of provision and children in different year groups. This has identified specific target groups for intervention and to target our approach in improving performance. We expect that performance will improve to above the 90% target for the March 2023 dataset.

3.12 Vital Sign 317: % of Looked After Children with up-to-date Personal Education Plan”. Target 95%. Current performance 92%. Deteriorating. Expected date to reach target: March 2023.

The start of a new term always results in a dip in performance as plans are considered "out of date" if they have not been reviewed in the previous term. This causes a dip where PEP meetings were held late in the term but due to the Christmas period there was some delay in records being fully completed and signed off.

Head of the virtual school is confident that the dip does not represent any decline in performance and almost all PEPs remain up to date. It is expected that this will be reflected in the next data set.

3.13 Vital Sign 322: “% of Education, Health and Care Plans completed within Timescale”. Target 60.40%. Current performance 52.3%. Improving. Expected date to reach target: March 2023.

This measure has been under target since commencement of reporting as a Vital Sign (April 2021), with performance ranging from 46-53% over the last 9 months. Performance is affected by demand versus available capacity of the teams which carry out the assessments and develop EHCPs, including that of broader professionals such as Educational Psychologists whose advice is essential to and a statutory requirement of the assessment.

Where demand exceeds available capacity, this can negatively impact timescale compliance. Demand for EHC assessments has risen by an average of 15% every year since 2016. The service is forecasting a further 30% increase in requests this year. National shortages of essential practitioners (i.e., Ed Psychs, Speech, and Language therapists) also impacts compliance.

Performance improvement has been hampered by temporary staffing vacancies that have now been filled. We have increased the Education Psychology team which has been the most significant barrier to timely assessment, and continual improvement in process has improved efficiency - resulting fewer plans now out of timescale at the assessment stage.

Now that this capacity is in place, we have undertaken a focussed piece of work to clear the backlog of the majority of plans which were already out of timescale. This is being implemented during the current and next quarters and represents a significant increase in output from the team.

However, clearing the backlog of cases necessitates finalising plans that are already out of timescale which will actually mean that the proportion completed within the 20-weeks will dip for this quarter and the next. However, once the backlog is largely cleared, we expect performance to improve substantially – which is reflected in the ‘improving’ judgement despite the dip in this indicator.

3.14 Vital Sign 302: % of pupils achieving at least the expected standard in Reading, Writing and Maths at age 11”. Target 59%. Current performance 50%.

Following the return of testing and assessment in 2022, 50% of Norfolk pupils achieved expected standards compared to 59% nationally. Standards of attainment at Key Stage 2 have been well below national averages for many years. A learning strategy for Norfolk is being co-created with schools to address this.

3.15 Vital Sign 303: % of students achieving Grade 4 or above in GCSE English and Maths at age 16". Target 69%. Current performance 67%

GCSE examinations took place in 2022 for the first time since 2019. GCSE examinations in 2020 and 2021 were cancelled as a result of the Covid-19 pandemic. Although grades were awarded to individual students, aggregated results are not directly comparable to previous years. Attainment is slightly below the national average. All but one secondary school in Norfolk is an academy.

3.16 Vital Sign 304: "% of disadvantaged pupils achieving at least the expected standard in Reading, Writing and Maths at age 11". Target 43%. Current performance 33%.

Post pandemic, the gap in attainment in Norfolk remains similar to the national gap, but as attainment at Key Stage 2 in Norfolk is lower than national, so is the attainment of disadvantaged pupils. Attainment outcomes at KS2 have been low for a number of years in Norfolk. The Department has identified the creation and implementation of a refreshed Learning Strategy as a key priority for the next phase of our agenda and will be working with urgency with the sector with a specific focus on tackling the outcomes at KS2.












3.17 Vital Sign 312: "% of children achieving a Good Level of Development in the Early Years at age 5". Target 65%. Current performance 64%.

Assessments in 2020 and 2021 were cancelled as a result of the Covid-19 pandemic. Outcomes in 2019 were on an upward trajectory and slightly above the national average.

3.18 Vital Sign 318: "% of pupils at SEN Support achieving Grade 4 or above in GCSE English and Maths at age 16". Target 39%. Current performance 38%.

GCSE examinations in 2020 and 2021 were cancelled as a result of the Covid-19 pandemic. Although grades were awarded to individual students, aggregated results are not directly comparable to previous years. In 2019 Norfolk attainment for SEN Support students was above national averages.

3.19 Community and Environmental Service

Measures	Performance Q2	Performance Q3	Target	Trajectory
% of planning applications determined within statutory or agreed timescales	99%	99%	90%	Static 
% of businesses brought to compliance	99%	98%	95%	Deteriorating 
% of high-risk fire safety audits completed	100%	0%	100%	Deteriorating 
% of emergency response within 10 minutes to fire incidents where life may be at risk (and 13 minutes to other incidents where life may be at risk)	88.3%	82.9%	80%	Deteriorating 
% of high-risk home fire safety visits carried out	100%	49%	90%	Deteriorating 
Number of museum visits	25,633	9,879	6,759	Deteriorating 
Participation of Early Years Foundation Stage activity in libraries	15,111	18,156	12,000	Improving 
% of learning delivered to the most deprived wards in Norfolk	41%	37.4%	40%	Deteriorating 
% waste recycled at Recycling Centres	72.28%	72.19%	70%	Static 
% of defects dealt with within timescales	95.70%	91.79%	92.5%	Deteriorating 
Customer satisfaction (with council services)	94%	94%	90%	Static 

3.20 Of the 11 performance measures, 4 are measured “red”. The associated responses and corrective measures are as below –

3.21 Vital Sign 205: “% of high-risk fire safety audits carried out”. Target 100%. Current performance 0%. **Deteriorating. Expected date to reach target: January 2023.**

This measure outlines those premises which are regarded within our Risk Based Inspection Programme as being the highest risk based on either their generic nature, or via a combination of that and any ongoing concerns with Fire Safety. Our success factor is to ensure that these premises are audited annually, or where possible the risk rating is reduced from High to a more tolerable level.

During December there was just 1 audit scheduled to be carried out, which was not scheduled in a timely manner and could not be carried out once visited as the officer could not access the building, which was unoccupied at the time. Because the building remains vacant, the audit is no longer required or deemed high risk. Unfortunately, failure to complete the visit has shifted performance from Green to Red for this period.

The prevention team continue to review their process to ensure that we are targeting the right buildings based on the appropriate intelligence and data available to us. They will continue to develop their approach and ensure that their scheduling

of audits is carried out 2 months before they are due to ensure we continue to meet target on this measure.

An additional monitoring report, which looks at premises due for inspection being flagged 2 months in advance has been implemented in order to ensure that deadlines are not missed.

Performance for January is projected to reach target.

3.22 Vital Sign 207: “% of high-risk home fire safety visits carried out”. Target 90%. Current performance 49%. **Deteriorating. Expected date to reach target: January 2023**

Having reviewed our data we have established that performance against this measure can be impacted by a number of circumstances which are often out of the control of the service, such as someone being away from their home, admitted into hospital or a residential home or simply those not being contactable.

The Team have identified that we need to improve the way we schedule our visits and ensure that we are checking the availability of residents so that we continue to target the right people at the right time, considering our resource availability.

As part of our home fire risk reduction plan, we have commenced a review of what proportion of referrals and required visits are delayed or not possible to complete due to absence, unavailability, or refusal to engage in order to ensure our scheduling of activity is based on the data we have available to us. We are also considering the way we target our cohort, ensuring that we use available data both internally and from stakeholders in the community in ensuring we are considering the right vulnerability factors, to determine which visits need to be carried out and how we prioritise our work.

3.23 Vital Sign 210: “% of learning delivered to the most deprived wards in Norfolk”. Target 40%. Current performance 37.4%. **Deteriorating. Expected date to reach target: July 2023.**

This measure has reported at target since measurement commenced in April 2021 and is the first reported period where we have seen a drop below target.

The recent census data has identified a shift in the levels of deprivation in the key wards the service delivers to across Norfolk. This is the first submission with the latest census data. For Norfolk this is good news because it demonstrates the impact of our delivery over the previous years. When comparing this year's performance against the previous census dataset, the overall % delivered in deprived wards is 40%, which shows that the service continues to target the most disadvantaged residents.

As it is only half-way through the academic year, the service will review the latest census data and refocus our delivery based on the wards now showing as having the greatest needs.

3.24 Vital Sign 216: “% of defects dealt with within timescales”. Target 92.5%. Current performance 91.79%. **Deteriorating. Expected date to reach target: March 2023.**

Reduced performance in December is attributed to late completion of routine road markings due to resource challenges from the loss of a tarmac lining gang. There have also been similar issues with resources for streetlighting and the issue has been raised with the contractor, Amey. The issue has been raised with the Contractors and supply chains and all are treating this as a priority to ensure performance levels return to above target. Job vacancies are being advertised and works programming is being reviewed.

In both cases, late defects do result in a default being paid by the contractor. Both contractors are treating this as a priority to ensure performance levels return to above target. Date expected to return to planned performance is March 2023. Norse Highways and Swarco performance levels remain above target.

3.25 Finance and Commercial Services

Measures	Performance Q2	Performance Q3	Target	Trajectory	
Property - Savings target delivered	£100,000	£150,000	£100,000 (New target Q2)	Improving	↑
Capital receipts for land sold, that will be counted as part of overall capital receipts	£22,527,000	£30,099,229	£5,000,000	Improving	↑
Revenue monitoring by organisation	£936,000	£2M	N/A	N/A	
Savings targets delivered	£26,134,000	£26,134,000	£28,434,000	Static	→
FES - Debt recovery	93%	85%	85%	Deteriorating	↓
Payment performance - % of invoices paid within 30 days of receipt	98.50%	98%	98%	Static	→
Level of borrowing / debt	£853,046,000	£852,006,000	£855,401,000	Improving	↑
Reserves forecasts (Annual)	£152,143,000	£162,223,000	£74,181,000	Improving	↑
Capital monitoring- Profiled projected annual spend vs actual to date	42%	61%	10%	N/A	

3.26 One performance measure is below target and “red”, as outlined below –

3.27 Vital Sign 404: Savings Targets Delivered. Target £28,434,000. Current Performance £26,134,000. Static. Expected date to reach target: March 2023

A shortfall of £1.9m has been reported in Adult Social Services, and £0.400m in Finance and Commercial Services. The Adults shortfall relates to:





(1) Delays in the Supported Housing Programme due to Covid and the current planning issues around nutrient neutrality which have impacted the timing of savings delivery.

(2) Delays to the Norsecare transformation programme.

Within Finance and Commercial Services, benefits realisation work is underway to quantify the value of savings from the HR & Finance System replacement, however the £0.400m saving anticipated for 2022-23 is not forecast to be delivered this year.

Some saving programmes have highlighted risk areas which will need to be kept under review through the remainder of 2022-23. Executive Directors are responsible for taking actions to deliver individual saving plans in year, and/or to restart delivery of savings to minimise 2023-24 impacts and/or to identify alternative options and mitigations. The forecast savings delivery position is reported to Cabinet monthly, and full details of mitigating actions are set out in that report. Any permanent non delivery issues identified have been mitigated within the 2023-24 Budget setting process.

3.28 Strategy and Transformation

Measures	Performance Q2	Performance Q3	Target	Trajectory
New employee retention (24+ months)	66%	65%	70%	Deteriorating 
Sickness absences - % lost time	3.10%	2.8%	3.50%	Improving 
Adults Social Worker Vacancies - % establishment filled (Grade I – L)	86%	81%	90%	Deteriorating 
Absence due to mental health as a % of lost time due to sickness absence (*note measure has changed since quarter 4 and is no longer based on overall absence time)	0.9%	0.8%	1.2%	Improving 

3.29 2 “red” causes for concern that have deteriorated for more than 2 reporting periods, are highlighted as –

3.30 Vital Sign 500: New employee retention (24+ months). Target 70%. Current performance 65%. Deteriorating. Expected date to reach target: March 2024.

Performance across this measure has reported slightly under target since commencement in April 2021, however since March 2022, performance has dropped by 3% to 65%.

47% of leavers with less than 2 years’ service were from temporary contracts or casual assignments. The majority of leavers state that their reason for leaving is for new employment, and this reflects the challenging labour market in the UK. Recruitment has become a candidate’s market where salaries are rising far in excess of the rates the council can offer and we are seeing this impacting our staff retention rates. In this current climate the retention target is a stretching one.

The leavers survey is reflecting that ‘Change at NCC’ and having a life friendly career are the lowest scoring areas for leavers. Change will continue to be challenging as we implement the strategic review.

Childrens services continues to have the highest percentage of leavers closely followed by CES and Adult Social Services, although it should be noted that 20% of leavers do not identify their directorate when completing the survey. We will consider the action that can be taken to encourage full completion of the return, as not doing so has the capacity to skew data.

We continue to review the available data and intelligence to support recruitment and retention and have developed resources to support managers deliver change well through the strategic review.

We have agreed some changes to our pay and reward strategy such as making electric and hybrid vehicles available through salary sacrifice and making changes to our buying and selling leave policy. We will further review our pay and reward strategy in 2023/24 to consider any additional changes we can make to encourage employees to stay with the organisation.

3.31 Vital Sign 503: Adults Social Worker Vacancies - % establishment filled (Grade I – L) Target 90. Current Performance 81%. Deteriorating. Expected date to reach target: March 2024.

Social Work is a national skills shortage occupation and is highly competitive in both the permanent and temporary labour market, increasing the challenge to reach the targeted establishment level.

We have taken a number of steps to support performance improvement including:

- In August 2022, introducing a Golden Hello of £2k for all social worker roles
- In September 2022, launching a joint “We Care” marketing campaign with Childrens Services targeting 400 applications (40 roles.) This will run for 6 months
- In October 2022, creating a centralised recruitment admin function to minimise administrative burden on teams
- In January 2023, introducing a Golden Hello of £2k for Occupational therapy roles

We have also:

- Introduced protected training time for Social Workers and OTs
- Centralised the tracking of vacancies and the performance of recruitment process
- Introduced a weekly DLT review of the recruitment position to drive targeted intervention

Further activities planned include:

- Developing a new international recruitment approach and investing into our support offer for international staff. We have implemented a targeted international recruitment advert
- Seeking to develop a focused resource to manage shortlisting and coordinate interviews for all social worker roles
- Implementing a cohorted recruitment approach for assistant practitioner roles
- Putting together a business case to increase the number of social work apprentices that we are able to support through 2024-2027

These actions will support a streamlined and strengthened offer to this very competitive market.

3.32 Proposal to amend the Adults’ Services Vital Signs for 2023-24:

For 2023/24, work is underway to review our existing Corporately Significant Vital Signs to ensure that the measures that we report on accurately reflect the things that truly have an impact on the quality, efficiency, and effectiveness of our service delivery to residents, but that also allow us to measure the impact of our major transformation programmes more effectively.

As part of this review Adults’ Services have been working closely with the Organisational Performance Lead and colleagues from Insights & Analytics to develop a series of new measures to act as our Corporately Significant Vital Signs for 2023/24 onwards. These measures will be appropriately benchmarked, with evidenced based targets set to ensure we are setting ourselves realistic and stretching goals.

For these new measures we are proposing to introduce 5 new Vital Signs to replace the existing suite, which will be made up of 19 feeder indicators, also known as composite measures.

Composite measures are aggregated indicators that provide benefit when used to summarise large volumes of data that represent the 'big picture' of performance. We use this view currently in our Corporate Vital Signs Dashboard under the Cabinet View, which provides a summary of business health across the organisation, at the following two levels:

- The performance score of each portfolio.
- The performance score of each portfolio outcome.

It is our proposal to replicate this form of measurement for these new Vital Signs.

When used effectively composite measures can enable the identification of emerging performance challenges with the intention of encouraging early intervention and assisting us to better identify the root cause for some of our emerging performance issues. The intention here is to use composite measurement as a recognition that our performance of measurable outcomes is often determined by more than a singular metric, but rather several contributing metrics.

The proposed new measures are set out as follows:

Corporate Vital Sign	Feeder Indicators
Reducing and delaying the need for formal social care	<ul style="list-style-type: none"> • SALT - Requests for new clients where sequel was universal services/signposting • SALT - requests where the sequel to request for support was low level support or short-term other • SALT - Requests where the sequel is short term services to maximise independence
Maximised independence for those who draw on services	<ul style="list-style-type: none"> • Proportion of adults aged 18-64 whose long-term support needs are NOT met by admission to residential and nursing care homes (per 100,000 population) • Proportion of adults aged 65 and over whose long-term support needs are NOT met by admission to residential and nursing care homes (per 100,000 population) • Proportion of new clients who received short-term services during the year, where no further request was made for ongoing support (age 18-64) • Proportion of new clients who received short-term services during the year, where no further request was made for ongoing support (age 65+) • Hours of home care avoided through reablement intervention

Timeliness of risk management within the holding lists	<ul style="list-style-type: none"> • Proportion of people not risk stratified (weight 2) • Proportion of people rated RED or AMBER who are on waiting list (weight 2) • Contact with SCCE more than 7 days • People with no open assessment or active care and support plan who are on holding lists (OP/PD/MH/LD) 21 days +
Keeping people safe during safeguarding enquiries	<ul style="list-style-type: none"> • Proportion of people who have had initial efforts made to safeguard them within 3 days of referral • Red rag rated safeguarding cases on holding list for more than 1 full working day • Proportion of safeguarding cases allocated within 4 weeks of safeguarding contact (weight 0.5) • Proportion of section 42 safeguarding enquiries where a risk was identified and the reported outcome that this risk was reduced or removed.
Quality of care market	<ul style="list-style-type: none"> • Proportion of beds in providers rated as Requires Improvement by most recent PAMMS • Proportion of beds in providers rated as Inadequate by most recent PAMMS • Proportion of providers rated as good or outstanding by CQC

4. Impact of the Proposal

4.1 Information Report

5. Evidence and Reasons for Decision

5.1 N/A

6. Alternative Options

6.1 Information Report.

7. Financial Implications

7.1 N/A

8. Resource Implications

8.1 Staff: N/A

8.2 Property: N/A

8.3 IT: N/A

9. Other Implications

9.1 Legal Implications: N/A

9.2 Human Rights Implications: N/A

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

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

9.5 Health and Safety implications (where appropriate):

9.6 Sustainability implications (where appropriate): N/A

9.7 Any Other Implications: N/A

10. Risk Implications / Assessment

10.1 This report is intended to be read with the Risk Management Report

11. Select Committee Comments

11.1 N/A

12. Recommendations

1. Review and comment on the end of quarter three performance data.
2. Review the considerations and next steps.
3. Agree the planned actions as set out.
4. Agree the proposed changes to the Vital Signs Measures for Adults' Services for 2023-24.

13. Background Papers

13.1 None

Officer Contact

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

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Cabinet

Item No: 12

Report Title: Risk Management

Date of Meeting: 3rd April 2023

Responsible Cabinet Member: Cllr. Proctor (Leader and Cabinet Member for Strategy & Governance)

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

Is this a Key Decision? No

If this is a Key Decision, date added to the Forward Plan of Key Decisions: Not applicable

Executive Summary / Introduction from Cabinet Member

Risk management contributes to achieving corporate objectives, the Council's key priorities and strategy Better Together, For Norfolk, and is a key part of the performance management framework. The responsibility for an adequate and effective risk management function rests with the Cabinet, supported by portfolio holders and delivered by the risk owners as part of the risk management framework.

We are required by the Council's Constitution to also report on the departmental level risks being managed within the Council, so this report also includes the details of the departmental red rated risks in addition to heat map summaries of each department's total risks for Cabinet to note.

Recommendations:

For Cabinet to consider and agree:

- 1. The key messages detailing key changes to corporate risks since the last report to January 2023 Cabinet (paragraphs 2.1 and 2.2 and Appendix A)**
- 2. The corporate risks as at April 2023 (Appendices B and C)**

For Cabinet to note:

- 1. The departmental risk summaries as at April 2023 (Appendix D)**
- 2. The red rated departmental level risks as at April 2023 (Appendix E)**

1. Background and Purpose

1.1 With Cabinet's ownership of the corporate risk register, the purpose of this report is to set out the latest corporate risks for Cabinet to consider and agree following officer review of the Council's corporate level risks. **Appendix A** provides a summary of the proposed changes to corporate risks following this review, with the current corporate risk register scores visually summarised on the corporate risk heat map in **Appendix B**. Details of all risks on the corporate risk register are located in **Appendix C**. Heat map summaries of each department's risk register are located in **Appendix D**, with red rated departmental level risks reported at **Appendix E**.

The Audit and Governance Committee are responsible for monitoring the adequacy and effectiveness of the systems of risk management and internal control, as set out in its Terms of Reference, which is part of the Council's [Constitution](#). There are Risk Management controls in place within the Council as per the Financial Regulations of the Council's Constitution.

2. Proposal

2.1 The key general risk messages are as follows:

- That corporate risk management continues to be sound and effective, working to best practice, and continues to support the Council's strategic objectives.
- The review and updating of corporate and departmental risks has taken place with the input of risk owners and reviewers.
- The continuous risks in nature with target dates of the end of this financial year have been amended. Mitigations and progress will continue to be monitored to ensure further progression with reducing risk scores wherever possible for the risks that Norfolk County Council can treat (reduce).
- This risk management report should be read in conjunction with the performance and finance reports.

2.2 The key specific corporate risk messages are as follows:

Proposed risk score change

RM002 – Income Streams

There is a proposal to temporarily reduce the score from 12 to 8, reducing the likelihood from 3 (possible) to 2 (unlikely).

Proposed risk closure

RM037 – NFRS Industrial Action

This risk is being proposed for closure.

Further information on the specific risk changes listed above in 2.2 can be found in **Appendices A and C**.

3. Impact of the Proposal

- 3.1 Risk management plays a key role in managing performance and is a requirement in the Accounts and Audit Regulations 2015 (amended 2020). Sound risk management helps ensure that objectives are fulfilled, that resources and assets are protected and used effectively and efficiently. The responsibilities for risk management are set out in the Financial Regulations, which are part of the Council's Constitution.
- 3.2 Details of the proposals above in 2.2. can be viewed in Appendix A, offering further rationale and impact of the proposals.

4. Evidence and Reasons for Decision

- 4.1 Not applicable as no decision is being made.

5. Alternative Options

- 5.1 There are no alternatives identified.

6. Financial Implications

- 6.1 There are financial implications to consider, which are set out within the risks at **Appendix C**. The budget for this financial year 2023-24 was set and agreed by Full Council in February 2023, following consultation. Mitigations supporting the controlled treatment of the risk of the potential failure to manage significant reductions in local and national income streams are set out in risk **RM002 - Income streams**, and the corporate risk covering the impact of rising inflation is covered in risk **RM035 - Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets**.

7. Resource Implications

- 7.1 **Staff:** There are staffing resource implications to consider as part of risk **RM029 - Critical skills required for the organisation to operate effectively**.
- 7.2 **Property:** There is ongoing work to identify and implement opportunities to reduce our carbon footprint throughout our corporate property portfolio.
- 7.3 **IT:** The Council's Information Management Technology team are continuing to closely monitor cyber security threat levels with the current geo-political situation in Ukraine, and continue to roll out the technology advances that are helping Members and officers to carry out their duties effectively from home as well as Council offices.

8. Other Implications

8.1 Legal Implications:

There are no current specific legal implications to consider within this report.

8.2 Human Rights Implications:

There are no specific human rights implications to consider within this report.

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

None applicable.

8.4 Data Protection Impact Assessments (DPIA):

None applicable.

8.5 Health and Safety implications (where appropriate):

There are no new health and safety implications to consider.

8.6 Sustainability implications (where appropriate):

There are no specific sustainability implications to consider within this report other than to note the corporate risk **RM036 – Environmental Policy** covering the risk of not delivering the key objectives of the NCC environmental policy, which incorporate sustainability.

8.7 Any Other Implications:

The necessary changes to risks affected by staffing and departmental structure changes will be implemented from April 2023. These will include amending risk owners, reviewers, and departments of the affected risks.

The Norfolk County Council climate change strategy will be brought to Cabinet in May 2023. Associated climate change risks to Norfolk County Council will be considered from this.

9. Risk Implications / Assessment

- 9.1 The corporate risk implications are set out in the report above, and within the risks themselves at **Appendix C**.

10. Select Committee Comments

- 10.1 There are no recent risk-based comments from the Select Committee to report.

11. Recommendations

For Cabinet to consider and agree:

1. The key messages detailing key changes to corporate risks since the last report to January 2023 Cabinet (paragraphs 2.1 and 2.2 and Appendix A)
2. The corporate risks as at April 2023 (Appendices B and C)

For Cabinet to note:

1. The departmental risk summaries as at April 2023 (Appendix D)
2. The red rated departmental level risks as at April 2023 (Appendix E)

12. Background Papers

- 12.1 There are no background papers applicable.

Officer Contact

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The explanation for the proposed key changes to corporate risks is as follows;

Proposed risk score change

RM002 – Income Streams

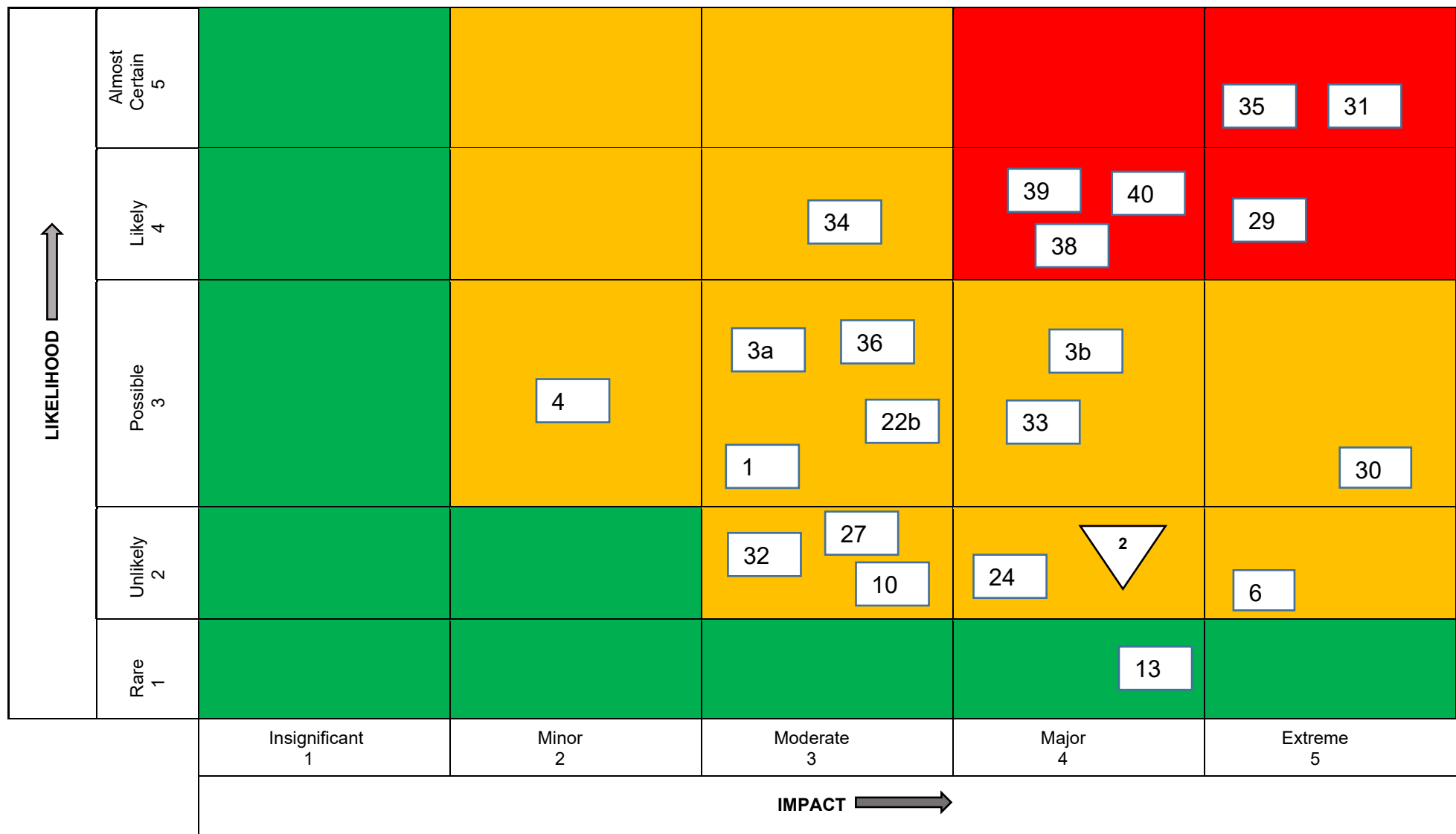
There is a proposal to temporarily reduce the score from 12 to 8, reducing the likelihood from 3 (possible) to 2 (unlikely). This comes as a result of the Council having managed income streams for 2022-23, and will revert to a score of 12 from the beginning of this financial year 2023-24 when we manage this financial year's income streams as part of the budget delivery.

Proposed risk closure

RM037 – NFRS Industrial Action

This risk is being proposed for closure. This follows the proposed industrial action being called off following a pay award agreement.

Corporate Risks - Heat Map

**Key**

= Risk score increase



= no score change



= risk score decrease

No.	Risk description	No.	Risk Description
RM001	Infrastructure funding requirements	RM032	Capacity to manage a large or multiple incidents or disruptions to business
RM002	Income streams	RM033	Norwich Western Link Project
RM003a	Information compliance requirements.	RM034	Supply Chain Interruption
RM003b	Information and cyber security requirements	RM035	Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets
RM004	Contract management for commissioned services.	RM036	Environmental Policy
RM006	Service delivery	RM038	ASSD Recovery from the Covid-19 pandemic
RM010	Loss of key ICT systems	RM039	ASSD financial, staffing & market stability impacts due to implementation of social care reform
RM013	Governance protocols for entities controlled by the Council.	RM040	ASSD assurance implementation
RM022b	EU Transition		
RM024	Great Yarmouth Third River Crossing (3RC)		
RM027	myOracle		
RM029	Critical skills required for the organisation to operate effectively		
RM030	Non-realisation of Children's Services Transformation change and expected benefits		
RM031	NCC Funded Children's Services Overspend		

Risk Number		RM001				Date of update		31 January 2023		
Risk Name		Infrastructure funding requirements								
Portfolio lead		Cllr. Fabian Eagle				Risk Owner		Tom McCabe		
Risk Description					Date entered on risk register			03 June 2019		
There is a risk of not realising infrastructure funding requirements to achieve the infrastructure ambition of the Business Plan. 1) Not securing sufficient funding to deliver all the required infrastructure for existing needs and planned growth leading to: • Congestion, delay and unreliable journey times on the transport network • A lack of the essential facilities that create attractive conditions for business activity and investment, and sustainable communities, including good connectivity, public transport, walking and cycling routes, open space and green infrastructure, and funding for the infrastructure necessary to enable the county council to perform its statutory responsibilities, eg education. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	3	2	6	Mar-24	Amber
Tasks to mitigate the risk										
1.1) Work with other county council officers and partners including government, local enterprise partnerships and district councils to compile evidence and the case for investment into infrastructure in order to achieve success through bidding rounds for capital investment. 1.2) Identify and secure funding including Pooled Business Rates (PBR) to develop projects to a point where successful bids can be made for funding through compiling evidence and cases for investment. 1.3) Engage with providers of national infrastructure – National Highways for strategic (trunk) roads and Network Rail for rail delivery – to ensure timely delivery of infrastructure projects, and work with partners on advocacy and lobbying with government to secure future investment into the networks. 1.4) Review Planning Obligations Standards annually to ensure the county council is able to seek and secure the maximum possible contribution from developers. 1.5) Continue to build the relationship with strategic partners including elected representatives, government departments, local enterprise partnerships, regional bodies such as Transport East (the Sub-National Transport Body) and other local authorities to maximise opportunity and work together in the most effective joined-up manner. 1.6) Periodically review timescales for S106, and other, funding contributions to ensure they are spent before the end date and take action as required. Periodic reviews for transport contributions and an annual review process for library and education contributions. 1.7) Manage risk RM033, Norwich Western Link.										
Progress update										

Progress update

1.1) Working with Transport East on strategic ambitions including on current projects and our intentions on developing future programmes.

NWL (See RM033): Outline Business Case (OBC) submitted to DfT for approval at end of June 2021. Awaiting funding confirmation.

Long Stratton Bypass: OBC approved by government July 2021. Revised planning applications from developers submitted. Issue of nutrient neutrality resolved.

West Winch Housing Access Road: Government progression to the next stage received 7 July 2022. DfT will make a contribution of £698,000 towards the costs of developing an OBC in line with our funding request.

A47/A17 Pullover Junction King's Lynn: Draft Strategic Outline Case received from WSP. Has been reviewed and progression to the next stage will now be the subject of member decision-making.

Working with partners: Continuing to work with districts and other partners on a range of infrastructure projects.

1.2) PBR funding secured for various projects including Norwich Western Link, West Winch Housing Access Road and A47/A17 Pullover Junction (see 1.1). Govt funding secured includes: £0.5m zero emission transport cities, £50m Bus Service Improvement Plan, further £0.7m via Active Travel Fund received in January. County levelling-up bid for Southgates, King's Lynn submitted. Awaiting announcement.

1.3) Secretary of State granted Development Consent Orders for dualling A47 Blofield to Burlingham, N. Tuddenham to Easton and Thickthorn. JR Hearing scheduled 10, 11 May

A47 Alliance Task and Finish Group is developing a programme of advocacy in the run-up to RIS3

Discussing strategic ambitions with partner authorities on the Alliance

Continuing to work with partners on Norwich to London rail, Ely Task Force and East West Rail Main Line Partnership. Working with Transport East on Transport East Rail Plan

Working with National Highways to deliver improvements at Harfreys Roundabout ahead of completing 3RC

1.4) Officers will continue to update annually the County Council's Planning Obligations Standards (2022) to ensure the council is able to seek and secure the maximum possible contribution from developers. The next update/review will begin later in the year and will need to take into account the recent significant increases in build costs associated with schools and libraries. The updated Standards will need to be agreed by members in early 2023.

1.5) Continuing to work with Transport East: Transport strategy endorsed by NCC Cabinet in November. Working with TE on additional workstreams initiated following three-year funding settlement from DfT. Liaising and attending various wider partnership groups including with DfT, Network Rail and National Highways on strategic road and rail schemes

1.6) Officers have introduced a new system of monitoring known as the Infrastructure Funding Statement (IFS) to comply with the 2010 Community Infrastructure Levy (CIL) Regulations (as amended in September 2019). This will ensure monitoring is effective, transparent and up to date. The County Council will publish its updated IFS later in the year (December) in line with the above CIL Regulations.

1.7) See risk RM033, Norwich Western Link.

Risk Number	RM002					Date of update		21 February 2023		
Risk Name	Income streams									
Portfolio lead	Cllr. Andrew Jamieson					Risk Owner		Simon George		
Risk Description					Date entered on risk register			31 May 2019		
There is a risk of failure to manage significant reductions to, or insufficient increases in, local and national income streams. This may arise from global or local economic circumstances (i.e. rising inflation), and/or government policy on public sector budgets and funding. As a result there is a risk that the Medium Term Financial Strategy savings required for 2022/23 - 2025/26 are not delivered because of uncertainty as to the scale of savings resulting in significant budget overspends, unsustainable drawing on reserves, and severe emergency savings measures needing to be taken. The financial implications are set out in the Council's Budget Book, available on the Council's website. Overall risk treatment:Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	2	4	8	2	4	8	Mar-23	Met
Tasks to mitigate the risk										
Medium Term Financial Strategy and robust budget setting within available resources. No surprises through effective budget management for both revenue and capital. Budget owners accountable for managing within set resources. Determine and prioritise commissioning outcomes against available resources and delivery of value for money. Regular and robust monitoring and tracking of in-year budget savings by Executive Directors and members. Regular finance monitoring reports to Cabinet. Close monitoring of central government grant terms and conditions to ensure that these are met to receive grants. Plans to be adjusted accordingly once the most up to date data has been received.										
Progress update										
County Council on 21.02.22 approved the 2022-23 budget and future Medium Term Financial Strategy 2022-26 taking into account the 2022-23 Local Government Finance Settlement. The council's external auditors gave an unqualified audit opinion on the 2020-21 Statement of Accounts and were satisfied that the County Council had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31.03.2021. The implications of the COVID-19 response, coupled with continued uncertainty and the further delay of the significant planned reforms for local government finance, represents a major challenge for the Council in developing its Medium term Financial Strategy. Cabinet on 04.04.2022 considered a strategic and financial planning report for 2023-24 and budget update reports on 04.07.22 and 03.10.22. Cabinet on 30.01.23 considered and agreed the 2023-24 Revenue Budget and Medium Term Financial Strategy 2023-27 and made recommendations to County Council. On 21.02.23 County Council agreed the 2023-24 Budget, level of council tax and future Medium Term Financial Strategy 2023-27 taking into account the 2023-24 Local Government Finance Settlement.										

Risk Number	RM003a					Date of update		21 February 2023		
Risk Name	Information compliance requirements									
Portfolio lead	Cllr. Andrew Proctor					Risk Owner		Andrew Stewart		
Risk Description					Date entered on risk register			05 June 2019		
There is a risk of failing to comply with statutory information compliance requirements (e.g. under GDPR, FOI, EIR) which could lead to reputational damage and financial impact from any fines or compensation sought, and operational inefficiencies within the organisation, and loss of cooperation with external partners (eg. NHS).										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	3	12	3	3	9	2	3	6	31/06/2023	Green
Tasks to mitigate the risk										
1. Mandatory Information Governance Training for all colleagues, with ongoing awareness of IG responsibilities for colleagues. 2. Information Governance Group and Steering Group occur bi-monthly 3. Detailed management information in place to monitor performance 4. Two-way relationship with ICO maintained to ensure positive working relationship 5. Focus on resource available / required to ensure consistency of service 6. Ongoing improvements underway to improve IG operational efficiency and effectiveness. 7. Working closely with IMT to exploit the technical opportunities as described in RM003b.										
Progress update										
Mandatory training for Information Governance (Data Protection Essentials) has been live since January 2021 should now have been completed by all colleagues on a 2 year cycle. The migration of the learning platform in April 2022 led to the inability to effectively monitor completion rates until late 2022. The current completion rate is below the 95% target with a focus on improving this now in place through targeted communications. A workbook remains in place to match the online training for non-IT users. All NCC employees and anyone accessing NCC data receive IG training.										
Information Governance Group and the escalation Steering Group comprising the SIRO, DPO, Dir IMT, Audit and Caldicott Guardians continues to meet, occurring bi-monthly to deliver a strong focus and accountability on information related matters. A new DPO is in place from January 2023 following the departure of the previous DPO.										
Management information continues to be developed to allow actions to be taken on activity within the IG team and resource to be appropriately allocated / requested. Performance remains strong in Freedom of Information Requests and Police disclosures. Subject Access Requests (SARs)										

Progress update

has seen significant improvements since a single team was created in August 2022 which has seen a 20% reduction in open cases to date. The ICO remains in discussion with us about our SAR position and recruitment is underway to fill vacancies that have arisen which will help further. We continue to look for improvements to process where possible including working with IMT to deliver technology solutions to improve performance and reduce risk.

Positive relationship with the ICO in relation to data incidents and responses to subject access request complaints which helps demonstrate a good culture towards information in NCC.

In conjunction with IMT, the Electronic Storage Programme underway to reduce risk associated with unstructured information held on Fileshares with the first migrations complete. A schedule of migrations is now planned in 2023 to move departments over to the new storage, with retention labels being a key addition.

These activities will enhance many of the mitigations to a higher standard, reducing the likelihood of occurrence - the impact should anything happen would likely result in local or national media attention, depending on the severity of the issue.

Risk Number		RM003b		Date of update		28 February 2023				
Risk Name		Information and cyber security requirements								
Portfolio lead		Cllr. Tom Fitzpatrick		Risk Owner		Geoff Connell				
Risk Description				Date entered on risk register		05 June 2019				
There is a risk of failure to comply with relevant information and cyber security requirements. This would incorporate failing to comply with relevant information security and cyber requirements (e.g. Public Sector Network Assurance, NHS Data Security and Protection Toolkit, and Payment Card Industry - Data Security Standards) which could lead to operational, financial and reputation impact. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	3	12	3	4	12	1	3	3	Mar-24	Green
Tasks to mitigate the risk										
1. Mandatory Training in place for all colleagues - ongoing 2. Development and monitoring for breaches - ongoing 3. Implementation of improved security measures - ongoing 4. External networking to ensure best practice - ongoing 5. Completing required accreditations - ongoing										
Progress update										
- Ongoing monitoring of compliance levels with mandatory training for all colleagues. - Implementation of improved security measures e.g. E5 Licencing - Involvement with National cybersecurity organisation - Extensive communications to NCC staff on remaining vigilant against cyber-attacks - Increased take up of IT training; - A simulated phishing exercise, carried out to understand where weaknesses remain; - Roll-out of Safe Links and Safe Attachments technology, which screens MS Office attachments and links before being opened; - Anti-spoofing technology software being introduced. - PSN and other Public Sector cyber assurance will continue while new standards are developed. PSN recertification planned for Feb 2023.K17 - Recent (June 2022) UK Government Accredited independent assessment of laptop configuration assessed that “the endpoints' security posture was found to be very strong.” - Microsoft 365 E5 “Defender for Endpoint” and “Defender for Identity” products deployed - Application for PCI:DSS Level 3 assessment booked for January 2023 - Zero Trust design for laptops being rolled out, over 15% of estate completed. - NHS DSP Toolkit application being prepared for 2022/23 Microsoft Insider Risk Management implementation planned Q1 2023 Ensuring all services up to date and security patced. Retired 222 out of date servers, 1 remains.										
Risk score of 12 at present due to a number of new threats from the geo-political landscape. The impact should anything happen could result in significant operational and financial impact as well as local or national media attention, depending on the severity of the issue.										

Risk Number	RM004					Date of update		28 February 2023		
Risk Name	Contract management for commissioned services.									
Portfolio lead	Cllr. Andrew Jamieson					Risk Owner		Simon George		
Risk Description					Date entered on risk register			02 June 2019		
There is a risk of failure to deliver effective and robust contract management for commissioned services. Ineffective contract management leads to wasted expenditure, poor quality, failure to achieve anticipated environmental or social benefits, unanticipated supplier default or contractual or legal disputes, and/or reputational damage to the Council. The council spends some £900m on contracted goods and services each year. Overall risk treatment: Tolerate										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	2	3	6	1	3	3	Mar-24	Green
Tasks to mitigate the risk										
<p>1) New governance arrangements: Stand up the Commissioning and Procurement Leadership Group to add senior rigour to contract and category management across ASS, CS and PH. Ensure similar rigour is ensured for other contracts (ie Non-Light Touch Regime/Provider Selection Regime) via working groups and DLTs. Stand up a Commercial Board for escalation and to endorse significant strategies</p> <p>2) New route for procurement pipeline - annual process with additional ad-hoc plans as they arise Approval from new Commercial Board Endorsement from Corporate Board Agreement from Cabinet</p> <p>3) Segment all contracts into Gold/Silver/Bronze according to a defined framework. Also agree where certain categories should be promoted to a higher segment than that for individual contract. Record this on contract register</p> <p>4) Agree minimum contract management requirements for each segment. Ensure these are monitored regularly at departmental DLTs</p> <p>5) Ensure that staff managing contracts participate in relevant contract management training</p> <p>6) Procure and implement a new contract management system to automate the current manual processes, and to provide a single repository of contract information which is accessible to all relevant stakeholders across both procurement and departmental commissioners/contract managers</p> <p>7) Review arrangements between commissioning departments and procurement - escalation, role boundaries, informal vs formal mechanisms</p>										
Progress update										

Progress update

- 1) Governance structure agreed by Tom McCabe. Terms Of Reference, Membership, Meeting Frequency etc to be in place before end 2022
- 2) To be agreed and implemented through the Governance groups described in (1) above
- 3) Contract segmentation framework nearly finalised. Individual contract segmentation recorded on contract register.
- 4) Next step is to liaise with departmental contract owners to ensure robust contract management, and reporting of such to senior department management teams
- 5) Contract Management Pioneer Programme available for 10 free places in early 2023. NCC has been accepted onto the programme and is identifying the most appropriate delegates. Once complete (or maybe sooner) we will consider whether additional staff would benefit from the programme - we would need to pay for further places
- 6) Project underway to agree requirements with procurement staff and commissioning staff from Adult Social Services, Children's Services, and Public Health
- 7) Detailed RACI almost agreed between procurement and departmental commissioners. Work planned to link departmental and procurement contract processes (first meeting took place in December 2022).

Risk Number		RM006		Date of update		28 February 2023				
Risk Name		Service Delivery								
Portfolio lead		Cllr. Andrew Proctor		Risk Owner		Tom McCabe				
Risk Description				Date entered on risk register		13 June 2019				
There is a potential risk of failure to deliver our services within the resources available for the period 2022/23 to the end of 2023/24. The failure to deliver agreed savings or to deliver our services within the resources available, factoring in causation such as rising inflation, resulting in the risk of legal challenge and overspends, requiring the need for in year spending decisions during the life of the plan, to the detriment of local communities and vulnerable service users. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	5	10	2	5	10	1	5	5	Mar-24	Green
Tasks to mitigate the risk										
<p>'1) Clear robust framework, ' Better Together, for Norfolk - Business Plan' in place which drives the delivery of the overall vision and priority outcomes. The delivery of a council-wide strategy which seeks to shift focus to early help and prevention, and to managing demand.</p> <p>2) Delivery against the strategic service and financial planning, by translating the vision and priorities into achieved, delivered targets.</p> <p>3) A robust annual process to provide evidence for Members to make decisions about spending priorities.</p> <p>4) Regular and robust in-year financial monitoring to track delivery of savings and manage in-year pressures.</p> <p>5) Sound engagement and consultation with stakeholders and the public around service delivery.</p> <p>6) A performance management and risk system which ensures resources are used to best effect, and that the Council delivers against its objectives and targets.</p>										
Progress update										
Regular budget and performance monitoring reports to Cabinet has continued to demonstrate how the Council has delivered against the 2022/23 budgets and priorities set for each of our services. The Council has a robust and established process, including regular reporting to Members, which is closely linked to the wider Council Strategy, in order to support the development of future year budget plans taking account of the latest available information about government funding levels and other pressures. This process includes reviewing service budgets and taking into account financial performance and issues arising in the current financial year as detailed in the budget monitoring reports. There is financial monitoring of in-year cost, with monitoring of financial year spend being reported to Cabinet on a monthly basis. There has been an updated MTFS position reported to Cabinet within the year, and there was a budget setting meeting of Full Council in February 2023, with future monitoring reports brought to Cabinet in 2023/24. Strategic Review underway to identify proposals to contribute to closing 2023-24 gap.										

Risk Number	RM010				Date of update		28 February 2023			
Risk Name	Loss of key ICT systems									
Portfolio lead	Cllr. Tom Fitzpatrick				Risk Owner		Simon George			
Risk Description					Date entered on risk register			01 July 2019		
The risk of the loss of key ICT systems including: - Network connectivity; - Telephony; - Microsoft Office & all business systems. Loss of core / key ICT systems, communications or utilities for a significant period - as a result of a cyber attack, loss of power, physical failure, fire or flood,or supplier failure - would result in a failure to deliver IT based services leading to disruption to critical service delivery, a loss of reputation, and additional costs. Note that cyber security risks are elevated in 2022 due to global geopolitical issues (Cyber risk is detailed further in the service level risk register). Overall risk treatment: Treat.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	2	3	6	1	3	3	Mar-24	Green
Tasks to mitigate the risk										
Full power down completed periodically 3) Implement Cloud-based business systems with resilient links for key areas 4) Review and Implement suitable arrangements to protect against possible cyber / ransomware attacks including; 5) Running a number of Cyber Attack exercises with senior stakeholders to reduce the risk of taking the wrong action in the event of a cyber attack 6) We will hold a number of Business Continuity exercises to understand and reduce the impact of risk scenarios 7) WFH has changed the critical points of infrastructure. Access to cloud services like O365 without reliance on County Hall data centres is critical to ensure service continuity. 8) Keep all software security patched and up to date and supported. Actively and regularly review all software in use at NCC and retire all out of date software that presents a risk to keeping accredited to these standards. 9) Continue to closely monitor security processes.										
Progress update										

Progress update

- 1) Full power down completed as required by Property programme plans. A test of the generator has been planned for 10th December 2022 ahead of potential National Power Outages.
- 2) Local Area Network refresh successfully completed for all County Council Offices.
- 3) We Implement Cloud-based business systems with resilient links for key areas as they are procured, guidance is being refreshed regularly.
- 4) We have now completed the cyber audit actions and continue to progress through the Audit recommendations
- 6) Since COVID-19 has resulted in the majority of the workforce working from home, we continue to monitor the network to tweak and improve performance.
- 8) Infrastructure design is evolving to accommodate cloud services, further strengthen cyber security and reduce reliance on County Hall infrastructure. NCC dependencecy on Solaris has been almost completely removed with the introduction of MyOracle. Systems have been patched and kept up to date once a month throughout the year in line with Industry best practice.
- 9) The scope and frequency of security monitoring processes has been increased.
- 10) Future Network project has completed its procurement and awarded to Abzorb, this once implemented will reduce the complexity, improve security by introducing zero trust and improve resilience by removing the reliance on a traditional network. We are ensuring we do not increase the risk by dual running the networks together as the new network is delivered.
- 11) "Zero Trust" laptop design being rolled out, removing reliance on County Hall infrastructure for all cloud services including Oracle and Office 365, enabling staff to work from anywhere even if County Hall data centres unavailable.

Risk Number	RM013		Date of update		28 February 2023					
Risk Name	Governance protocols for entities controlled by the Council.									
Portfolio lead	Cllr. Greg Peck		Risk Owner		Simon George					
Risk Description			Date entered on risk register		02 July 2019					
The potential risk of failure of the governance protocols for entities controlled by the Council, either their internal governance or the Council's governance as owner. The failure of entities controlled by the Council to follow relevant guidance or share the Council's ambitions. The failure of governance leading to controlled entities: Non Compliance with relevant laws (companies, subsidy control procurement, environmental or other); Incurring Significant Losses or losing asset value; Taking reputational damage from service failures; Being mis-aligned with the goals of the Council. Overall risk treatment: Treat This risk is scored at a likelihood of 1 due to the strong governance in place and an impact score of 4 given the size of the controlled companies.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
1	4	4	1	4	4	1	4	4	Mar-24	Met
Tasks to mitigate the risk										
<p>1) All controlled entities and subsidiary companies have a system of governance which is the responsibility of their Board of Directors.</p> <p>The Council needs to ensure that it has given clear direction of it's policy, ambitions and expectations of the controlled entities.</p> <p>The NORSE Group objectives are for Business Growth and Diversification of business to spread risks. Risks need to be recorded on the Group's risk register.</p> <p>2) The shareholder committee should meet quarterly and monitor the performance of NORSE. A member of the shareholder board, the shareholder representative, should also attend the NORSE board.</p> <p>3) The Council holds control of the Group of Companies by way of its shareholding, restrictions in the NORSE articles of association and the voting rights of the Directors. The mission, vision and value statements of the individual NORSE companies should be reviewed regularly and included in the annual business plan approved by the Board. NORSE should have its own Memorandum and Articles of Association outlining its powers and procedures, as well as an overarching agreement with the Council which outlines the controls that the Council exercises over NORSE and the actions which require prior approval of the Council.</p> <p>4) To ensure that governance procedures are being discharged appropriately to Independence Matters. The Executive Director for Finance and Commercial Services' representative attends as shareholder representative for Independence Matters.</p> <p>5) Shareholder representation required from the Executive Director of Finance and Commercial Services on both the Norse, and Repton Boards.</p>										
Progress update										

Progress update

- 1) There are regular Board meetings, share holder meetings and reporting as required. For NORSE, risks are recorded on the NORSE group risk register.
- 2) The Norse Group follows the guidance issued by the Institute of Directors for Unlisted Companies where appropriate for a wholly owned LA company. The shareholder committee meets quarterly and monitors the performance of Norse. A member of the shareholder board, the shareholder representative, also attends the Norse board.
- 3) The Council has reviewed its framework of controls to ensure it is meeting its Teckal requirements in terms of governance and control. The Executive Director of Finance and Commercial Services is responsible for reviewing the ongoing viability of wholly owned entities and regularly reporting the performance of their activities, with a view to ensuring that the County Council's interests are being protected.
All County Council subsidiary limited company Directors have been approved in accordance with the Constitution.
- 4) The ED of F&CS directs external governance.
- 5) There is Shareholder representation from the Executive Director of Finance and Commercial Services on both the Norse, and Repton Boards.

Risk Number		RM022b				Date of update		31 January 2023		
Risk Name		EU Transition								
Portfolio lead		Cllr. Fabian Eagle				Risk Owner		Vince Muspratt		
Risk Description					Date entered on risk register			28 August 2020		
There are two parts to this risk as follows; a) external funding and b) Norfolk businesses a) Risk RM14429 covers the closedown of the France (Channel) England INTERREG programme, managed by NCC. In terms of future external funding, we need to make a compelling case to Government for investment in Norfolk from the UK Shared Prosperity Fund (UKSPF), which replaces EU funding. There is a risk of limited opportunity for future skills funding from the UKSPF that NCC needs to be able to achieve the objectives of the Norfolk Investment Framework. b) We need to understand the implications for Norfolk businesses of the Territorial Cooperation Agreement and work with partners to support Norfolk businesses to trade.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-24	Amber
Tasks to mitigate the risk										
a) Development of Norfolk Investment Framework to target the UK Shared Prosperity Fund (replacement for EU funding).										
b) Focussed support for business, in conjunction with LEP and Chamber of Commerce.										
Progress update										
a) The Levelling Up White Paper indicates that in the short-term SPF and LU funds will be delivered through Districts. Should a County Deal be agreed, this may change. There is a need to develop a County Deal in order to gain strategic control over key functions and funds, but also to work with districts to maximise strategic use of SPF. Feedback from Stakeholders confirms the need for a NIF. Approach endorsed by the Steering Committee (including Town Deal Board Chairs/Local Authorities/Business Reps/University & Research Institutes and Private Sector). The NIF will identify funding options for delivery from a range of options including SPF and LUF, other national funding pots as well as private sector investment. The NIF has now been developed for delivery themes, that consist of skills, public sector services, business development and climate change.										
b) There is growth in the economy, but rising inflation (forecast c.10% by April 2023) and rise of 'cost of goods' and energy pose a risk/ added pressure on businesses at present. Business advice provided by the LEP's Growth Hub, Norfolk Chamber and Federation of Small Business. While these bodies can provide advice, the challenge for businesses is to invest more resource in producing the paperwork that is now required for the import/export of goods, and still generate a profit. Government has introduced measures to help secure more HGV drivers (to replace those lost due to both Brexit and the pandemic) and increase the number of seasonal agricultural workers who can work in the UK.										

Risk Number	RM024		Date of update		06 February 2023					
Risk Name	Great Yarmouth Third River Crossing (3RC)									
Portfolio lead	Cllr. Graham Plant		Risk Owner		Tom McCabe					
Risk Description			Date entered on risk register		14 June 2019					
<p>There is a risk of failure to construct and deliver the Great Yarmouth Third River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction to be completed early 2023). There is a risk that the 3RC project will not be delivered within budget and to the agreed timescales. Cause: delays during statutory processes put timescales at risk and/or contractor prices increase project costs. Event: The 3RC is completed at a later date and/or greater cost than the agreed budget, placing additional pressure on the NCC contribution. Effect: Failure to construct and deliver the 3RC within budget would result in the shortfall having to be met from other sources. This would impact on other NCC programmes.</p> <p>Overall risk treatment: Reduce, with a focus on maintaining or reducing project costs and timescales.</p>										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	2	4	8	2	3	6	Jun-23	Amber
Tasks to mitigate the risk										
<p>The project was agreed by Full Council (December 2016) as a key priority infrastructure project to be delivered as soon as possible. Since then, March 2017, an outline business case has been submitted to DfT setting out project costs of £120m and a start of work in October 2020. 80% of this project cost has been confirmed by DfT, but this will be a fixed contribution with NCC taking any risk of increased costs. Mitigation measures are:</p> <p>1) Project Board and associated governance to be further developed to ensure clear focus on monitoring cost and programme at monthly meetings.</p> <p>2) NCC project team to include specialist cost and commercial resource (bought in to the project) to provide scrutiny throughout the scheme development and procurement processes. This will include independent audits and contract/legal advice on key contract risks as necessary.</p> <p>3) Programme to be developed that shows sufficient details to enable overall timescales to be regularly monitored, challenged and corrected as necessary by the board.</p> <p>4) Project controls and client team to be developed to ensure systems in place to deliver the project and to develop details to be prepared for any contractual issues to be robustly handled and monitored.</p> <p>5) All opportunities to be explored through board meetings to reduce risk and programme duration.</p> <p>6) An internal audit has been carried out to provide the Audit Committee and management with independent assurance that the controls in place, to mitigate, or minimise risks relating to pricing in stage 2 of the project to an acceptable level, are adequate and effective and operating in practice.</p>										
Progress update										

Progress update

The outline business case was submitted on 30 March 2017, and DfT confirmed approval of this following the autumn statement in November 2017. Progress against actions are: 1) Project board in place. Gateway review highlighted a need to assess and amend board attendance and this has been implemented. A gateway review was completed to coincide with the award of contract decision making - the findings have been reported to the project board (there were no significant concerns identified that impact project delivery). Internal audit on governance report finalised 14 August 2019 and findings were rated green. Further gateway review completed summer 2020 ahead of progressing to next stage of contract (construction). 2) Specialist cost and commercial consultants appointed and continue to review project costs. The Commercial Manager will continue to assess the project forecast on a quarterly basis, with monthly interim reporting also provided to the board. No issues highlighted to date and budget remains sufficient. A further budget review was completed following appointment of the contractor. The full business case was developed and submitted to DfT at end of September 2020 - the project is still at agreed budget. 3) An overall project programme has been developed and is owned and managed by the dedicated project manager. Any issues are highlighted to the board as the project is delivered. The start of DCO examination was 24 September 2019, with a finish date on 24 March 2020. The approval of the DCO was confirmed on 24 September 2020 (no legal challenge). Construction started on 4 January 2021 as planned. The bridge completion and opening date remains early 2023. Nov 22 - Latest forecasting of completion is June 2023 (reported to Board). 4) Learning from the NDR the experience of commercial specialist support was utilised to develop contract details ahead of the formal commencement of the procurement process. Further work fed into the procurement processes (and competitive dialogue) with the bidders. The commercial team leads were in place from the start of the contract (January 2019) and continue in this role to manage contract administration. March 22 - Construction inflation is being closely monitored, but is not currently impacting the overall budget provisions. 5) The project board receives regular (monthly) updates on project risks, costs and timescales. A detailed cost review was delivered to the board ahead of the award of the contract (following the delegated authority agreed by Full Council), and took into account the contractors tender pricing and associated project risk updates. The project currently remains on budget and however the programme to complete the works and open the scheme in early 2023 has been delayed slightly to June 2023. 6) The further internal audit has been concluded and a report circulated. Findings were green with only one minor observation (already actioned).

Risk Number	RM027					Date of update		28 February 2023		
Risk Name	myOracle									
Portfolio lead	Cllr. Tom FitzPatrick					Risk Owner		Simon George		
Risk Description					Date entered on risk register			30 August 2022		
There is a risk of failure of the new Human Resources and Finance system whereby key operational processes don't deliver the required outcomes for the organisation and its' traded services customers. Cause: System build, poor process for implementation, inadequate training for self service. Event: Operational processes not delivering to the processes required. Effect: Individuals impacted by temporary reduced pay, potential reduced employee satisfaction and potential risks to employee retention. New employees not being onboarded quickly enough. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	3	6	2	2	4	Sep-23	Green
Tasks to mitigate the risk										
1) Strong subject expert engagement in the system configuration to ensure that myOracle meets the needs of the organisation. 2) Ensure that plans / workarounds are in place to mitigate any residual risks from any issues arising. 3) Ensure that we have the resource in place to be able to deal with any issues as they arise.										
Progress update										
1) The implementation of MyOracle is now live and any issues arising are being managed as a BAU exercise post mobilisation. 2) Support team and business teams focused on the identified system and process fixes required and plans/workarounds in place to mitigate those risks. 3) Team in place to rectify issues as they are reported.										

Risk Number	RM029	Date of update			20 February 2023					
Risk Name	Critical skills required for the organisation to operate effectively									
Portfolio lead	Cllr. Andrew Proctor		Risk Owner	Jane Naumkin						
Risk Description		Date entered on risk register			29 July 2019					
<p>There is a risk that a range of critical new/future skills are not available within NCC in the medium to longer term. The lack of these skills will create problems for, or reduce the effectiveness of service delivery. An inability or failure to consider/identify these until they are needed will not allow sufficient time to develop or recruit these skills. This is exacerbated by: 1.The demographics of the workforce (ageing) 2.The need for changing skills and behaviours in order to implement new ways of working including specialist professional and technical skills (in particular IT, engineering, change & transformation; analytical; professional best practice etc) associated with the introduction or requirement to undertake new activities and operate or use new technology or systems - the lack of which reduces the effective operation of NCC . 3.NCC's new delivery model, including greater reliance on other employers/sectors to deliver services on our behalf 4.Significant changes in social trends and attitudes, such as the use of new technology and attitudes to the public sector, which may impact upon our 'employer brand' and therefore recruitment and retention 5.Skills shortages in key areas including social work and teaching 6.Improvements to the UK and local economy which may impact upon the Council's ability to recruit and retain staff. 7.Government policy (for example exit payment proposals) and changes to the Council's redundancy compensation policy, which could impact upon retention, particularly of those at more senior levels and/or older workers. 8. Improvements in T&C in other sectors making the NCC employment deal less attractive/providing fewer points of difference e.g. more flexibility of work in other industries, greater gap on pay Overall risk treatment: Treat</p>										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	4	5	20	2	5	10	Mar-24	Amber
Tasks to mitigate the risk										

- *Identification of what new critical skills are required in services – using workforce planning process and toolkit. As each directorate makes their changes to make savings / manage demand.
- *Identification of pathways to enable staff to learn, develop and qualify into shortage areas – As each directorate makes their changes to make savings / manage demand
- *Creation of career families and professional communities, providing visible and clear career paths for colleagues.
- *Embedding a strengths based approach to performance management e.g. Recruit for strengths not just qualifications and skills and experience
- *Explore further integration with other organisations to fill the gaps in our workforce - ongoing
- *Develop talent pipelines working with schools, colleges and universities
- *Undertake market rate exercises as appropriate and review the reward package to support attraction and retention
- *Explore / develop the use of apprenticeships and early career schemes; this will help grow talent and act as a retention tool
- *Work with 14 – 19 providers and Higher Education providers to ensure that the GCSE, A level and Degree subjects meets the needs of future workforce requirements
- *acceptance and implementation of new workforce strategy that will lead to improved workforce planning
- *develop our employer value proposition and employer brand to improve attraction of people with the skills we need

Progress update

1. Working with education providers to ensure subjects meet future workforce requirements and students see a career in local government as an exciting option
2. Work has begun to make best use of the 'skills' facility in the new Oracle system. It will take time to understand how best to use the functionality but it is planned to help with finding people within NCC with skills not usually associated with their role, as well as providing easy reporting on professional registrations. This functionality is dependent on completion of career families work which will form part of the strategic review.
3. Work on how to use the full Talent module in Oracle will commence during 23/24
4. A digital skills survey has been made available to employees to support information and learning relating to their own particular digital skills competence. Mandatory training policy is live and has been socialised. A digital skills strategy approach is in development and dedicated resource will enable implementation.
5. NCC careers website design is underway
6. There is an additional task relating to skills to identify the impact of COVID-19 on the availability of and demand for skills in NCC and Norfolk – this is beyond the remit of this risk but is related and therefore captured here.
7. Workforce strategy has been agreed. It identifies a number of themes that will support recruitment and retention of employees with the skills we need to be a successful organisation including refreshing our employer brand and development of clear career families
8. The strategic review will support NCC to understand how we can reshape the organisation, including our model of leadership and management and approach to role families
9. Where a need is identified specific recruitment and marketing campaigns are developed and socialised to support attraction to hard to fill roles e.g. 'We Care' campaign
10. Reward offer is reviewed regularly to identify additional areas that would support attraction and retention
11. Work has begun on the career families and pay and reward elements of the strategic review

The target date has been moved to March 2024 to take account of the strategic review timescales and implementation

Risk Number		RM030				Date of update		13 February 2023		
Risk Name		Non-realisation of Children’s Services Transformation change and expected benefits								
Portfolio lead		Cllr. John Fisher				Risk Owner		Sara Tough		
Risk Description					Date entered on risk register			08 August 2019		
There is a risk of the non-realisation of Children’s Services Transformation change and expected benefits, encompassing the risk that Children’s Services do not experience the expected benefits from the transformation programme. Outcomes for children and their families are not improved, need is not met earlier and the increasing demand for specialist support and intervention is not managed. Statutory duties will not be fully met and the financial position of the department will be unsustainable over time. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	3	5	15	1	5	5	Mar-24	Amber
Tasks to mitigate the risk										
1) A demand management and prevention strategy and associated business cases have been completed and a multi-year transformation programme has been established covering social care and education, with 5 key strategic themes: Inclusion, Prevention and Early Intervention, Effective Practice Model, Edge of Care Support and Alternatives to Care, and Transforming the Care Market. 2) Significant investment has been provided to delivery transformation including c. £2m pa transformation investment fund since 2018-19 and £120m for capital investment in Specialist Resource Bases and Specialist Schools 3) A single senior transformation lead, operational business leads and a transformation team have been appointed / aligned to direct, oversee and manage the change 4) Regular governatnce structures in place through the Cabinet Member chaired Transformation and Benefits Realisation Board to track and monitor the trajectories of the programme benefits, risks and issues 5) Services from corporate departments are aligned to provide support to transformation change e.g. HR, Comms, IT, Finance, Information and Analytics, Innovation, etc 6) Interdependencies with other enabling transformation programmes e.g. Smarter Working will be aligned to help maximise realisation of benefits.										
Progress update										

Progress update

Scoring rationale - Risk impact relates to outcomes for children and families not being met, a key county council objective and financial loss of benefits over £3m therefore scored 5. Risk likelihood has reduced from "probable" prior to programme being initiated to "possible" as the transformation programme is seeing initial success after first 48 months of the programme, therefore scored 3.

- The investment in transformation has proved successful during the last 48 months having met existing targets for specific schemes albeit in the context of overall dept overspends
- Overall programme broke even in April 2021 rising to over £14m of cumulative net benefits by March 2022. Savings for 2022/23 are overall on target, where some projects and overachieved and others underachieved.
- Programme has helped to mitigate the cost pressures for 2021/22 that resulted due to the considerable financial pressures faced and ongoing uncertainties due to COVID-19. The projected programme savings of £6.5m for 2021/22 were exceeded, delivering £12.9m savings.
- Core indicator of number of Children in Care is broadly stable. Unit costs are under considerable pressure due to market forces, worsened by the impact of the pandemic, and changes to the profile of need including increasing pressure for placements for CYP with complex needs (particularly where there are also significant mental health needs). A number of existing transformation projects are in train to support these young people more effectively and reduce unit costs over the medium term.
- The next phase will focus primarily on prevention and early help – seeking to deliver a step change in our model and successfully bring together the system around special educational needs, early family help and emotional wellbeing. This includes the recently published funding for the Family Hubs and Start for Life programme.

Risk Number		RM031				Date of update		13 February 2023		
Risk Name		NCC Funded Children's Services Overspend								
Portfolio lead		Cllr. John Fisher				Risk Owner		Sara Tough		
Risk Description					Date entered on risk register		01 September 2019			
There is a risk that in-year pressures from service demand and other external factors beyond the department's control materialise and lead to a significant overspend.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	5	5	25	3	5	15	Mar-24	Amber
Tasks to mitigate the risk										
<p>Brought forward:</p> <p>1. Transformation programme in place that targets improvement to operating model, ways of working, and placement & sufficiency to ensure that intervention is happening at the right time, with the right children and families supported, with the right types of support, intervention & placements. This will result in improved value for money through ensuring that money is spent in the right places, at the right times with the investment in children and families resulting in lower, long-term costs.</p> <p>2. Improved monitoring system implemented to identify, track and respond to financial challenges.</p> <p>3. Cohorts will be regularly analysed to ensure that all are targeted appropriately and to develop new transformation initiatives to meet needs cost effectively.</p> <p>4. Ongoing recognition of underlying budget pressures within recent NCC budgets and within the MTFS, including for front-line placement and support costs (children looked after, children with disabilities and care leavers), operational staffing, and home to school transport for children with SEND.</p> <p>5. Recognition of pandemic-related additional budget pressures in-year and for future years, with actions identified to respond to these and to minimise cost pressures</p> <p>Feb 22</p> <p>MTFS set recognising underlying budget pressures identified from 21/22 forecast</p> <p>Mar 22</p> <p>Fortnightly business planning oversight meetings with the Lead Members for Children's Services and Finance and the Director of Financial and Commercial Services introduced</p> <p>Apr 22</p> <p>Targeted support provided to some HTST providers to minimise risk of contracts being returned due to significant rise in fuel costs due to Ukraine invasion</p> <p>May 22</p> <p>Review of 21-22 outturn to identify areas of key risks for close oversight by CSLT</p> <p>Dec 22</p> <p>Additional oversight system implemented by CSLT to scrutinise most high risk placements & support budget</p>										
Progress update										

Progress update

Scoring rationale - Risk impact relates to financial impact of over £3m, therefore scored 5. Risk likelihood has increased from probable to "almost certain", due to department currently projecting an overspend outturn position for 2022/23 in relation to the pressures within social care placements, and home to school transport (particularly for those with special educational needs and disabilities as well as mainstream provision).

Brought forward:

- Improved monitoring systems have become embedded: CSLT finance sub-group, high cost reporting, LAC tracker, Permanency Planning Meetings, DCS Quarterly Performance meetings, regular "Time for Outstanding Outcomes" Meetings and Transformation and Benefits Realisation Board chaired by Cabinet Member CS and attended by Members and CSLT.
- Multiple Transformation projects been successfully delivered over the past 24 months that will contribute to the mitigation of this risk. This includes the transformation of the Corporate Parenting Services, including our Fostering Services. We have introduced new services to work with vulnerable adolescents including our Targeted Youth Support Services and the North Yorkshire "No Wrong Door model" which is called "New Roads" in Norfolk This is a proven model at working with adolescents differently improving outcomes and reducing costs. Financial benefits associated with New Roads programme are a key mitigation for this risk. We have established a significant programme to support children with disabilities and their families and, with partners, are redesigning our prevention and early help model to help meet the needs of families before they reach a threshold for statutory services. This includes rolling out the Family Hub model in Norfolk.
- Children Looked After numbers have reduced significantly since January 2019, which has resulted in reduced overall placement costs.

Where unit costs are under considerable pressure due to external market forces, there are a number of existing transformation projects in train to support these young people more effectively and reduce unit costs over the medium term.

Oct 22

- CSLT agreed the need to increase the scrutiny of individual high cost placement / support forecasts in light of the forecast
- CLST recognised that new regulations relating to unregulated and unregistered provision would increase the likelihood of this risk occurring in future

Dec 22

- There are a wide range of factors that have impacted on the budget position. These include: unit costs are increasing significantly due to the cohort with the very highest and most complex needs continuing to grow as a proportion of all children looked after. The pandemic continues to have a substantial impact e.g. delays in the court system and the impact of hidden harm on CYP. Examples of other factors are; lack of supply of placements, worsening of emotional wellbeing and mental health amongst children, young people and parents, impact of inflation on families and services such as transport, ongoing shortages of staff in key professional specialisms.
- Currently the number of children in care is stable, the exception to this is the number of unaccompanied children has jumped over 50% in the past 2-3 months, which will impact on the overall sufficiency position.
- CSLT agreed development of 3-5 year financial plan for Cabinet to consider

Feb 23

- Family Hubs and Start for Life funding announced to further develop prevention and early help services across the County, which will help to mitigate cost pressures over the medium term. In addition government response to Children's Social Care Reform published on 9 Feb, which may enable additional opportunities to mitigate cost pressures in the future.

Risk Number	RM032		Date of update		16 January 2023					
Risk Name	Capacity to manage a large or multiple incidents or disruptions to business									
Portfolio lead	Cllr. Andrew Proctor			Risk Owner	Sarah Rhoden					
Risk Description			Date entered on risk register		29 October 2021					
<p>NCC is affected by an internal or external incident/emergency that impacts on the authority’s ability to deliver critical services. This could be internal threats such as loss of IMT or power or external impacts such as supporting the countywide response to Norfolk’s Highest risk such as Coastal flooding or pandemic flu. There is a risk of a large scale incident or series of incidents that cause potential negative impacts on the reputation, resources or financial stability, that affect NCC's ability to deliver it services. As of October 22 there are a number of ongoing situations which are compounding this risk. 1. Unprecedented numbers of Avian Influenza cases in Norfolk putting significant pressure on Trading Standards. 2. Energy providers issue of reasonable worst case scenario for power national power outages. 3. We are also moving into the season where will be see more severe weather acitivity, particulary the risk of low temperatures which compounds point 2 above. 4. Risk of Industrial action. Fire service are currently under consultation on pay offer. Risk of industrial action in other sectors eg. ambulance service / NHS will add additional pressure to social care services. 5. Cost of living crisis is affecting people and businesses across Norfolk. Risk to our staff, service users and wider community. 6. Covid-19 - as yet the impacts of Covid this coming winter season have not been determined, but there is potential to disrupt staffing and put additional pressures on front line services, including the ability to respond to incidents. 7. ICS and social care winter pressures.</p>										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	3	9	3	2	6	Aug-23	Amber
Tasks to mitigate the risk										
<p>1) Maintain the Corporate Resilience Plan.</p> <p>2) Maintain a robust Business Continuity process, including training and exercising.</p> <p>3) Having the appropriate groups in place to be able to support and manage any response to an incident causing business disruption.</p> <p>4) Supporting and embedding of Business Continuity looking at best practice to support the operational delivery of services.</p> <p>5) Further training planning for both BC and Emergency Planning.</p> <p>6) Active engagement and participation in the Norfolk Resilience Forum.</p> <p>7) On going review of winter risks</p> <p>8) Member of the NRF and attancance at weekly Norfolk Risk Inte lligance Group (RIG)meetings</p> <p>9) NRF Plans and procedures in place, including training and exercising</p>										
Progress update										

Progress update

The BC process and emergency response mechanisms are in place and enabled within NCC, support is in place from the Resilience team who deliver 24/7 response support.

Current BC stats = 83% of NCC plans reviewed and 81% plans have been exercised

Director Ops is stood up and currently meeting fortnightly to monitor on going issues. On call silver and Gold rotas in in place.

To help ensure we meet our duties under the Civil Contingencies Act, and to remain as prepared as possible for the winter period and beyond, the Norfolk Resilience Forum (NRF) has in place weekly Risk Intelligence Group (RIG) meetings. This is where emergency planning professionals from across the NRF partnership come together to review the potential risks that the county faces in the short term (next 7 days), medium term (7 days to 2 months) and longer term (beyond 2 months). This process creates an assessment picture that considers the potential impacts, aims to recommend and support mitigations, and, if required, stand up response structures that look to reduce the impacts as far as possible for Norfolk. The Resilience team attend this weekly Norfolk Resilience Forum (NRF) Risk Information Group (RIG) meeting to enable situation awareness and horizon scanning to support and manage all the major risks within the County.

The purpose of the RIG meetings is to create a Common Operating Picture risk assessment, which then feeds into the individual partner's strategic and tactical management meetings that help to shape the Norfolk wide preparedness and strategy. The NRF also undertakes specific monthly risk assessment meetings to look at the risks to Norfolk on a rolling basis, to ensure that we are current with our risk profile and planning. In addition, the NRF is also fully engaged at a regional and national level with the Department of Levelling Up Communities and Housing around winter assurance and preparedness for winter.

Due to global and national uncertainty, pre-emptive planning is ongoing to look at the risks

that NCC and Norfolk will face this winter and beyond, these will include:

Winter weather - snow/Ice storms and flooding. Health issues- pressure in care systems, Season Flu, outbreaks, re-emergence of COVID, Hospital roof collapse and care home failure. Cost of living impacts. Disruption to power or communications systems. Industrial Action. Animal Health outbreaks. Cyber attacks. A briefing document has been created for the Director Ops group to look at the requirements and for any additional mitigation actions, which was reviewed on 28th Sep by Director Ops. Board. In addition we are working with Government departments at DLUHC to ensure we have the latest national steer for winter preparedness. Winter weather - snow/Ice storms and flooding. Health issues- pressure in care systems, Season Flu, outbreaks, re-emergence of COVID, Hospital roof collapse and care home failure. Cost of living impacts. Disruption to power or communications systems. Industrial Action. Animal Health outbreaks. Cyber attacks. A briefing document has been created for the Director Ops group to look at the requirements and for any additional mitigation actions, which was reviewed on 28th Sep by Director Ops. NRF power outage exercise (Exercise Lemur) took place on 18th October. FloodEx National flood exercise took place w/c 14th November. Director Op's have set up a Winter preparedness working group and are building a project plan to join up the approach to winter planning. This has created 11 workstreams to ensure that all services are fully informed and as well prepared as possible. Director Ops will maintain oversight of this work. In addition NCC are also feeding into the wider Norfolk winter planning within the NRF multi-agency partnership. NCC and the NRF have issued NPO winter plans to cover the winter period to ensure that NCC and the multi agency partners are able to stand up appropriate staff to respond to the type of incident.

Risk Number	RM033		Date of update		01 February 2023					
Risk Name	Norwich Western Link Project									
Portfolio lead	Cllr. Graham Plant		Risk Owner		Tom McCabe					
Risk Description			Date entered on risk register		27 July 2021					
There is a risk that the NWL project could fail to receive funding approvals from the Department for Transport (DfT), and/or statutory approvals necessary within the necessary timescales to achieve the Orders to construct the project (related to planning consent, land acquisition, highway orders) to enable the Norwich Western Link (NWL) project (at £251m) to be delivered to the agreed timescales (target opening by late 2025). Cause: Objection to the project (particularly related to environmental impacts) that results in either DfT or Secretary of State failing to provide the necessary approvals for the funding/Orders. Event: The scale of the project and the funding requirement from DfT (at 85%) is such that without their funding contribution, it will not be possible to deliver the project. Without the necessary Orders in place, it will not be possible to deliver the project. Effect: The benefits that the project would bring in terms of traffic relief, accommodating growth in housing and employment, economic recovery and journey time savings would not be achieved. If ultimately the project does not get constructed there is the possibility that any funding already provided by DfT would need to be repaid and that the capital expenditure up to that stage could need to be repaid from revenue funds (as there would be no capital asset to justify the use of capital funding).										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	3	4	12	1	4	4	Sep-24	Amber
Tasks to mitigate the risk										
1. Work closely with DfT to resolve any queries related to the OBC approval. 2. Ensure programme dates for statutory approvals are achieved and submission details are legally checked. 3. Develop strong team resource to ensure well developed submissions for statutory processes (including public inquiry) are provided. 4. Provide regular updates to the project board to ensure any issues related to programme, cost and risk are reported. 5. Monitor scale of expenditure prior to SoS approval to ensure any potential financial implications can be accommodated within the NCC financial envelope.										
Progress update										

Progress update

1. OBC submitted to DfT for approval at end of June 2021. Awaiting funding confirmation, but timescale to be confirmed. July 2022 - Report approved by Cabinet (includes revised timescales and budget - 85% DfT contribution retained in OBC addendum submitted to DfT (approval ongoing)). 2. Programme being reviewed to ensure realistic timescales for pre-planning application consultation and planning submissions are in place (to be agreed by the project board). July 2022 - Timescales updated in Cabinet report and agreed. Sept 22 - Govt mini-budget on 23rd Sept set out fast-tracking of projects, including NWL. Details awaited to understand any implications. 3. Resource review in progress to ensure the team structure is suited to the next phases of the project. July 2022 - Team structure in place with some gaps in resource being resolved, but very challenging employment market conditions. Sept 22 - maintaining resources on project is proving challenging. Ongoing recruitment and discussions with WSP. 4. Project board meetings in place and risk, programme, cost regularly reported. July 2022 - All details updated in Cabinet report and cost, risk and programme will be monitored by Board based on Cabinet report. Sept 2022 – Board closely monitoring budget including inflation/economic implications. 5. Section 151 officer updated on expenditure to date at project board and is comfortable that any potential cost/budget implications could be accommodated within the NCC financial envelope. July 2022 - Details in Cabinet report agreed with s151 officer and budget recommendation and implications accepted by Cabinet and Full Council on 19 July. February 2023 - Still awaiting DfT OBC approval (following November 2022 budget statement).

Risk Number		RM034		Date of update		28 February 2023				
Risk Name		Supply Chain Interruption								
Portfolio lead		Cllr. Andrew Proctor		Risk Owner		Simon George				
Risk Description				Date entered on risk register		09 November 2021				
There is a risk of a supply chain interruption, which could affect any of the Council's supply chains. This could take the form of either a sudden or gradual interruption, affecting the ability to deliver one or more services effectively. Cause: Examples of sudden interruptions include; loss of power; loss of supplies due to panic-buying (fuel being the prime example with knock-on effects); supplier insolvency; inability to replace critical components. Examples of gradual interruptions include; a gradual inability to recruit key in-demand staff (e.g. drivers & care workers); a gradual material shortage (e.g. construction materials); inflation; industrial action; staff absence owing to Covid-19 / seasonal flu, gradually contracting labour markets. Event: The materialisation of a sudden or a gradual interruption or degradation of a NCC supply chain. Effect: Different causes will generate different effects, but the common effect would be a disruption to service delivery stemming from the interruption of the supply chain involved. This could have knock on effects to other services depending on the interconnectedness / scale of the supply chain.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	3	12	3	2	6	Mar-24	Amber
Tasks to mitigate the risk										
For loss of power: 1) Understanding power resilience of County Hall 2) Understanding failover if we lost County Hall power 3) Reviewing plans for simultaneous loss of power or gas to multiple sensitive sites, e.g. care homes. 4) Thinking through command and control in case of widespread power loss For fuel: 5) Sending out a de-brief form to all involved in the fuel disruption (NCC) and the Resilience team will collate the returns. This will inform changes to the NCC approach and potentially update the Corporate plan. Our work will feed into the wider NRF de-brief to the NRF plan. For food: 6) Consideration of academies and our role with free school meals. 7) Maintain good relationships with key suppliers. For supplier insolvency: 8) Formalising tiering of contracts For critical spares: 9) Work with providers to ensure there is adequate support to just in time (JIT) deliveries (contingency stock of critical spares). For IT: 10) Ensure IT refresh is considered and appropriate stock pre-ordered. General mitigations against sudden major disruptions include: Early warning and trigger points Supply diversity Supplier relationships Public sector resource pooling Effective plans										
Progress update										

Progress update

For loss of power:

- 1) Power resilience understood.
- 2) Resilience of Disaster Recovery site understood.
- 3) This is being looked at via normal BAU winter preparedness. Resilience Reps and DMT's are supported by the Resilience Team to review BC plans.
- 4) Command and control will follow existing processes. Any issues to be reported by department and escalated to appropriate response level (Silver/Gold) to manage the NCC response. If beyond NCC the NRF will be activated to respond.

For fuel:

- 5) Resilience Team have sent out a de-brief form to all involved in the fuel disruption (NCC) and has collated the returns. We have collated learning and now the Resilience Team are looking at the delivery of an operational plan to help deliver fuel

to critical services and have created a BC exercise for services to work through their fuel issues and supply needs.

For food:

- 6) Work to be carried out with providers to ensure they think about support to just-in-time deliveries (contingency stock of basics).
- 7) Close communication and good relations being upheld with key suppliers of food.

For supplier insolvency:

- 8) Tiering of contracts being formalised.

For critical spares:

- 9) Ongoing work with providers to ensure adequate support is available for JIT deliveries.

For IT:

- 10) Laptops for next round of IT refresh pre-ordered and in supplier's warehouse.

Further detail of the wider resilience work being undertaken to help prevent supply chain interruption can be seen in risk RM032.

Risk Number	RM035					Date of update		28 February 2023		
Risk Name	Adverse impact of significant and abnormal levels of inflationary pressure on revenue and capital budgets									
Portfolio lead	Cllr. Andrew Jamieson					Risk Owner		Simon George		
Risk Description					Date entered on risk register			26 August 2022		
There is a risk that significant and abnormal levels of inflationary pressure persist for an extended period of time with a negative impact on both the Council's revenue budget and capital programme. Unusually high levels of inflation across various sectors are being experienced, driven by a number of economic and other factors which are entirely outside the council's control. Forecasts are increasingly suggesting that this situation is likely to persist for a protracted period. There is a risk that this level of inflation will have very significant impacts across several areas of the council including: - Increasing demand for a range of support and services including hardship funds as the cost of living and inflationary pressures impact on wider society. - Direct impact of inflationary pressures on revenue pay budgets - pay awards for 2022-23 and 2023-24 in excess of the level which has been assumed in the budget / MTFS. - Direct impact of inflationary pressures on non-pay revenue budgets including energy and fuel costs. - Direct impact of inflationary pressures on the Capital Programme including the cost of construction for various schemes. This is significantly reducing the Council's purchasing power and creating significant challenges for programme management and scheme delivery. Risk Treatment: Tolerate (overall levels of inflation are outside of the Council's control), but treating the aspects that the Council is in a position to control.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	5	5	25	5	3	15	May-23	Green
Tasks to mitigate the risk										
1) Close budgetary control 2022-23 - Monitoring budgets and emerging pressures during the financial year, reviewing activity levels and pressures in order to mitigate and minimise these as far as possible as part of regular budget monitoring and management processes. Where pressures cannot be avoided / mitigated, identifying alternative off-setting savings and / or funding (such as from business risk reserves) to deliver a balanced budget position for 2022-23.										
2) Setting 2023-24 Budget - Developing the 2023-24 Budget to provide as far as possible for known and unavoidable cost pressures, and identifying further income or off-setting savings initiatives to ensure that a robust and achievable Budget can be considered by Full Council in February 2023.										
3) Reviewing capital programme - Review of cost estimates, forecasts and profiling of major projects. The Council will monitor this risk and review the potential pressures on the capital programme and proactively manage the schemes, deferring some schemes where possible to minimise the impact of inflation and continue to deliver the capital programme within the budget available. The impact of cost pressures on the capital programme forecast will be picked up as part of the regular capital monitoring process and as part of setting the 2023-24 Capital Programme.										
4) Articulating the financial challenges faced by the Council to Government and other stakeholders - The Council's work to ensure that sufficient funding allocations are provided / available will include responses to Government consultations, funding announcements and other engagement.										

Progress update

- 1) Budget monitoring and reporting of variances, risks and mitigations to Cabinet is underway in respect of 2023-24.
- 2) Further savings required to close forecast budget gap and work underway to identify and validate cost pressures. Strategic Review underway to identify proposals to contribute to closing 2023-24 gap.
- 3) Monitoring of Capital Programme underway in respect of 2023-24 and reported to Cabinet. Review of capital programme profiling and development of new schemes for 2023-24 programme underway.
- 4) Ongoing engagement including formal consultation responses and ad-hoc opportunities.

Risk Number	RM036		Date of update		07 February 2023					
Risk Name	Environmental Policy									
Portfolio lead	Cllr. Eric Vardy, Cllr. Andrew Jamieson, and Cllr. Greg Peck			Risk Owner	Steve Miller					
Risk Description			Date entered on risk register		26 August 2022					
There is a risk of not delivering the key objectives of the NCC environmental policy. This could stem from not achieving the key objectives within our control to deliver. These include; achieving Net Zero Across the County Council Estate by 2030, working in partnership across the County, especially through the Norfolk Climate Change Partnership on the delivery of; the Climate Action Plan, major environmental infrastructure projects; sustainable travel projects; the 1 Million Trees for Norfolk project; the Pollinator Action Plan as well as continued roll out of LED streetlighting upgrades and implementation of the EV strategy. Event: Non-delivery of the key objectives. Effect: This could lead to greater potential for increased damage to the local and global environment. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	3	9	2	2	4	Mar-25	Green
Tasks to mitigate the risk										
1) Achieve Net Zero across NCC Estates by 2030. 2) Develop and deliver Climate Action Plan through Norfolk Climate Change Partnership. 3) Delivery of major environmental infrastructure projects for example Wendling Beck. 4) Delivery of all of the major transport infrastructure projects including ZEBRA. 5) Delivery of the 1 Million Trees for Norfolk project. 6) Delivery of the Pollinator Action Plan. 7) Rollout of 15k LED lights by the end of 2023 8) Rollout of electric vehicles										
Progress update										
Regular reporting cycles are already established for each of the key objectives. 1) Digital dashboard established and strong delivery against scope 1 and 2 emission targets. 2) Development work ongoing with Norfolk Climate Change Partnership. A number of strategic workshops took place in the third and fourth quarter of 22/23 which will inform the direction and content of the climate action plan. 3) Strong progress to date with all key environmental infrastructure projects on schedule. 4) Sustainable transport projects progressing well and major investment in ZEBRA scheme and cycling and walking programmes secure. 5) Delivery of 1 Million Trees project has delivered over 200,000 trees to date with plan in place to accelerate planting plan following Covid-19 impact on planting programme. 6) Pollinator Action Plan approved by Cabinet and under delivery - no major issues to report. 7) We have currently replaced 3.7k lights. 8) We are currently developing metrics for the fleet of NCC electric vehicles.										

Risk Number		RM038				Date of update		08 February 2023		
Risk Name		ASSD recovery from the Covid-19 pandemic								
Portfolio lead		Cllr. Bill Borrett				Risk Owner		Laura Clear		
Risk Description					Date entered on risk register			14.03.22		
If there is insufficient time and staffing resource in operational teams to focus on recovery actions, then the risk of harm to service users will be unaddressed with the associated adverse impact to staff wellbeing & retention, increased complaints & LGSCO findings; and reputational challenge from Members/the Council and from the public.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	4	16	4	2	8	Sep-23	Amber
Tasks to mitigate the risk										
<div>- Whole department approach to supporting recovery plans/actions</div> <div>- Dedicated leadership in place</div> <div>- Staff involvement in development of plans</div> <div>- SAFE event planned</div> <div>10.5.22 SAFE event commenced throughout May. Newton to support longer term work following the SAFE events.</div> <div>6.7.22 Newton Europe to support: Identifying operational initiatives that can be deployed to reduce the holding lists. Having a consistent approach to managing risk within holding lists. Conducting a risk assessment of cases currently on the holding list. Quantifying the operational impact of the upcoming changes in Adults Social Care (recovery & social care reform) Developing a plan, milestones and KPIs that can be rolled out to target both the holding list and increased demand due to care reforms (this will include resourcing considerations)</div> <div>15.7.22 clear governance with backlogs position reported to DLT via recovery and oversight group. Recovery monitoring through finance and accountability meetings. peripatetic assessment team focussing on holding list reduction. Duty teams responding to urgent and crisis needs</div> <div>8.11.22 All Places have recovery plans in place - weekly monitoring in place</div>										
Progress update										

Progress update

10.5.22 SAFE event commenced - to run throughout May'22

06.06.22 Reviewed at ODs and HOICs all agreed risk remained.

15.07.22 DLT lead for Recovery identified SAFE event held and learning shared (Holding list backlog) Detailed analysis of holding list (trajectories & improvement levers) New governance approach via Recovery Working Group and Locality Accountability meetings being established Recovery Action plan in place

01.08.22

DLT agreed consistent approach to risk stratification of holding lists to be implemented by end of August 2022. NIPE and Business Support offer to assist local teams to implement. SCCE backlog proposal for consideration by DLT on 28/07/22 including additional reward to reduce SCCE backlog/holding list Newton Europe recovery plan to be presented to DLT on 4/8/22 with priority work packages & owners, trajectories and resource requirements identified Assurance inspection undertaken from 27th - 29th July including focus on backlogs by inspectors - initial learning outcome shared on 29/7/22 Kate Gooding supporting to devise a communication strategy covering recovery, transformation and reform

02.09.22

Newton Europe recovery plan handed over and work under way to translate this into a Norfolk project plan and resource requirement Draft resource requirement outlined and initial conversations with DLT taking place to confirm. Risk stratification implementation underway with end date of 31st October - slow start due to summer annual leave and operational pressures No significant impact on work backlogs except in SCCE due to beat the backlog event which may have had an adverse impact on localities.

All places developing connecting communities/recovery plans. to be reviewed at ODs meeting Oct 10th.

22.10.22

Recovery planning now integral to Connecting Communities E4SC workstream and owned by Place Ops Directors Single Locality E4SC plans developed for next 6 months Governance clear – weekly learning cycle meetings with Ops Directors feeding into weekly

agenda item at DLT (DASS oversight) Metrics agreed; reporting source being clarified. Risk stratification completed for around 60% of current holding lists Outstanding guidance on OT and PfAL risk stratification approach. Short Term Beds team backlog recovery plan agreed and active through learning cycle meetings and IOD forums Wider recovery actions (assistive technology, sensory support) governance needs further consideration and clarity. £500k available to increase CCRT staffing to address outstanding reviews

7.12.22 Recovery workshop held supported by Newton Europe. Places to update recovery plans in line with outcomes from the workshop.

Weekly learning cycle meetings in place including tracking of metrics DLT oversight of recovery metrics weekly 6% reduction in community care team holding lists 100% risk stratification of holding lists Centralised recruitment and retention resource in place Workshop held on 5/12/22 with Ops Directors and HOICs to refresh plan approaches from January 2023 including increasing productivity (allocations) Presentation & workshop on 22/11/22 with Team Managers and Practice Consultants held - new ideas and approached developed Identified a number of key departmental actions to enable greater recovery pace and scale i.e., authorisation process, LAS form uses etc. Individual locality recovery trajectories in place to get to 100 on each holding list (manageable level) by May 2023 SMT to oversee wider departmental recovery actions/backlog recovery not covered in Connecting Communities

8.2.23 Increase in team manager capacity to support embedding recovery actions/connecting communities priorities agreed- Job role description drafted. Exploring option of contracting additional temporary capacity to support reductions in holding list numbers whilst recovery actions/connecting communities priorities are embedded.

Risk Number	RM039		Date of update		06 February 2023					
Risk Name	Corporate - Financial, Staffing & Market Stability impacts due to implementation of Social Care Reform (now October 2025)									
Portfolio lead	Cllr. Bill Borrett			Risk Owner	Sonia Kerrison					
Risk Description			Date entered on risk register		19/07/22					
<p>Financial Risk There is a risk that the Government will not provide sufficient funding to support the implementation of Social Care Reform and that we (NCC) will not have any monies to fill any shortfalls or additional costs. There is a risk that the Government has hugely underestimated the cost to implement Social Care Reform and therefore there will be a shortfall in funding to Local Authorities. Added to this, NCC does not have any additional monies to fill any shortfall from the Government or any other additional costs (related to additional cases, more service users that require more input into costs, support & maintenance for Care Accounts etc) associated with the Social Care Reform implementation. Resourcing/Staffing Risk There is a risk that there will be insufficient resources both internally and to recruit externally to meet the new demands of the social care reform. we will not have sufficient resources (SW, Finance and Brokerage) to process the increased care act and eligibility checks as more self funders request LA to purchase care on their behalf or reach the £86,000 cap. In addition we may not be able to recruit the necessary additional staff externally due to lack of social workers both regionally and nationally. We are struggling to recruit for vacancies we have now. Market Stability Risk There is a risk that there will be insufficient capacity in the market to meet the new demands of the social care reform. The implementation of 18(3) whereby self funders can request Local Authorities to purchase care on their behalf, has a destabilising impact on our already fragile care market. In addition the level of provider failures/contract handbacks are really worrying and may impact our ability to provide suitable care or alternatives to those who can no longer afford first and third party top ups once they reach the cap. There also may not be sufficient care in the market for us to provide suitable lower price alternatives if first party and third party top ups are required.</p>										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	3	9	2	2	4	Oct-25	Amber
Tasks to mitigate the risk										
<p>Social Care Reform has been delayed by 2 years to October 2025. The SCR Programme will continue working through the Modelling and Impact analysis to understand the impact and plan for implementation.</p> <p>The programme is :Developing the Target Operating Model to deliver Reform, including:</p> <p>How we will approach assessments in the future so that we can better meet demand (proportionality, whether we get partners involved in carrying out some assessments (trusted assessor model), whether we introduce self assessment, self service, and optimising the use of technology).</p> <p>Implementation of changes within reform to Charging and the creation of Care Accounts.</p> <p>Market sustainability and Fair Access to Care.</p> <p>Working with customers, carers and partners to plan and shape the Transformation required to deliver Social Care Reform.</p>										
Progress update										

Progress update

Programme is currently defining detailed activities and scope for each workstream which will determine what products will be due from each workstream.

Review of Programme completed end of November - milestones and programme of work requires review and potential rescoping following Government Budget on 17/11/2022.

The Government announcement to delay the implementation of SCR by 2 years to October 2025 gives Norfolk County Council additional time to prepare and plan for the implementation of SCR. The Programme funding to implement SCR has been refined following the Budget and further analysis is required.

The programme is :

Developing the Target Operating Model to deliver Reform, including:

How we will approach assessments in the future so that we

can better meet demand (proportionality, whether we get partners involved in carrying out some assessments (trusted assessor model), whether we introduce self assessment, self service, and optimising the use of technology). Mapping and scoping the potential savings that the use of technology and self assessment models may create through assessment activity being delivered differently.

Implementation of changes within reform to Charging and the creation of Care Accounts.

Market sustainability and Fair Access to Care.

Working with customers, carers and partners to plan and shape the Transformation required to deliver Social Care Reform.

Risk reviewed by Senior Management Team as a group on 15/12/2022 - agreement on risk level and mitigations in place.

Risk Number	RM040				Date of update		21 February 2023			
Risk Name	Corporate - Assurance implementation									
Portfolio lead	Cllr. Bill Borrett				Risk Owner		Debbie Bartlett			
Risk Description					Date entered on risk register			22/07/22		
Performance Improvement Group (PIG) in place to drive performance improvements, meeting monthly. Initial action plan drawn up following regional mock assurance exercise, highlighting areas to focus efforts on. This is reviewed regularly at PIG. Updated following regional ex-director challenge session Jan 2023 Performance is majorly impacted by recovery. Recovery tracker maps performance against key metrics weekly and is circulated to senior managers. All areas have recovery plans with weekly monitoring. Quality Improvement Forum established Feb 23 to drive quality improvement, including ensuring that increased focus on recovery does not compromise quality of work.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	4	4	16	2	3	6	Sep-23	Amber
Tasks to mitigate the risk										
Performance Improvement Group (PIG) in place to drive performance improvements, meeting monthly. Initial action plan drawn up following regional mock assurance exercise, highlighting areas to focus efforts on. This is reviewed regularly at PIG. Updated following regional ex-director challenge session Jan 2023 Performance is majorly impacted by recovery. Recovery tracker maps performance against key metrics weekly and is circulated to senior managers. All areas have recovery plans with weekly monitoring. Quality Improvement Forum established Feb 23 to drive quality improvement, including ensuring that increased focus on recovery does not compromise quality of work.										
Progress update										
Action plan has been drawn up and is being managed via the Performance Improvement Group (PIG), meeting monthly. This has been updated following Regional Challenge session from ex-director. Dec '22: Impact and likelihood scores amended due to further information now being available about the assurance process and publication of national tables for ASCOF. CQC assurance framework remains in draft form currently. Recent publication of ASCOF regional results for 21-22, available to assurers under the new regime, shows the need for a refocus on KPIs impacting our ASCOF measures across organisation. Operational KPIs are being re-visited as a mechanism for driving up performance in key areas, particularly for turning the corner on some ASCOF measures. Regular performance reviews at DLT now taking place, broadening conversation from action plan and PIG to include focused discussions on performance measures and our current position.										

309

Progress update

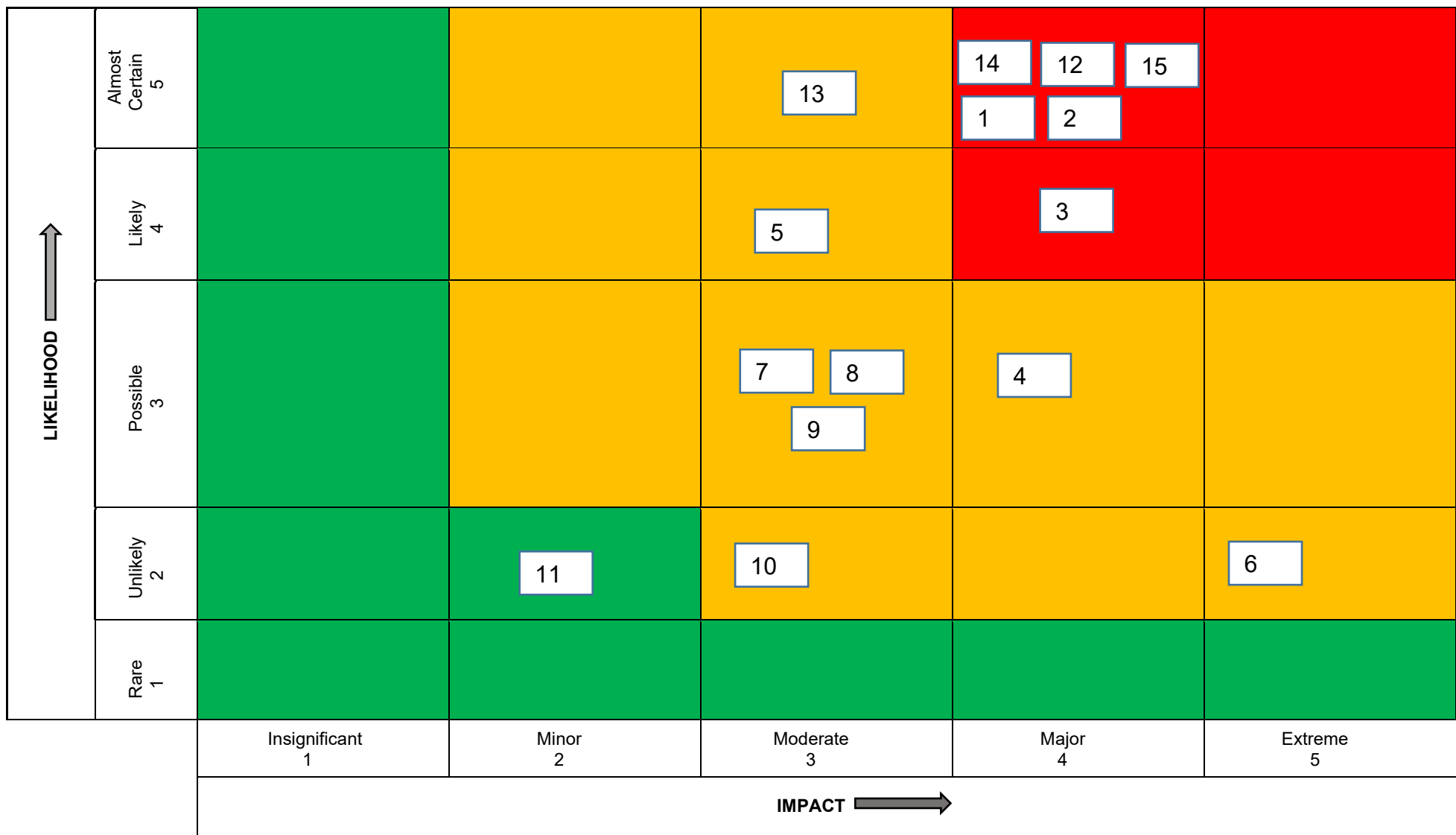
Operational Directors weekly meetings for localities include a focus on key recovery areas which impacts overall performance due to our backlog position.

Feb '23: Refresh of Finance & Performance Boards as part of new performance and governance framework, with new KPIs in place which more closely address CQC quality statements contained within the assessment framework.

Preparation for ASCOF publication in May '23 taking place against key ASCOF and SALT measures - both of which will form part of phase 1 of assurance, a desk top review of each ASSD.

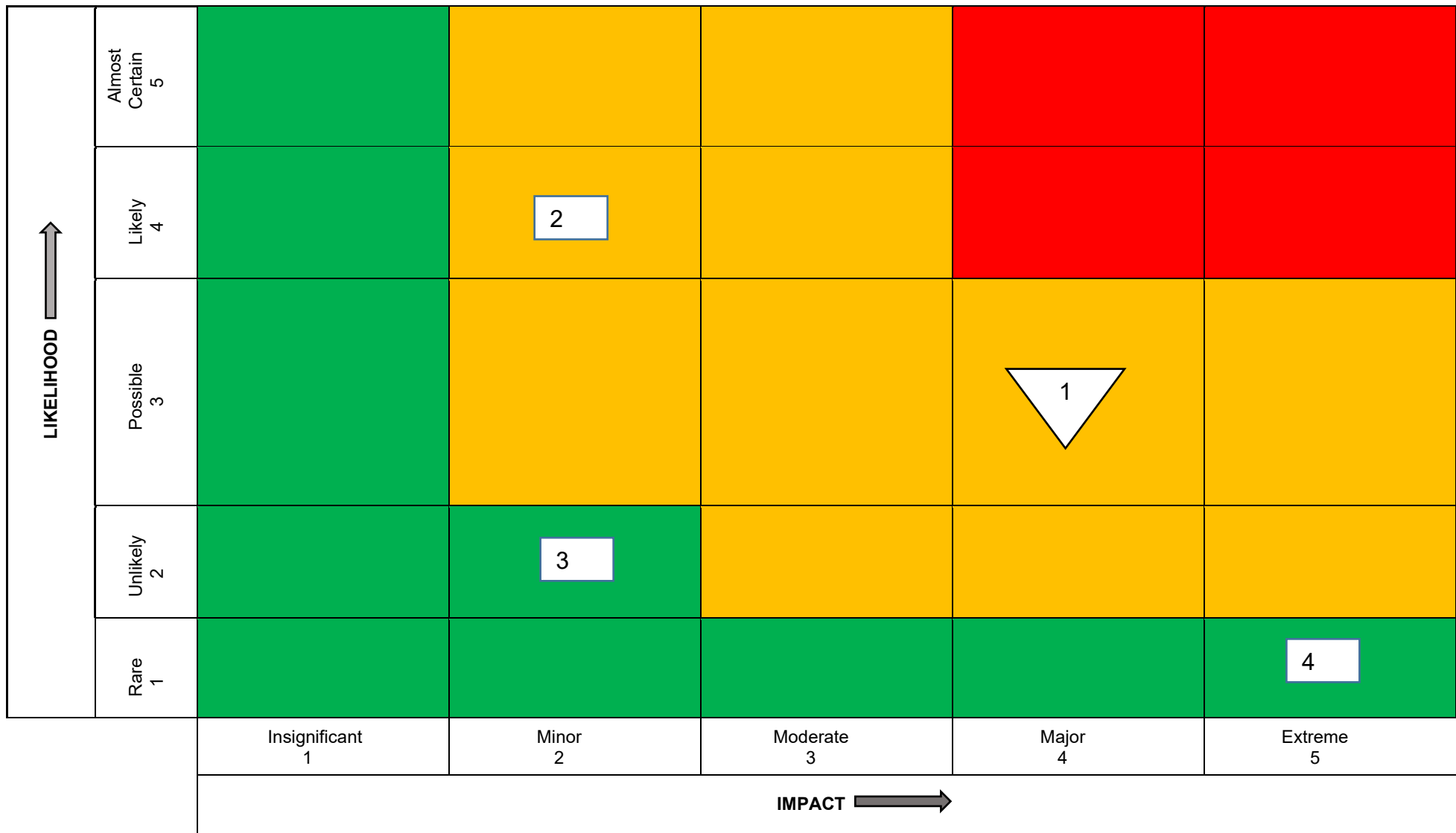
A rating of less than 'good' would result in reputational damage at national level, making it difficult to recruit high quality staff, diverting senior management time and impacting our ability to achieve our performance objective, particularly in terms of recovery. Our current ranking in benchmarked external reporting along with the uncertainty associated with a new assurance regime makes it more than 50% likely that we will not achieve a rating of at least good.

Departmental Risks Heat Map – Community & Environmental Services



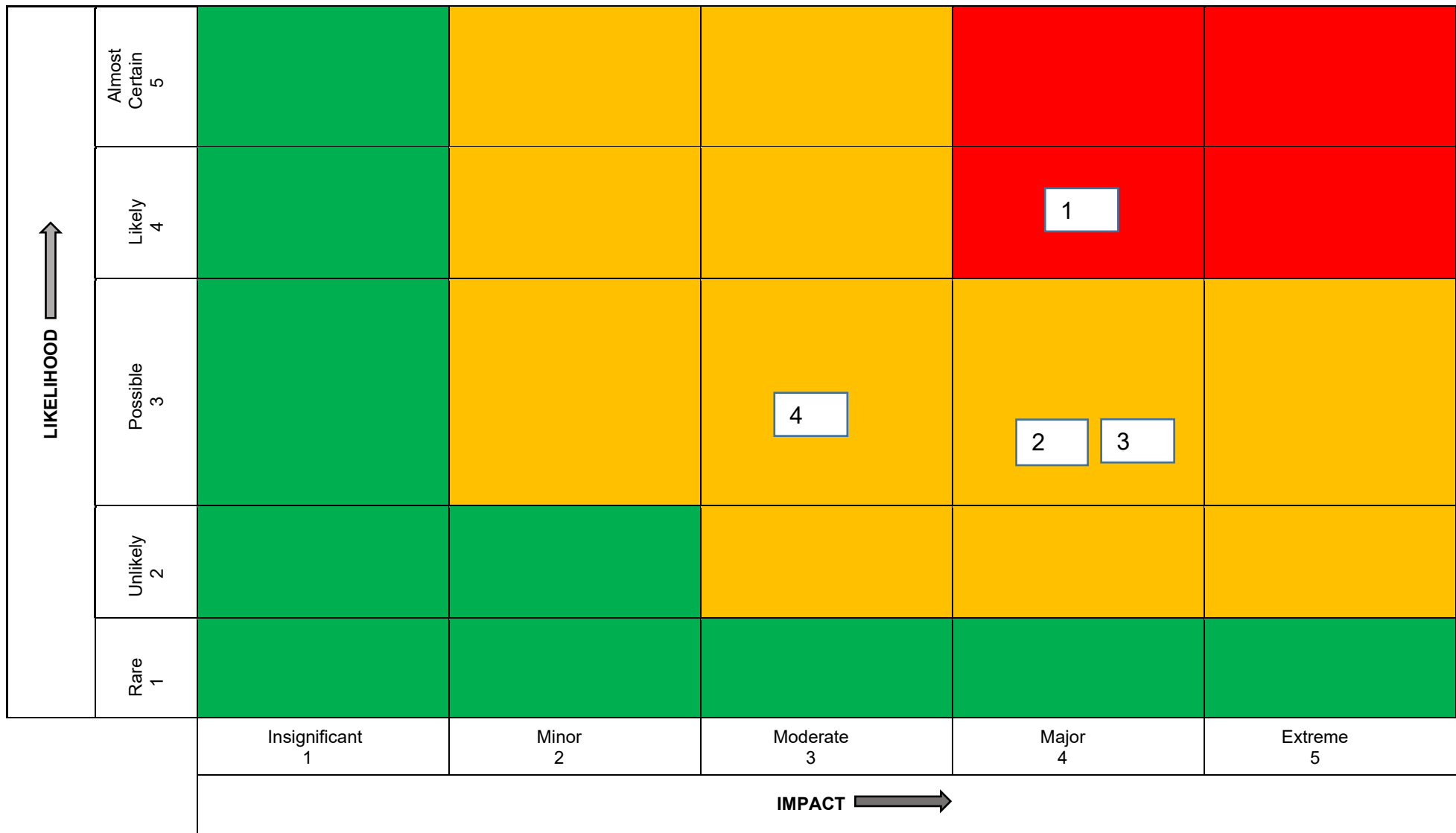
No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
1	RM14417	Impact on Housing Delivery	11	RM14429	FCE Programme Decommitment affecting Technical Assistance budget (covering MA, JS, CA and AA)
2	RM14493	Impact of the shortage of skills funding on the economy	12	RM14500	Impact of abnormal levels of inflation - Part 1 : Capital programme
3	RM14485	Carrow Bridge Disruption	13	RM14501	Impact of abnormal levels of inflation - Part 2 : Revenue budget
4	RM14428	Bus operators cannot afford to continue running their bus services	14	RM14514	Requirement by Government to change DIY charges at recycling centres
5	RM14203	The allocation and level of external funding for flood risk mitigation does not reflect the need or priority of local flood risk within Norfolk	15	RM14515	Separate collection and disposal by incineration of soft furnishings containing fire retardants called persistent organic pollutants (POPs).
6	RM14415	Longer lead in times for sourcing vehicle parts			
7	RM14293	The organisation not having the technical capacity and/or skills required to meet the needs of its digital transformation/ technology driven efficiency agenda.			
8	RM14381	Failure to successfully deliver the Norwich Castle: Gateway to Medieval England Project within agreed budget, and to agreed timescales.			
9	RM14421	Ability to maintain the highway			
10	RM14130a	Lack of consistency and delivery of IMT related systems and services for Culture and Heritage Services.			

Departmental Risks Heat Map – Finance & Commercial Services



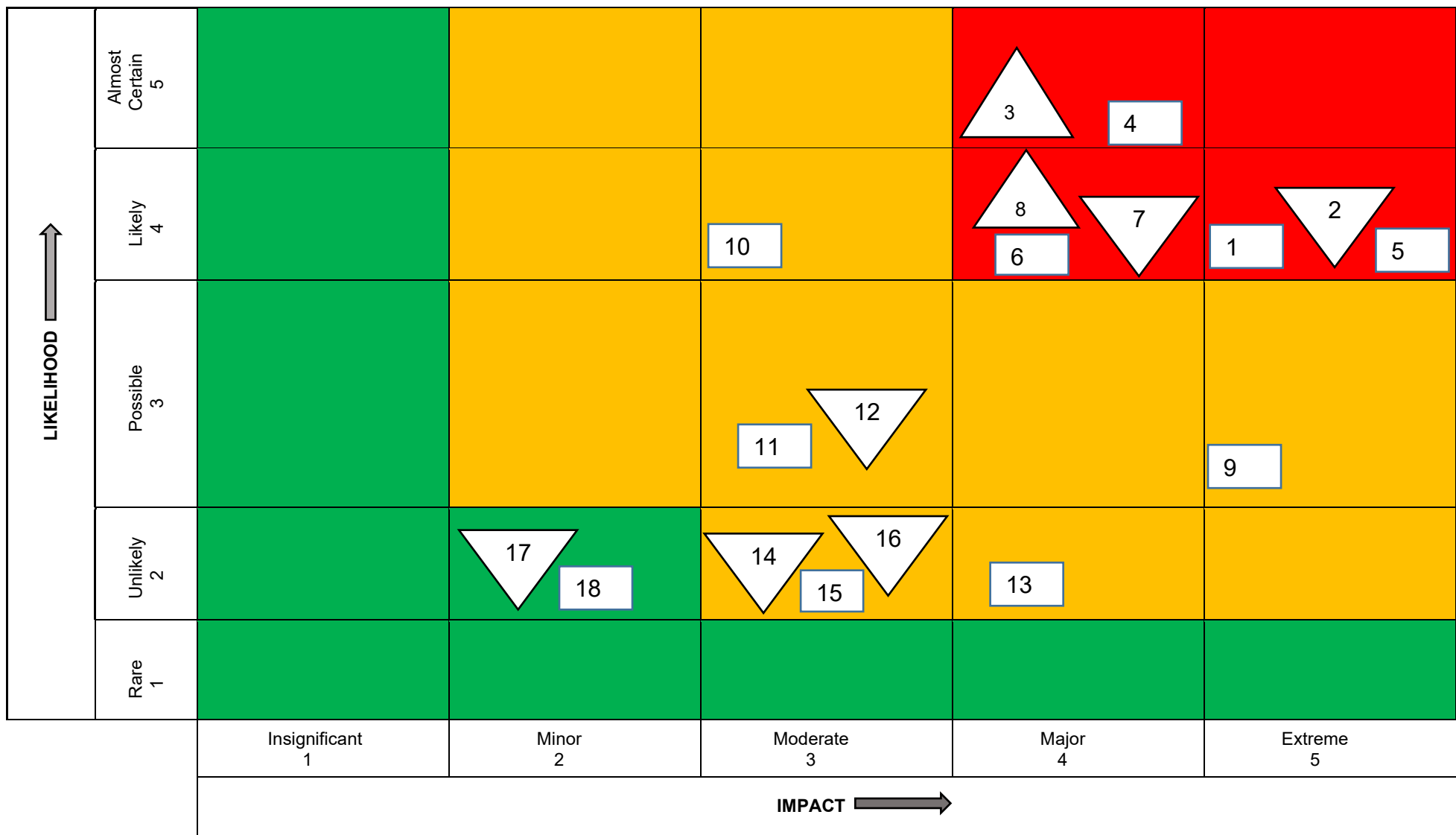
No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
1	RM14186	Availability of IMT Resource			
2	RM14408	Unanticipated Market Intervention			
3	RM14402	Risk of not building the number of anticipated homes over the next three years			
4	RM14255	Fulfilling Section 151 Responsibilities			

Departmental Risks Heat Map – Strategy & Transformation



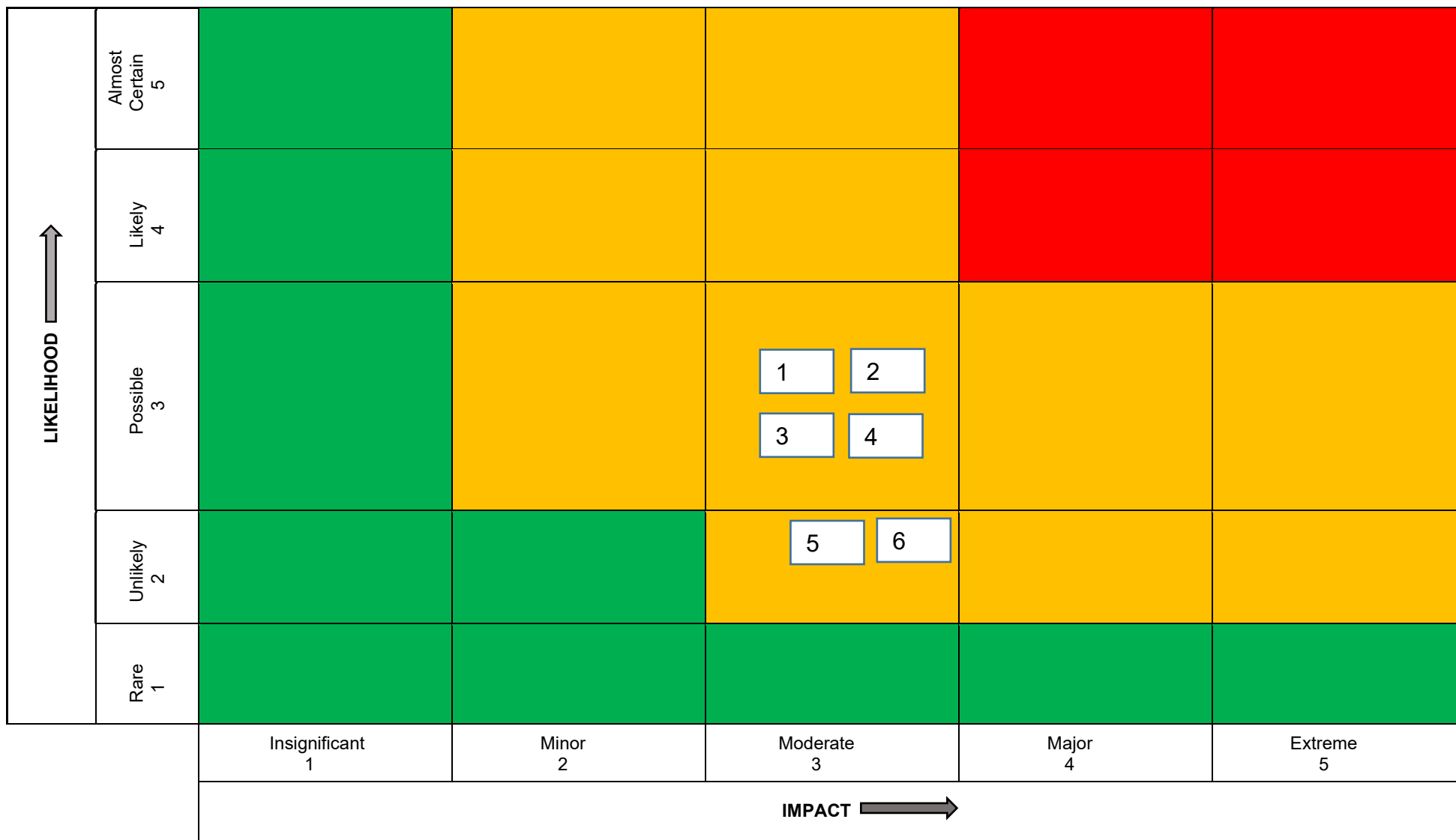
No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
1	RM14489	Failure to support organisational and departmental priorities			
2	RM14442	Failure to meet income targets/cover operating costs			
3	RM14457	Key Personnel			
4	RM14458	Succession Planning and Progression			

Departmental Risks Heat Map – ASSD



No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
1	RM13926	Failure to deliver the service within the ASC budget allocated within the Council's Medium Term Financial Strategy	11	RM14238	Failure in our responsibilities towards carers
2	RM14468	Supplier or Market Failure	12	RM14491	Ukrainian refugee resettlement
3	RM14471	Front door pressures	13	RM14497	Failure to manage the risk of violence to Adult Social Care staff particularly those identified as lone workers
4	RM14486	Asylum Contingency Accommodation (formerly Jaguar House Asylum Seekers Unit)	14	RM14461	Avoidable Covid-19 infections at care homes because of community transmission
5	RM14490	Recruitment and Retention	15	RM14467	Impacts of Hong Kong British Nationals (Overseas) arrivals in Norfolk
6	RM14287	Ongoing requirement safeguard adults with care and support needs who are at risk of abuse and neglect in Norfolk	16	RM14310	Failure to manage the safe transfer of individuals as part of provider failure
7	RM14464	Failure of providers to provide care to vulnerable people	17	RM14487	Afghan Resettlement Schemes
8	RM14460	Hospital discharges- 1) HFH capacity/sustainability, 2) ensuring system flow, 3) ability to ensure people are followed up following discharge	18	RM14505	Failure to deliver the outcomes from the Connecting Communities transformation programme
9	RM14262	Failure of the ICS to be able to appropriately fund Hospital Discharge Support in the absence of Central Government funding			
10	RM14504	Increasing demand and complexity of social work cases			

Departmental Risks Heat Map – Children’s Services



No.	Risk Identifier	Risk Title	No.	Risk Identifier	Risk Title
1	RM14506	DSG fund overspend			
2	RM14507	Education outcomes below the national			
3	RM14508	Mental Health and Emotional Wellbeing Needs			
4	RM14509	Recruitment and Retention			
5	RM14510	Demand drives unsustainable costs			
6	RM14511	Care Market Failure and Insufficiency			

Risk Number	RM14417					Date of update		02 February 2023		
Risk Name	Impact on Housing Delivery									
Portfolio lead	Cllr. Fabian Eagle					Risk Owner		Matt Tracey		
Risk Description					Date entered on risk register			01 April 2022		
Natural England has released new Nutrient Neutrality catchment areas incorporating the Wensum and Broads catchments which affects the majority of Norfolk and all LPA areas to some extent. LPAs will not be able to determine housing related planning applications in affected areas until developers have assessed and brought forward appropriate mitigation measures to deal with increased phosphates and nitrates arising from proposed development that involves 'additional overnight accomodation'. Longer term potential impact on housing delivery in Norfolk leading to a risk of business failures and jobs risk.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	4	20	5	4	20	4	3	12	Sep-23	Amber
Tasks to mitigate the risk										
BAU on all activity relating to site consultations to ensure that we are not delaying new starts on already permitted development.										
Working with Norfolk's LPAs/PAS to support and assist with the introduction of a vehicle to develop and deliver mitigation measures to help ensure any disruption to the delivery of new housing is minimised.										
Progress update										
NCC remains fully engaged with LPAs and the development community on all relevant planning processes. The number of major planning applications / Norfolk NSIPs is currently at unprecedented levels. Enhanced collaborative work on strategic sites and related infrastructure projects continues.										
Greater direct LA intervention being progressed in partnership with water industry to allow the grant of planning permissions with a programme of mitigation delivered through a proposed Joint Venture (JV) to be in place by spring '23. Regular ongoing liaison meetings with districts and other key stakeholders. Direct site mitigation measures being considered separately on certain strategic sites. Royal Haskoning district-commissioned work modelling and the calculator is complete to inform locally derived evidence base linked to a credit-based system. Joint-Ministerial statement clarifies ultimate responsibility lies with the water industry (by 2030).										
(Re-scoped housing delivery risk now focussed on the inability for LPAs to determine housing related planning applications in affected areas).										

Risk Number	RM14493					Date of update		01 February 2023		
Risk Name	Impact of the shortage of skills funding on the economy									
Portfolio lead	Cllr. Fabian Eagle					Risk Owner		Vince Muspratt		
Risk Description					Date entered on risk register			26 April 2022		
Maintaining skills levels and programme/project interventions across the county faces significant risk due to the funding landscape and availability of skills specific funding 2022-2024 Concluding in December 2023, European Social Investment Funds (ESIF) provide a substantial vehicle in the delivery of skills programmes, supporting a direct/indirect conduit to training and reskilling activity across the county. Delivered through programmes such as ESF Skills for the Workforce, Building Better Opportunities, Skills for Health & Social care, the Supply Chain skills development fund and NCC-led Chances project, ESIF funds substantially augment the skills system within the county, providing conduit into training for 2000+ low skilled, unemployed residents. In the advent of Shared Prosperity Fund provision and restrictions of eligible skills projects until 2024 (including the challenges of aligning district skills priorities and agreement), funding and provision for skills interventions is recorded as high risk during this period.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	5	4	20	4	3	12	Mar-24	Amber
Tasks to mitigate the risk										
Mitigating risk, NCC E&S are pursuing addition funding themes to support and maintain previous provision. These include: - DWP Flexible Funding programme - District proposals for the adoption and continuation of current programmes through - Shared Prosperity Fund allocation. - Social Investment funding in the delivery of resident workforce skills and social mobility outcomes - Voluntary sector led programmes in co-delivery with NCC The Employer Training Incentive Project (ETIP) was designed as a Covid response, offering a delegated grant scheme to support employers to upskill and reskill employees building resilience and diversification. The project was funded via the Norfolk Strategic Fund and NCC, to date over £297K of funds has been committed. Employers have contributed £141k of their own funds bringing the total cost of the training to £438K 80% of which has been spent with local training providers. Other workforce development projects including Supply Chain Skills Development Fund and Skills Progression, Adaptability & Resilience (SPAR) both of which will provide a delegated grant scheme to employers, both are in the early stages of the projects with no data to report as yet. Chances project, supporting those who are long term unemployed and have a health condition to return to or move closer to the labour market, increasing the supply of work ready individuals should over time reduce the high level of vacancy rates and reduce the number of UC claimants.										
Progress update										

Progress update

Progress & status is monitored using baseline Skills & Employment data sources

Unemployment benefit claimant count

- Norfolk claimant count - (Over time) December 2018 (1.6%) – December 2022 (2.8%) at 75% increase

-National claimant count - December 2018 (2.3%)- December 2022 (3.7%) at 61% increase

Previous 12 months - Norfolk -20%; National -16%.

Norfolk – December 2021 (3.5%) / December 2022 (2.8%)

National - December 2021 (4.4%) / December 2022 – (3.7%)

Universal Credit Claimants with no work requirements for those over 1 year on the benefit has risen 35% from 13,779 in November 21 to 18,457 in November 22. From October 22 (18,054) to November 22 (18,547) there has been a 3% increase in one month. The definition of No work requirements is - Not expected to work at present. Health or caring responsibility prevents claimant from working or preparing for work.

NCC has submitted a proposal to DWP for an Individual Placement Support programme. The application is to support individuals with low level and mental health issues into employment. DW decision anticipated in January 2023. Update: Chased early Jan 2023 - No decision made as yet.

Most recent update available Jan 2023– Lightcast Vacancy Sector data for Norfolk looking at the difference between the "peak COVID-19 impact" in 2020 and the "current COVID-19 impact" (adjusted for seasonal trends) to give an indication into the extent of which each sector has "recovered from COVID-19" in terms of job postings (top 5 highest sectors for recovery)

Accommodation & Food +485%

Transportation and Storage +257%

Water Supply +238%

Wholesale & Retail +232%

Real Estate + 224%

Arts, Entertainment & Rec. +202%

Annual profile of NVQ Level 1,L3 & L4 achievement (Qualification) rates: Jan 2021 – Dec 2021 (annual update, next data refresh April 2023)

- NVQ Level 1 + 0.3% comparable to national rate - previous 12 months

- NVQ Level 3 + 0.2% comparable to national rate - previous 12 months

- NVQ Level 4 - 2.5% comparable to national rate - previous 12 months

CHANCES project has supported 1195 individuals with 385 moving into work or active job search.

Risk Number	RM14500					Date of update		02 February 2023		
Risk Name	Impact of abnormal levels of inflation - Part 1 Capital programme									
Portfolio lead	Cllr. Andrew Jamieson					Risk Owner		Thomas Galer		
Risk Description					Date entered on risk register			25.07.22		
There has been material increases in the post-COVID cost of construction due to increased demand, higher fuel prices and the impact of the war in Ukraine. These inflationary cost pressures are beginning to impact the capital schemes especially the highways capital programme. We are currently seeing between 20% and 25% increase in the cost of construction for various schemes. This is significantly reducing the Council's purchasing power and creating significant challenges for programme management and scheme delivery.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	5	4	20	5	2	10	Sep-23	Green
Tasks to mitigate the risk										
1) Cost estimates / forecasts being worked through for the major projects 2) Update funding requirements for the major projects 3) The Council will continue to monitor this risk and review the potential pressures on the capital programme and proactively manage the schemes, deferring some schemes where possible to minimise the impact of inflation and continue to deliver the capital programme within the budget available. The impact of cost pressures on the capital programme forecast will be picked up as part of the regular capital monitoring process.										
Progress update										
1) Cost estimates / forecasts being worked through for the major projects making up the capital programme. 2) Funding requirements being updated to reflect any cost pressures. 3) We are continuing to monitor what is being delivered and identifying any schemes for deferral.										

Risk Number	RM14514					Date of update		01 February 2023		
Risk Name	Requirement by Government to change DIY charges at recycling centres									
Portfolio lead	Cllr. Eric Vardy					Risk Owner		Joel Hull		
Risk Description					Date entered on risk register			01 April 2022		
The risk is that, based on a consultation launched by Defra in April 2022, national policy will require acceptance of 300 litres a week of DIY type material without payment from householders, thereby creating a new and unfunded obligation with costs in possibly excess of £1m a year. Risk Treatment: Tolerate										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	4	20	5	4	20	2	2	4	Aug-23	Red
Tasks to mitigate the risk										
Engage early with national groups to ensure a robust response to consultation and policy development and submit a response to the consultation.										
Progress update										
Defra launched consultation in April 2022 which closed in July, strong response from NCC and national professional groups and survey also completed for CCN.										

Risk Number	RM14515					Date of update		01 February 2023		
Risk Name	Separate collection and disposal by incineration of soft furnishings containing fire retardants called persistent organic pollutants (POPs).									
Portfolio lead	Cllr. Eric Vardy					Risk Owner		Joel Hull		
Risk Description					Date entered on risk register			17 October 2022		
The risk is that, costs of services and complexity of service delivery relating to dealing with bulky waste with soft furnishings will increase sharply in 2023 and that enforcement action will be taken by the Environment Agency for any non-compliance with its' requirements. This is based on an Environment Agency notice sent in August 2022 to service providers and waste facility operators, identifying that from 31 December 2022 onwards the Environment Agency may take enforcement action where soft furnishings containing fire retardants called persistent organic pollutants (POPs) are being landfilled, or collected mixed with other materials for incineration. Solutions would require separate collection and provision of space at recycling centres and shredding of material that is collected and preserving its separation up to the point of disposal.										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	4	20	5	4	20	2	2	4	Aug-23	Amber
Tasks to mitigate the risk										
Work with NEWS as Recycling Centre operator and provider of waste transfer station service to establish logistics and costs consequence of compliance. Work with Veolia and Suffolk to establish the requirements, capacity and any cost consequence for dealing with waste POPs. Engage with Environment Agency via national groups to ensure a managed transition.										
Progress update										
Regulatory position statement approach implemented by the Environment Agency in December 2022 for recycling centres, shredding and storage and initial deadline of 31 December 2022 for compliance notification to the Agency has been extended to 31 January 2023 with neighbouring Cambridgeshire County Council initially stopping the acceptance of waste upholstered domestic seating at its recycling centres in early January before changing its mind. Risk of another government proposal on accepting DIY waste free of charge compounding service effects required to meet compliance raised nationally and regionally with Environment Agency. Meetings and discussion held with contractors to work on compliance options, implications and costs with a contract variation implemented with Veolia to provide a local option for the County Council as Waste Disposal Authority. The Agency approach is being challenged nationally on grounds of overreach and there is a possibility of an additional regulatory position statement for collection and compaction of such items.										

Risk Number	RM14485					Date of update		02 February 2023		
Risk Name	Carrow Bridge Disruption									
Portfolio lead	Cllr. Graham Plant					Risk Owner	Grahame Bygrave			
Risk Description					Date entered on risk register			01 September 2021		
<p>Carrow Bridge is a lifting bridge opened in 1923 which allows tall sailing vessels to access the Port of Norwich. The bridge is also a key point on the strategic highway network where the inner ring road crosses the River Wensum, used by around 25,000 vehicles a day. The bridge deck is in poor condition and subject to regular routine maintenance works. A major maintenance scheme is required and current options include repair works to retain the lifting deck estimated to cost £2m+ and require closure of the road for 3 months plus, or temporarily fixing the bridge deck which would take 1 month. Either option will be very disruptive, with the main risk being the impact of these works on the highway and transport network, economy, environment, tourism, businesses and residents.</p>										
Original			Current			Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	4	16	2	4	8	Dec-23	Red
Tasks to mitigate the risk										
<p>1. Maintain dialogue with key stakeholders including the Broads Authority and City Council.</p> <p>2. Explore the funding opportunities for the various options available. Any option needs to balance street works and network management requirements including input from blue light services.</p>										
Progress update										
<p>1. Dialogue is ongoing with the main stakeholders including the Broads Authority (BA) (who are responsible for navigation rights) and the City Council. The Broads Authority stance is to protect navigation rights even though this is the most disruptive option. A formal works licence application was made in 2021 to the Broads Authority for proposed works that would not maintain the lifting capacity of the bridge. The BA rejected this application as it did not maintain the navigation rights, and suggested NCC revise the proposed options in order to maintain the navigation rights. We are currently refreshing and updating the previous feasibility, including revisiting all previous options and looking at any other new options. Emergency options are also being developed.</p> <p>2. Funding for the various options available is also being explored. A Comms Plan and funding bids can then be prepared, with continued engagement with blue light services.</p> <p>3. Network planning measures also continue to be updated given the significant amount of work already taking place in and around the Norwich highway network.</p>										

Risk Number	RM14489					Date of update		21 February 2023		
Risk Name	Failure to support organisational and departmental priorities									
Portfolio lead	Cllr. Andrew Proctor					Risk Owner		Jane Naumkin		
Risk Description					Date entered on risk register			12 November 2021		
There is a risk that if support services are unable to meet the demands of both corporate programmes and departmental priorities then the delivery of the overall strategic priorities could be at risk. Causation includes; 1. Lack of clarity around or a conflict in priorities 2. Governance structure for prioritisation and decision making not fully developed 3. Plans and programmes not identifying and resourcing additional HR capacity required to support 4. Reduced capacity within core HR TOM to respond to plans and programmes										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	4	16	3	3	9	Mar-23	Amber
Tasks to mitigate the risk										
1) Identification of capacity gaps prompted by one off transformation projects and developing plans to resolve/mitigation (pre go-live and regular review) by Autumn 2022. This should reduce the risk likelihood. 2) Improve ability to capture requirements and prioritisation of sharing best practice (from I&A and Transformation) by Autumn 2022. 3) Review service model and priorities with key customers by March 2023. 4) Internal efficiency programmes to release capacity and articulate impact of any reductions in capacity by March 2023.										
Progress update										
1) Gaps in capacity are being identified. 2) The I&A and Transformation teams are sharing best practice. 3) Service models and priorities are being reviewed. 4) Internal efficiency programmes are being worked through.										

Risk Number	RM14468				Date of update			27/01/23		
Risk Name	Supplier or Market Failure									
Portfolio lead	Cllr. Bill Borrett				Risk Owner		Gary Heathcote			
Risk Description					Date entered on risk register			27/03/20		
The Council contracts with independent providers (of care homes, nursing homes, home care, supported living, housing with care and day care) spending over £330m annually to support around 16,500 adults at any one time. Failure in the care market may be defined as the sudden/unplanned loss of any or all of these services by reason of: inadequate quality, lack of financial viability, deficient supply of workforce, provider decision to withdraw from the market or natural disaster, The Council has a duty under the s5 of the Care Act 2014 to meet the needs of people who require assistance from public funds and to secure a diverse and good quality care market for this purpose.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	5	5	25	3	3	9	Jul-23	Amber
Tasks to mitigate the risk										
1) Annual uplift of fees and consideration of cost of care to ensure a full understanding of a fair price for care 2) Process in places to ensure NCC business is conducted well with invoices paid promptly. 3) Work with providers to ensure early communication of cashflow concerns. 4) Use of a provider at risk dashboard to support earlier conversations with providers 5) PAMMS review to work proactively with all providers to support quality improvement 6) Agreed workforce strategy and implementation plan including increased focus on recruitment and retention 7) Quarterly editorial board for the market position statement to track changes in demand and protections of future need and signal commissioning intentions. 8) Fair cost of care work completed for home support and older people residential and nursing 9) Weekly multi team meeting to review providers with highest risks and actions required 10) Commissioning recovery plan and winter resilience plan to help address capacity 11) Paper to DLT to discuss specific issues for WAA providers - Care Cubed product used to as part of discussion with providers with financial viability concerns										
Progress update										

Progress update

05/12/22

Internal capacity meeting to oversee actions and impact

Provider of last resort in place and strengthened for winter 2022/23 with new Norfolk Interim Care Service in place

PAMMS Reviews programme on track, and team supporting providers with urgent quality and safeguarding issues

Quality Improvement and Escalation policy in place

Regular review of provider risk dashboard for residential and nursing and development for other parts of the care sector. Further development of the provider at risk dashboard developed

Regular communication with Market via NORCA and engagement programme.

Fuel premium implemented for home supported from April 2022

Further incentives put in place for home support from hospital or NFR

Further Norfolk Care Academy weeks arranged and actions with NCSC to seek funding to expand these in Norfolk; recruitment workshops held and fur

ther recruitment and retention workshops arranged; extension of the wellbeing programme for 2022-23; Earn as you learn initiative in place and options to roll out more widely. Relaunch planned for September

International Recruitment approach - including first peer network held and progressing a pilot in East working with the ICS team. Community of practice in place and developing offer with ICB.

Home support and OP residential and nursing cost of care work completed

Care Quality Improvement Framework approved by Cabinet and delivery programme underway.

Market position statement presented to Cabinet 4 July. Market Position seminar held with providers.

Paper to DLT setting out specific pressures relating to WAA care providers.

Development of fee increase proposals in train - market engagement sessions in December and paper to Cabinet for end of Jan 23

Risk Number		RM13926				Date of update		27/01/23		
Risk Name		Failure to deliver the service within the ASC budget allocated within the Council's Medium Term Financial Strategy								
Portfolio lead		Cllr. Bill Borrett				Risk Owner		James Bullion		
Risk Description					Date entered on risk register			30/04/11		
If we do not meet our budget savings targets over the next three years it would lead to significant overspends in a number of areas. This would result in significant financial pressures across the Council and mean we do not achieve the expected improvements to our services										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	4	4	16	5	3	15	Sep-23	Red
Tasks to mitigate the risk										
<p>1) Efficiency and savings targets are being managed through a combination of Locality Purchase of Care meetings and the Promoting Independence governance. Escalation and oversight is then managed by the Departments Leadership Team, each member of which owns the relevant savings targets.2) The pandemic has had a massive impact on our ability to deliver an already challenging savings agenda. An under-delivery on 2020/21 savings was offset by one-off grant utilisation but is likely to still be an issue for 2021/22 onwards.3) Monthly monitoring, locality team meetings and continued development of forecast to ensure timely focus on key budgets and any emerging issues.</p> <p>4) A Joint NCC/Norsecare management group continues to develop and monitor delivery of savings related to the Norsecare contract and several new commissioning posts created to specifically support this.</p> <p>5) Senior and concerted focus on transforming the Learning Disability (LD) service overseen by the LD, MH and Autism Steering Board.</p> <p>6) ASTEC Board is providing governance to digital and technology based savings.</p> <p>7) A cost and demand model was used to build the budget and those associated activity and cost levels are monitored against within a new Adults Monitoring and Forecasting Power BI Dashboard</p> <p>8) Work by members and officers to lobby government for additional funding and the recent Spending Review, which has announced some further one-off funding for social care in 2021-22</p> <p>9) The long term ability to reduce the risk will depend on the Government's medium term financial settlement and the Social Care White Paper to address long term financial sustainability of social care.</p>										
Progress update										

Progress update

Department at P6 in 22.23 is forecasting a balanced outturn position with underlying pressures being mitigated through reserves and one-off underspends.

Monthly monitoring reporting to DLT, SMT and individual RBOs is in place. This includes targeted actions to address the risk of non savings delivery.

Robust conversations being had within DLT to future budget planning and the wider financial gap facing the Council. Balancing the risk of poor performance and financial sustainability in the short and medium term.

Both the department demand manageme

nt strategy and associated financial strategy are in place and only need tweaking ahead of the new year.

Major infrastructure programmes in place to deliver extensive change such as Connecting Communities and the twin Housing Programmes.

Longer term sustainability risk of social care being addressed through lobbying both directly by DASS and Cabinet member and through our networks (ADASS, CCN, SCT, LGA etc).

Extensive work being done to understand any financial risk associated with both the Social Care reform and the current crisis in the care market.

Risk Number	RM14471				Date of update			27/01/23		
Risk Name	Front door pressures									
Portfolio lead	Cllr. Bill Borrett				Risk Owner		Gary Heathcote			
Risk Description					Date entered on risk register			08/06/21		
Volume of work coming into the front door service (SCCE) is overwhelming the service. Calls are untriaged and therefore the risk to developing a backlog is exceptionally high as level is risk to the person is not known so a timely response can't be provided, and there is a very adverse impact on staff wellbeing. We have been managing the demand and this risk by moving to answering priority calls only at times to clear backlogs but this brings its own risks. There are reputational risks for the council as ASSD is, at times, only accessible to new callers whose situation is urgent. There are also risks that someone will not self-identify as being in an urgent situation which could lead to harm occurring. The care crisis is adding more pressure to SCCE as care calls and whole rounds are being handed back adding to SCCE's workload as care must be sourced to fill gaps. Swifts are under pressure and SCCE relies on them in circumstances of market failure.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	4	20	5	5	25	3	3	9	Jul-23	Amber
Tasks to mitigate the risk										
1) Annual uplift of fees and consideration of cost of care to ensure a full understanding of a fair price for care 2) Process in places to ensure NCC business is conducted well with invoices paid promptly. 3) Work with providers to ensure early communication of cashflow concerns. 4) Use of a provider at risk dashboard to support earlier conversations with providers 5) PAMMS review to work proactively with all providers to support quality improvement 6) Agreed workforce strategy and implementation plan including increased focus on recruitment and retention 7) Quarterly editorial board for the market position statement to track changes in demand and protections of future need and signal commissioning intentions. 8) Fair cost of care work completed for home support and older people residential and nursing 9) Weekly multi team meeting to review providers with highest risks and actions required 10) Commissioning recovery plan and winter resilience plan to help address capacity 11) Paper to DLT to discuss specific issues for WAA providers - Care Cubed product used to as part of discussion with providers with financial viability concerns										
Progress update										

Progress update

05/12/22

Internal capacity meeting to oversee actions and impact

Provider of last resort in place and strengthened for winter 2022/23 with new Norfolk Interim Care Service in place

PAMMS Reviews programme on track, and team supporting providers with urgent quality and safeguarding issues

Quality Improvement and Escalation policy in place

Regular review of provider risk dashboard for residential and nursing and development for other parts of the care sector. Further development of the provider at risk dashboard developed

Regular communication with Market via NORCA and engagement programme.

Fuel premium implemented for home supported from April 2022

Further incentives put in place for home support from hospital or NFR

Further Norfolk Care Academy weeks arranged and actions with NCSC to seek funding to expand these in Norfolk; recruitment workshops held and fur

ther recruitment and retention workshops arranged; extension of the wellbeing programme for 2022-23; Earn as you learn initiative in place and options to roll out more widely. Relaunch planned for September

International Recruitment approach - including first peer network held and progressing a pilot in East working with the ICS team. Community of practice in place and developing offer with ICB.

Home support and OP residential and nursing cost of care work completed

Care Quality Improvement Framework approved by Cabinet and delivery programme underway.

Market position statement presented to Cabinet 4 July. Market Position seminar held with providers.

Paper to DLT setting out specific pressures relating to WAA care providers.

Development of fee increase proposals in train - market engagement sessions in December and paper to Cabinet for end of Jan 23

Risk Number	RM14486	Date of update		27/01/23						
Risk Name	Asylum Contingency Accommodation (formerly Jaguar House Asylum Seekers Unit)									
Portfolio lead	Cllr. Bill Borrett		Risk Owner	James Bullion						
Risk Description		Date entered on risk register		06/09/21						
<p>A large multiple-occupancy building is being used by the Home Office to accommodate approximately 200 asylum seeking adults pursuant to the government’s duty towards them under Section 98, 95 and 4 of the Immigration and Asylum Act 1999 whilst their asylum claims are being determined. These individuals have no leave to remain in the UK and consequently have no recourse to public funds. The Home Office provides them with accommodation and subsistence as a full-board package on this site, with only very limited personal allowance (less than £10 per person per week). There is a risk of challenging behaviour and social disruption at this site, risks that individuals who have physical or mental health needs may deteriorate, risks around anti-social behaviour and protests at the site, both from residents, and also from pressure groups who are opposed to the use of this type of accommodation for asylum seekers. The accommodation is situated remotely in former RAF Officers Accommodation, which has shared bathroom facilities and communal areas. There is a risk of Covid outbreak at this site due to the volume of people present, including those who are recently arrived to the UK. The site is impracticable to facilitate a full 10 day quarantine period. There are risks with local and national media interest and negative publicity focusing on this site, which is likely to encourage further protests. There are risks that vulnerable residents on the site may be encouraged to self-harm or hunger-strike and thus be a risk to themselves. This includes the risk of serious harm or death of one or more residents. There are risks to staff mental wellbeing if they are faced with a toxic environment in which to work. From previous experiences of this unit being open during lockdown we are aware that several individuals will be victims of modern slavery, human trafficking or at risk of honour-based abuse, which will require a collaborative approach between social workers and specialist police officers to support these vulnerable individuals</p>										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	5	4	20	5	3	15	Sep-23	Red
Tasks to mitigate the risk										

- 1) Efficiency and savings targets are being managed through a combination of Locality Purchase of Care meetings and the Promoting Independence governance. Escalation and oversight is then managed by the Departments Leadership Team, each member of which owns the relevant savings targets.
- 2) The pandemic has had a massive impact on our ability to deliver an already challenging savings agenda. An under-delivery on 2020/21 savings was offset by one-off grant utilisation but is likely to still be an issue for 2021/22 onwards.
- 3) Monthly monitoring, locality team meetings and continued development of forecast to ensure timely focus on key budgets and any emerging issues.
- 4) A Joint NCC/Norsecare management group continues to develop and monitor delivery of savings related to the Norsecare contract and several new commissioning posts created to specifically support this.
- 5) Senior and concerted focus on transforming the Learning Disability (LD) service overseen by the LD, MH and Autism Steering Board.
- 6) ASTEC Board is providing governance to digital and technology based savings.
- 7) A cost and demand model was used to build the budget and those associated activity and cost levels are monitored against within a new Adults Monitoring and Forecasting Power BI Dashboard
- 8) Work by members and officers to lobby government for additional funding and the recent Spending Review, which has announced some further one-off funding for social care in 2021-22
- 9) The long term ability to reduce the risk will depend on the Government's medium term financial settlement and the Social Care White Paper to address long term financial sustainability of social care.

Progress update

Department at P6 in 22.23 is forecasting a balanced outturn position with underlying pressures being mitigated through reserves and one-off underspends.

Monthly monitoring reporting to DLT, SMT and individual RBOs is in place. This includes targeted actions to address the risk of non savings delivery.

Robust conversations being had within DLT to future budget planning and the wider financial gap facing the Council. Balancing the risk of poor performance and financial sustainability in the short and medium term.

Both the department demand management strategy

Progress update

and associated financial strategy are in place and only need tweaking ahead of the new year.

Major infrastructure programmes in place to deliver extensive change such as Connecting Communities and the twin Housing Programmes.

Longer term sustainability risk of social care being addressed through lobbying both directly by DASS and Cabinet member and through our networks (ADASS, CCN, SCT, LGA etc).

Extensive work being done to understand any financial risk associated with both the Social Care reform and the current crisis in the care market.

Risk Number		RM14490				Date of update		09/01/23		
Risk Name		Recruitment and Retention								
Portfolio lead		Cllr. Bill Borrett				Risk Owner		Craig Chalmers		
Risk Description					Date entered on risk register			07/03/22		
Risk of inability to deliver core services and to meet statutory requirements if unable to recruit and retain staff to vacancies, specifically the social worker workforce.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	5	20	3	3	9	Dec-23	Amber
Tasks to mitigate the risk										
1) Advised by DLT that "priority only" calls is not a possible option to use. Overtime offered regularly to try and manage the backlog.										
2) Paper to DLT to share risk. COMPLETE										
3) Funding for 10 additional APs for the front door. Recruitment ongoing to keep up with retention issues.										
4) Meeting between Craig Chalmers and Laura Clear to go through a proposal to move some of the longer term work from the front door service to locality teams. COMPLETE										
5) Front door programme to deliver capacity release in SCCE by developing processes to give advice and information on first contact to reduce the number of cases coming to SCCE practitioners.6) Currently activating business continuity measures										
Progress update										

Progress update

1) DLT has advised that priority only calls can no longer be implemented. Overtime is being offered daily including both on Saturday and Sunday to keep up with the volume of calls. This presents a high risk of impact on staff wellbeing and is not sustainable in the longer term. Proposal put forward by Newton Europe to refocus SCCE on core tasks. Consultation on this proposal in progress

2) Paper to DLT to share risk. - complete

3) Funding for 10 additional APs for the front door. Recruitment is ongoing as the team is struggling with retention.

4) Meeting between Craig Chalmers and Laura Clear to go through a proposal to move some of the longer term work from the front door service to locality teams. Meeting arranged for 11 June. It is hoped that agreement can be reached and process implemented soon after.

3/8/21 3 meetings have taken place but no changes yet agreed so no change to the type of work being managed in SCCE. 7/1/22 Action superseded by department-wide pressures. Awaiting front door programme to review system-wide capacity and workload.

5) Front door programme to deliver capacity release in SCCE by developing processes to give advice and information on first contact to reduce the number of cases coming to SCCE practitioners. Newt

on likely to have completed initial scoping by autumn. New model to deliver 2023 although as above, principles for new model out for consultation. 6) SCCE remains in business continuity. Concerns about number of resignations, many to go to development opportunities. Options being considered but are limited due to pressures elsewhere.

Some of the additional support has been withdrawn but new staff are being recruited and trained. See above (1&3) Due to pressures across the whole department and restrictions on the measures that can be put in place, this situation has become critical and business continuity measures are not holding the numbers of waiting cases steady. Overtime helps clear some of the week's backlog but staff and managers are exhausted. Modelling data suggested that last week was likely to be a peak in referrals until the February bank holiday but if demand does not reduce, the impact risk will need escalating to 5.

7) Likelihood of achieving target risk rating will depend on the outcomes, proposals and implementation of the front door project following Newton Europe's data gathering exercise.

8) Ongoing liaison with commissioning about market pressures. Assurance given by commissioning that all possible actions are being taken.

Risk Number	RM14287					Date of update		27/01/23		
Risk Name	Ongoing requirement safeguard adults with care and support needs who are at risk of abuse and neglect in Norfolk									
Portfolio lead	Cllr. Bill Borrett					Risk Owner		Craig Chalmers		
Risk Description						Date entered on risk register		14/12/16		
Crimes and safeguarding concerns will unfortunately always occur and there is an ongoing need to provide sufficient resource to reduce risk and investigate concerns. Huge holding lists and systemwide pressures have led to safeguarding cases waiting longer for a response and there is a risk that further abuse and neglect and further harm occurring before the matter is investigated.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	4	4	16	4	4	16	Dec-23	Amber
Tasks to mitigate the risk										
Tasks to mitigate the risk										
1) Multiagency Safeguarding Policy & Local Procedures in place. 2) Adults Safeguarding Board in place. 3) Delivery of Safeguarding training to providers. 4) Appropriate checks / vetting of staff. 5) Safeguarding Adult Reviews actioned where appropriate. 6) Any recommendations made by Safeguarding Adults Review's (SARs) are monitored by the Safeguarding Adults Review Group and also disseminated quarterly to all managers via the Quarterly Managers Forum (QMF). 7) The Care Act sets out the safeguarding duties of the local authority. Norfolk has not enacted and of the Care Act easements so procedures have operated as usual throughout the pandemic and will continue to do so. 8) Training programme in place and information is circulated to ASSD staff about being vigilant for signs of abuse and neglect. There is an exception report to highlight any front line staff who haven't carried out any safeguarding training in the last 3 years. 9) Guidance on high risk visits has been developed to support during the covid-19 pandemic. This has been updated to include the need to visit where safeguarding concerns have been raised more than once. 10) Information is to be circulated to wider safeguarding network by NSAB manager. Easy read information available on NSAB website about the risk of being exploited.15) Workshops led by NSAB chair around health providers and safeguarding thresholds. 16) DHRs convened to learn from 4 high profile cases where ASSD has been involved. 17) Audit of safeguarding thresholds to be carried out in 2022 - preparation for CQC inspection has started. Feedback from people who use services is likely to be an area where improvement is indicated. 18) Procedure for holding list management has been published to support consistency in review of risk										
Progress update										

Progress update

1) Multiagency safeguarding policy and procedure refreshed and updated by the Deputy Safeguarding Adults Board Manager of the Norfolk Safeguarding Adults Board (NSAB). Now published on the NSAB and publicised among partners.

1b) ASSD is part of the County Lines Partnership and has contributed to the partnership business plan.

1c) ASSD is working with CLT to strengthen our Prevent response. Director of Social Work attends Channel Panel

1d) ASSD is represented on the County Community Safety Partnership.

2) Board is well established and has an independent chair.

3) Specific training for providers is delivered (at a cost) via the commissioned training provider, St Thomas'. The NSAB can also signpost providers to safeguarding training.

4) Enhanced DBS checks are carried out for all customer-facing staff in ASSD.

4b) The dept has made available funding for an additional Practice Consultant to strengthen our safeguarding response in both the MASH (Multi-Agency Safeguarding Hub) and locality teams.

5) ASSD has a representative on the multiagency Safeguarding Adult's Review (SAR) Group and the group is attended by NPLaw. There is a robust process in place for evaluating cases referred to the SAR Group against the SAR criteria.

6) The SAR Group holds and monitors action plans for each SAR and is developing a thematic approach. They also have a standing item on the NSAB agenda to update the board on progress with actions, and any forthcoming reviews. The Head of Service (for Safeguarding) presents learning from SARs and reviews this alongside the relevant locality Operations Director/Head of Service. The learning is used as a platform for a more detailed look at a particular theme for ASSD.

7) No easements

8) Training programme in place

9)

Guidance on myNet

10) Information regularly circulated by Head of Service, Safeguarding and NSAB manager

14) Following paper taken to DLT, consultant to be engaged to carry out an independent review of our safeguarding process in practice and compare the Norfolk safeguarding model and resourcing with comparator authorities.

15) Meeting with NNUH and ICB senior staff has taken place and agreement that care crisis is linked to 'harm' not 'abuse'. Work going on with hospitals to reduce harm for those who cannot be discharged. Ongoing work between safeguarding/MH/OPPD teams and Hellesdon/Julian Hospitals to try to improve reporting and safeguarding responses. Discussions have taken place with Suffolk who will be ending their s75 agreement. Identified similar safeguarding issues in Suffolk as in Norfolk.

Workshop held on 29/4/22 on shared understanding on safeguarding thresholds. Small amount of progress made towards a framework document for health safeguarding concerns. Promoting Independence have assigned a project manager to work with us alongside Newton Europe to support with a review of the safeguarding hospital process.

16) ASSD engaged in all DHR panels and gold groups where we have had relevant involvement.

ASSD has representatives for all SARs and DHRs where it is appropriate for us to be involved although this has increased pressure at management levels, particularly in the safeguarding service due to the need for detailed reports and panel meetings for scrutiny. Post to support with SARs and DHRs until 2024 has been sent for grading.

17) Meeting booked with QA team to discuss audit - preparation for CQC inspection has started. Feedback from people who use services is likely to be an area where improvement is indicated.

Risk Number	RM14464					Date of update		11/01/23		
Risk Name	Failure of providers to provide care to vulnerable people									
Portfolio lead	Cllr. Bill Borrett					Risk Owner		Gary Heathcote		
Risk Description					Date entered on risk register			16/04/20		
The current risk can be described as followsWidespread absence of staff due to sickness and/ or having to self-isolate, which may impact the supply of staff across the Care Market.Not enough care capacity to meet demand, which could leave vulnerable people without adequate care. Financial sustainability for providers who are seeing lower than pre-pandemic levels of utilisation and referrals (particularly for Residential Care and Day Care)Care providers fail to meet needs of residents, increasing the risk of safeguarding and quality issues.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	4	4	16	4	1	4	Sep-23	Red
Tasks to mitigate the risk										
Update Aug 22Further work done to support with the capacity challenges in the Care Market. It is important that we note the differences between certain Care Markets (as highlighted below). Residential Market continues to see lower than pre-pandemic levels of utilisation. This is creating issues of financial viability and sustainability. Active work and governance in place to manage this risk, through the Provider at Risk working group and dashboard (which proactively identifies providers at risk)Day Care continues to see lower than pre-pandemic levels of referrals (specifically for Older People). This is creating issues of financial viability and sustainability. Active work to review the current referral process (as part of the Connected Communities programme) to identify how referrals could be increase. Work is ongoing with providers to understand risk, including support that NCC can offer. Home Care has seen growth in the number of care hours delivered each period (4 weeks). 9,200 hours more care being delivered in period 4 2022, compared with period 10, 2021. Interim Care List continues to be higher than pre-pandemic levels and ongoing work with the market, to deliver continued growth in care available (through the workforce strategy and Home Care Tactical Improvement Plan). Update July 22										
Key things to note which has influenced the change in the risk score, to show impact as a 5. Over the last few weeks we have seen more care packages handed back to NCC, as providers rationalise their care delivery, due to fuel costs (cost of travel) or carers leaving their organisation. Both the Interim Care List and NFS holds have shown increases in the last 3 weeks, after several weeks of showing a drop in packages held.Further work being done to support the care market, which includes the introduction of block contracts to work with providers on a consortium basis.Further work being done to review more immediate initiatives in place to support with cost of the delivery of care (fuel).Ongoing risk within the LD market concerning availability of Residential Homes (due to closures). Update June 22										
Key things to note include; Development of a Home Care Tactical Improvement Plan focused on supporting market sustainability										
Progress update										

Progress update

Updated 11.01.22 Risk score reduced to a impact score of 4 to reflect improvements seen in the key metrics associated with the Care Market. This is mainly driven by the reduction seen in the number of people on the Interim Care List (currently 224 and was approx. 800 this time last year).

Additional discharges monies (through the Autumn Statement) have been allocated and agreed, with work underway to implement activity that will increase capacity and improve resilience of the market place.

The Care Market that presents the highest risk is for the LD cohort, where Care Home closures have put pressure on availability of accommodation based services to meet demand. This is a priority area of focus for the Commissioning team. Hence why the likelihood impact score has remained at a 4.

The Tactical Improvement Plan for Home Care has delivered all the identified initiatives, with an evaluation presentation prepared that highlights the intended impact. One of the key metrics was a reduction to the Interim Care List, which has been achieved.

Updated 13.12.22

Winter Plan now in place and approved by the Health and Wellbeing Board. This includes the list of initiatives delivered or currently being delivered to support with system pressures. This plan includes activity being taken, funded through the additional monies announced in the Autumn Statement. The co-ordination of the Winter Plan is being led through the Health and Social Care Partnerships team, working closely with the ICB and Suffolk County Council, on behalf of

the ICS. Updated 11.11.22

Risk remains a key concern and a Winter Plan is being developed to ensure we have a central record of the key initiatives being delivered by the department.

Specifically, the initiatives within Home Care tactical plan have largely been delivered and work is ongoing to assess impact. One of the key metrics for Home Care has shown that the number continues to reduce and is currently 390 (it was 488 this time last month).

Updated 11.10.22

Further updates relate specifically to Home Care which is showing positive movement in key metrics. This will continue to be reviewed and if further improvements are seen, the risk score will be reviewed in Nov 22. The specific metrics include;

Interim Care List - This is the list of people requiring some form of Home Care. This includes a new package of care or a change to an existing package (such as the time of a specific visit). People can be on this list and in receipt of care and it is also rag rated to ensure proactive management of people on this list. This current stands at 488, against a high of 850 in Jan 22. Work is ongoing to reduce this figure. Number of people in hospital awaiting to be discharged on Pathway One - This metric has also seen an improvement with the number of people in an acute hospital awaiting some form of care and support at home (which could include reablement) has reduced from 114 on th 8th Sept to 82 as of the 10th Oct. This will continue to be monitored to assess impact of initiatives to increase home care capacity.

Risk Number	RM14460					Date of update		10/01/23		
Risk Name	Hospital discharges- 1) HFH capacity/sustainability, 2) ensuring system flow, 3) ability to ensure people are followed up following discharge									
Portfolio lead	Cllr. Bill Borrett					Risk Owner	Laura Clear			
Risk Description					Date entered on risk register			01/07/20		
If we do not have the resources or processes to cope with the demand due to the speed and volume of discharges and follow-up assessments needed then this may result in: 1) An inability to manage the flow of patients out of hospital and could lead to hospital beds being blocked. 2) An increase in the number of complaints against the council either because the initial care falls short of service user's expectations or as we move people to more permanent care solutions, they feel we are providing less care than they initially received. 3) An increase in the cost of care because of delays in the care act assessments happening post discharge.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	4	16	4	2	8	Sep-23	Amber
Tasks to mitigate the risk										
a) HomeFirst/Community Response Team hubs have been set up the aim is to be open 7 days a week (currently due to capacity within the teams this is not provided consistently)										
b) A discharge process (developed with NCHC and system partners) has been set up to take account of new national guidance designed to ensure we keep track of patients; discharges remain Care Act compliant and we meet our safeguarding responsibilities.										
c) Home first approach being reiterated with Discharge Hub staff and hospital wards/ new short term beds process implemented. 2/11/21 confirmed no pathway 1 patients to go to NCC commissioned beds. 6.7.22 Pathway 2 discharges now led by the community health partners.										
d) Executive Lead and Single Point of contact for each Trust has been identified.										
e) Liquidlogic processes have been put in place to identify Covid19 response expenditure. 6.7.22 Covid-19 funding now ceased.										
f) Revised HR policies are in place to support managers maximising staff availability during the Covid 19 response.										
g) daily MDT reviews and system escalation calls in place										
h) D2A programme in place with dedicated leadership.										
i) Social care leadership and representation at system meetings										
j) D2A blueprint agreed by all partners with dedicated leadership to ensure implementation										
6.1.22 System critical incident declared - short term additional mitigations agreed including use of STB for P1 d/c where appropriate until Jan 14th 2022.										
1.4.22 System OPEL 4 measures remain in place -homecare incentive payment extended until April 22nd.										
10.5.22 System wide 30,60, 90 day workplan in place										
15.07.22 - New SRO for UEC appointed (NCHC CEO), refreshed system governance for decision making- and implementation of D2A. Key tactical groups- intermediate beds and home solutions groups.										
Progress update										

Progress update

No change 05/10/2020

Demand pressures in acute hospitals remains very high, with occupancy over 97% and an increase Covid19 positive patients admissions. NNUH has experienced OPEL4 escalations, exceptional waits in ED and ambulance offloads. QEH and JPUH have also experienced similar pressures. D2A pressures are high and there are currently over 300 patients in the 3 acute hospitals MOFD but either not ready to go or ready to go but unable to be discharged to community services. This has escalated to CCG Executive who are instigating senior reviews from w/c 28/9. CRTs resilience remains very challenged with the South CRT in particular unable to staff to appropriate levels for a 1 week duration. Acute therapy resource is starting to transition from the acute hospitals, but not at scale or pace required to mitigate risk. Increased safeguarding referrals for patients admitted to hospital with numbers unallocated for days also resulting in delays to flow. NSFT discharges are excluded from new Policy & Operating model and therefore increased delays are noted after ending of previous local agreement.

The score has been reduced back to down to 4 x 4 (16) to be consistent with the scores being used by NCH&C for the same risk managed by them.

Further mitigation to risk:

NCC Winter Tactical plan for homecare solutions produced Senior leadership engagement through all relevant UEC/discharge boards/forums New hospital discharge dashboard for social care published New strategy for bed based solutions devised with community healthcare partners leading

02/09/22

Further temporary Hub staffing costs fund

agreed from ICB until 31/03/23. Remains risk we will be unable to recruit/retain as still only temporary.

Discussion about permanent funding at risk being worked up for consideration with DLT.

(Central £594,215 this is for extending the contracts of existing staff to 31st March 2023 and to increase the staff establishment this is in addition to the already funded £400K for this team. West £243,933 this is for extending the contracts of existing staff to 31st March 2023 and to increase the staff establishment this is in addition to the already funded £200K for this team).

This is from funding of around £9.6m revenue for schemes across the system for each of the pathways, which when implemented should have a positive impact.

Temporary contingency schemes implemented until 5th Sept to support Pathway 1 capacity Emergency Direct Payment pathway implemented for Pathway 1 Staffing vacancies and turnover remain high across Hub, Follow on teams and STB/PDAT areas leading to backlogs at each stage of the process Significant delays on P.1 from acute hospitals (c. 120 as of 2/9) and long term care arrangements from community hospitals (58 as of 2/9)

05.10.22 System escalated to critical incident - score increased to 16. Significant demand on social care capacity and insufficient patient flow.

08.11.22 Staffing shortages within the hubs continues- no substantive funding in place, pathway 1 capacity remains a significant challenge.

7.12.22 Funding for HomeFirst Hubs has been agreed awaiting confirmation of details. Recruitment continues- central HomeFirst Hub trajectory in place.

Cabinet

Item No: 13

Report Title: Authority to enact revenue pipeline

Date of Meeting: 03 April 2023

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

Responsible Director: Al Collier, Director of Procurement & Sustainability

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 1 September 2022

Introduction from Cabinet Member

In agreeing the budget for this year council has heard that a significant proportion of the council's spend is via third party contracts. The effective management of these contracts, to ensure both value for money and proper standards of service, is critical.

Expiry dates and break points in these contracts provide the council an opportunity to review the services and procurement arrangements. The budget having been approved, Cabinet is now asked to take the necessary executive decisions in respect of the council's larger revenue contracts, with expiry dates and break points in the next twelve months.

Recommendations:

Cabinet is asked to agree

- 1. To proceed with the procurement actions set out in Annex A;**
- 2. to delegate to each responsible chief officer authority to discuss with the contractors concerned the issues around extension of contracts designated herein as open for extension and to determine whether to extend the contracts (with such modifications as the chief officer considers necessary) or whether to conduct a procurement exercise to replace them;**

3. to delegate to the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any); to shortlist bidders; to make provisional award decisions; to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary;
4. that the officers exercising the delegated authorities set out above shall do so in accordance with the council's Contract Standing Orders and Public Contract Regulations 2015 and in consultation, as appropriate, with the responsible Cabinet Member. The officers shall also act in accordance with the Provider Selection Regime should it become law during this period.

1. Background and Purpose

- 1.1 We spend some £900m each year on works, services and goods for Norfolk people so we need to ensure that we are managing these contracts well.
- 1.2 As an organisation we want to be good to do business with, and to be efficient and business-like in the way we work. High quality contracting and procurement is a critical enabler for us to do this.
- 1.3 We have adopted an approach which is proactive and ensures we have coherent, upstream arrangements for the 'contract pipeline', which is set out in this paper.

2. Proposal

- 2.1 Cabinet is asked to take the executive decision to dispose of existing contracts and let new contracts as set out at Annex A.
- 2.2 So that the procurement processes can be undertaken, Cabinet is asked to delegate to the Director of Procurement authority to undertake the necessary procurement processes. This will include:
 - determination of the minimum standards that must be met by bidders; of the selection criteria, if the process involves shortlisting; and of the award criteria that will be used to select the winning tender;
 - the authority to shortlist bidders in accordance with the selection criteria; the authority to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme) and to award contracts;
 - the authority to negotiate where the procurement process so permits; and
 - the authority to terminate award procedures if necessary – for example because no suitable or affordable offer is received.
- 2.3 In respect of some contracts set out at Annex A, there is an option to extend the contract and it is proposed to continue to deliver the services that the contract enables. But there is a need to determine in each case whether

extending the contract (potentially with any modifications that may be agreed with the contractors) represents the optimum approach, or whether a better result would be achieved by re-tendering. Cabinet is asked to delegate these decisions to the relevant chief officers.

- 2.4 In exercising these authorities, officers must comply with the council's Contract Standing Orders and the Public Contracts Regulations 2015.
- 2.5 It is for chief officers to deliver contracts or groups of contracts within the relevant budget allowances or, if necessary, to approve or seek approval for budget virements in accordance with the financial regulations.
- 2.6 Some larger revenue contracts that fall within the relevant period but where no approach has yet been agreed are also listed at Annex A, for information. These will be the subject of individual cabinet member decisions in due course.

3. Impact of the Proposal

- 3.1 The anticipated impact in respect of each contract or group of contracts is set out at Annex A.
- 3.2 The impact of the proposed delegations is that it will be possible to implement the pipeline of contract renewals, extensions and cessations in a more-expeditious manner.

4. Evidence and Reasons for Decision

- 4.1 Cabinet recommended adoption of the budget and it is now logical that it approves the decisions in respect of contracts needed to deliver the budget. Expeditious execution of the contract pipeline requires the delegations to officers set out in this paper.
- 4.2 Reasons for decisions about individual contracts or groups of contracts are set out at Annex A.

5. Alternative Options

- 5.1 Cabinet could choose not to approve the delegations set out herein. This would require a plethora of individual cabinet or cabinet member decisions and be likely to delay programme execution: this course of action is not recommended.

6. Financial Implications

- 6.1 Financial implications are set out in Annex A.

7. Resource Implications

7.1 Staff: Management of the programme will be undertaken within existing staff resources. Where additional professional resources are required, these are included in the budget.

7.2 Property: N/A

7.3 IT: N/A

8. Other Implications

8.1 Legal Implications:

The proposals meet the requirements of public sector procurement.

8.2 Human Rights Implications: none identified

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

A public consultation process on the 2023-24 Budget has been undertaken. As in previous years, this public consultation has informed an equality impact assessment in respect of both new 2023-24 Budget proposals and the Council's Budget as a whole, which includes the revenue impact of capital spending decisions. In addition, councillors have considered the impact of proposals on rural areas.

Decisions around service redesign and changes to specifications for goods and services will need to include appropriate considerations for use of the resultant services and goods by all relevant groups (with further EqIAs as necessary).

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.

8.5 Health and Safety implications (where appropriate):

Specifications and contract management arrangements will need to take health and safety considerations into account.

8.6 Sustainability implications (where appropriate):

Service design for each contract will include sustainability considerations.

8.7 Any Other Implications:

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

9. Risk Implications / Assessment

- 9.1 Officers will need to consider contract-specific risks as procurement activity is undertaken

10. Select Committee Comments

- 10.1 Not applicable

11. Recommendations

As set out in the Introduction, Cabinet is asked to agree

1. To proceed with the procurement actions set out in Annex A;
2. to delegate to each responsible chief officer authority to discuss with the contractors concerned the issues around extension of contracts designated herein as open for extension and to determine whether to extend the contracts (with such modifications as the chief officer considers necessary) or whether to conduct a procurement exercise to replace them;
3. to delegate to the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any); to shortlist bidders; to make provisional award decisions; to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary;
4. that the officers exercising the delegated authorities set out above shall do so in accordance with the council's Contract Standing Orders and Public Contract Regulations 2015 and in consultation, as appropriate, with the responsible Cabinet Member. The officers shall also act in accordance with the Provider Selection Regime should it become law during this period.

12. Background Papers

- (1) [*Sourcing strategy for council services*](#), Policy & Resources Committee, 16 July 2018
- (2) [*Social Value in Procurement*](#), Cabinet, 6 July 2020

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Annex A

Contract title(s), name of contractor(s) and approx. annual expenditure	Cabinet Member and Responsible Director	Proposed approach	Reasons for proposed approach
Adult Home Support services – including block contracts in various geographical locations, double assist contracts, night service contract; several providers; (£5m)	Cabinet Member: Cllr Bill Borrett Responsible Director: Gary Heathcote	Roll into the work to replace the main home care contracts with new contracts based on a strategic provider model. First area to be procured will be East Norfolk, followed by North Norfolk	Requirement for home care continues beyond the expiry date of these contracts. New model is being introduced to improve market resilience, quality and efficiency with more collaboration amongst the providers
Appropriate Adult Service; Anglia Care Trust (ACT); (£150k)	Cabinet Member: Cllr Bill Borrett Responsible Director: Gary Heathcote	Replace via a procurement exercise	Requirement continues beyond expiry date. NCC has statutory duty to provide
Step Down Accommodation with Support for those with Mental Health Needs; Evolve East Anglia CIC (£175k)	Cabinet Member: Cllr Bill Borrett Responsible Director: Gary Heathcote	Procure new arrangement under the existing framework agreement	Contract expiring and there is a continued need. Bringing under the auspices of the existing LTR framework will bring this contract in line with other similar services
Statutory advocacy service for adults; POHWER (£500k)	Cabinet Member: Cllr Bill Borrett Responsible Director: Gary Heathcote	Extend current arrangement pending new Code of Guidance for LPS	Contract expiring and there is a continued need for this statutory service. New guidance will inform any reprocurement in the future
Norfolk Assistance Framework; 3 suppliers (£250k)	Cabinet Member: Cllr Bill Borrett Responsible Director: Gary Heathcote	Re-procure the framework agreement	Existing framework gives the flexibility needed to procure appropriate assistance for service users

Contract title(s), name of contractor(s) and approx. annual expenditure	Cabinet Member and Responsible Director	Proposed approach	Reasons for proposed approach
Autism social care preventative service; new Total funding c£1.25m	Cabinet Member: Cllr Bill Borrett Responsible Director: Gary Heathcote	Procure new arrangement	New requirement
Procurement of partners for Individual Placement and Support in Primary Care Project Total funding £3.3m	Cabinet Member: Cllr Bill Borrett Responsible Director: Gary Heathcote	Procure new arrangement	New requirement
Public Health – Integrated Sexual Health Service; Cambridgeshire Community Services NHS Trust; (£6m)	Cabinet Member: Cllr Bill Borrett Responsible Director: Director of Public Health	Review current arrangement and then procure new arrangement or continue existing arrangement	Contract expiring and there is a continuing need. The contract will be in scope of the new Provider Selection Regime. More detailed work is required
Public Health – children who misuse or are at risk of misusing substances, and who are affected by the substances misuse of others; The Matthew Project (£850k)	Cabinet Member: Cllr Bill Borrett Responsible Director: Director of Public Health	Review current arrangement and then procure new arrangement or continue existing arrangement	Contract expiring and there is a continuing need. The contract will be in scope of the new Provider Selection Regime. More detailed work is required

Contract title(s), name of contractor(s) and approx. annual expenditure	Cabinet Member and Responsible Director	Proposed approach	Reasons for proposed approach
Public Health – specialist stop smoking services; East Coast Community Healthcare CIC (£700k)	Cabinet Member: Cllr Bill Borrett Responsible Director: Director of Public Health	Review current arrangement and then procure new arrangement or continue existing arrangement via the existing Healthy Lifestyles Framework	Contract expiring and there is a continuing need. The contract will be in scope of the new Provider Selection Regime. More detailed work is required
Public Health – Healthy Child Programme; Cambridgeshire Community Services NHS Trust (£16m)	Cabinet Member: Cllr Bill Borrett Responsible Director: Director of Public Health	Review current arrangement alongside Children’s Services Early Years Framework and then procure new arrangement or continue existing arrangement	Contract expiring September 2024 and there is a continuing need. Work starting now as it is such a complex arrangement. The contract will be in scope of the new Provider Selection Regime. More detailed work is required
Suicide Prevention (value not yet known but approx. £870k split 50/50 with health)	Cabinet Member: Cllr Bill Borrett Responsible Director: Director of Public Health	Set up a new framework agreement	This will give the flexibility to award contracts as and when funding becomes available
Temporary staff resource - neutral vendor; Magnit Global GRI Limited; (£4m)	Cabinet Member: Cllr Andrew Proctor Responsible Director: Jane Naumkin	Extend existing contract until 2025 as allowed for in existing contract terms	Arrangement is working well, no need to replace

Contract title(s), name of contractor(s) and approx. annual expenditure	Cabinet Member and Responsible Director	Proposed approach	Reasons for proposed approach
NPS Fees for schools building maintenance programme partnership; NPS Property Consultants Limited (£400k)	Cabinet Member: Cllr Greg Peck Responsible Director: Simon Hughes	Review current arrangement and either procure new arrangement or direct award a new contract under the Teckal exemption	Contract expiring and there is a continued need
Service desk software system (total funding £1.4m)	Cabinet Member: Cllr Tom Fitzpatrick Responsible Director: Geoff Connell	Procure new arrangement	Contract expiring and there is a continued need
Haven Bridge, Great Yarmouth - Maintenance Works and Services; Great Yarmouth Port Company Ltd t/a Peel Ports Great Yarmouth (£1m)	Cabinet Member: Cllr Graham Plant Responsible Director: Grahame Bygrave	Review current arrangements and then procure new arrangement	This contract only covers Haven Bridge and we need to consider inclusion of new Third River Crossing bridge too. More detailed work is required
Integrated Prison Healthcare Service; HCRG Care Services Limited and Practice Plus Group Health and Rehabilitation Services (£200k)	Cabinet Member: Cllr Bill Borrett Responsible Director: Gary Heathcote	Separate decision will be sought in due course	Contract expiring and there is a continued need. Commissioned by Integrated Care Board rather than direct by NCC. More detailed work is required

Contract title(s), name of contractor(s) and approx. annual expenditure	Cabinet Member and Responsible Director	Proposed approach	Reasons for proposed approach
Accommodation based support at Linden House and other support accommodation; The Benjamin Foundation (£380k)	Cabinet Member: Cllr John Fisher Responsible Director: Sarah Jones	Separate decision will be sought in due course	Contract ends Dec 2023. It is difficult to separate provision of the care from provision of the building. More detailed work is required
Management of Household Waste Recycling Centres; Norse Environmental Services Ltd; (£800k)	Cabinet Member: Cllr Eric Vardy Responsible Director: Grahame Bygrave	Separate decision will be sought in due course	Ongoing requirement but unclear as to the most appropriate procurement method. More detailed work is required

Report to Cabinet

Item No. 14

Report Title: Finance Monitoring Report 2022-23 P11: February 2023

Date of Meeting: 3 April 2023

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: 2/3/23

Introduction from Cabinet Member

This report gives a summary of the forecast financial position for the 2022-23 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2023, together with related financial information.

Executive Summary

Subject to mitigating actions, on a net budget of £464.123m, the forecast revenue outturn for 2022-23 at the end of Period 11 (February 23) is **a balanced budget** after taking into account use of £31.125m Covid reserves brought forward from 2021-22 to meet Covid pressures in 2022-23 and pay and inflationary cost pressures highlighted in the Appendix 1. The recurring underlying cost pressures in services have also been reflected in the 2023-24 budget approved by Full Council on 21 February 2023. If required at the year end, the Council will utilise the one-off release of earmarked and business risk reserves to maintain a balanced budget for 2022-23

General Balances are forecast to be **£24.340m** at 31 March 2023 assuming the transfers of £0.5m contribution to reserves. Service reserves and provisions (excluding the Dedicated Schools Grant reserve) are forecast to total **£179.556m**.

Recommendations:

1. To recommend to full Council the addition of **£17.491m** to the capital programme to address capital funding requirements funded mostly from various external sources as set out in detail in capital Appendix 3, paragraph 4.1 as follows:

- £5m flexible use of Capital Receipts to fund the Adult Social Care Transformation Programme costs as previously earmarked in Appendix 3, paragraph 3.3
 - £1.011m uplift to the Better Broadband Next Generation project funded from BT rebates received
 - £11.480m Department of Transport funding received to expand the Zero Emissions Bus Regional Area (ZEBRA) scheme for 55 additional electric buses
2. Subject to full Council approval of recommendation 1 and 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 recognise the period 11 general fund revenue forecast of a balanced budget, noting also that Executive Directors will take measures to reduce or eliminate potential over-spends where these occur within services to maintain a balance budget at the year end.

4. To recognise the period 11 forecast of 88% savings delivery in 2022-23, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
5. To note the forecast General Balances at 31 March 2023 of **£24.340m**, assuming the Council will mitigate the overspends reported in P11.
6. To note the expenditure and funding of the revised current and future 2021-26 capital programmes.

1. Background and Purpose

- 1.1. This report and associated annexes summarise the forecast financial outturn position for 2022-23, 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. Three appendices are attached to this report giving details of the forecast revenue and capital financial outturn positions:

Appendix 1 summarises the revenue outturn position, including:

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

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.
- 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. 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 2022-23 at the end of P11 is a **balanced budget**, linked to a forecast 88% savings delivery. The associated forecast outturn for service reserves and provisions is **£179.556m**. Council officers are taking mitigating actions to identify savings and address the inflationary cost pressures. Therefore, the general balances are forecast to increase to **£24.340m**, assuming the delivery of a balanced budget and a transfer of £0.5m contribution to reserves. COVID reserves of **£31.125m** have been brought forward to off-set the one-off infection prevention measures in place to prevent any further Covid-19 outbreaks in 2022-23.
- 6.2. Where possible service pressures have been offset by underspends or the use of reserves. 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 2022, 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. In respect of the recommendations relating to Independence Matters, in order to comply with the Local Government (Best Value Authorities) (Power to Trade)

(England) Order 2009, the Council is required to approve a business case which sets out:

- the objectives of the business,
- the investment and other resources required to achieve those objectives,
- any risks the business might face and how significant these risks are, and
- the expected financial results of the business, together with any other relevant outcomes that the business is expected to achieve.

This can be found in the Company's 2023-24 Business Plan, which is set out in the NCC Companies Business Plans report elsewhere on the agenda for Cabinet approval.

8.3. **Human Rights implications**

None identified.

8.4. **Equality Impact Assessment**

In setting the 2022-23 budget, the council has undertaken public consultation and produced equality and rural impact assessments in relation to the 2022-23 Budget. An overall summary Equality and rural impact assessment report is included on page 305 of the Monday 21 February 2022 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 2022 to incorporate the 2022/23 budget and Medium-Term financial strategy 2021 - 2026 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. The Executive Director of Finance and Commercial Services believes a balanced budget will be achieved in 2022-23.

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 305

Officer Contact

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Norfolk County Council Finance Monitoring Report 2022-23

Appendix 1: 2022-23 Revenue Finance Monitoring Report Month 11

Report by the Executive Director of Finance and Commercial Services

1 Introduction

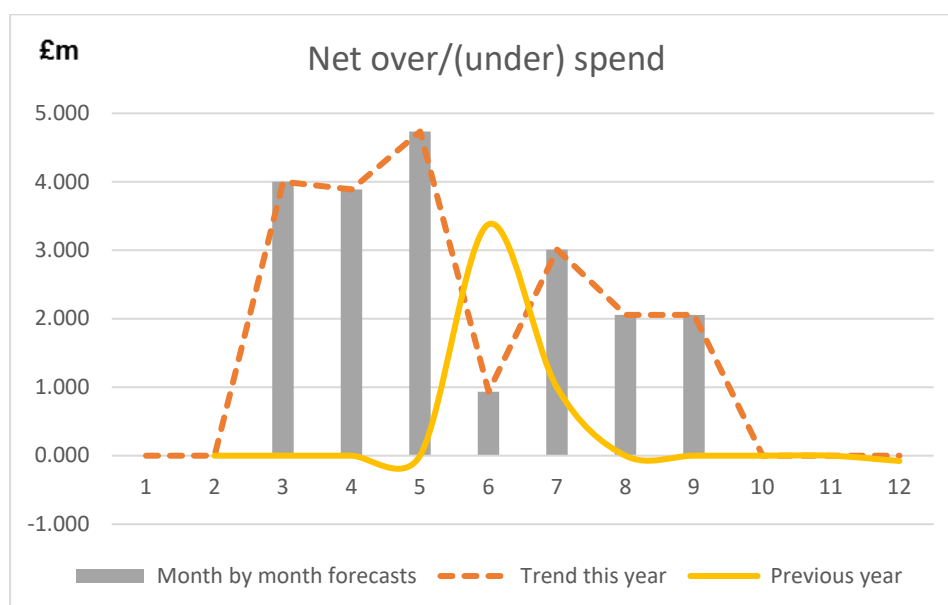
1.1 This report gives details of:

- the P11 monitoring position for the 2022-23 Revenue Budget
- additional financial information relating one-off funding, cost pressures and delivery of savings initiatives
- forecast General Balances and Reserves as at 31 March 2023 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 February 2023, a balanced budget is forecast against a net budget of £464.123m.

Chart 1: forecast /actual revenue outturn 2022-23, 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: 2022-23 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	264.914	4.960	-0.840	-4.120	0.000	0%	G
Children's Services	191.529	20.412	-1.073	-4.860	14.479	7.6%	R
Community and Environmental Services	168.142	4.146	-4.107	-0.039	0.000	0%	G
Strategy and Transformation	9.115	1.037	-0.778	-0.259	0.000	0%	G
Governance Department	2.195	0.706	-0.399	-0.307	0.000	0%	G
Finance and Commercial Services	34.232	4.568	-1.723	-1.029	1.816	5%	R
Finance General	(206.004)	0.552	-20.309	3.462	-16.295	-7.9%	G
Total	464.123	36.381	-29.229	-7.152	0.000	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 2021-22 in order to meet and fund additional pressures in 2022-23.

2.4 **Children's Services:** The forecast outturn as at Period 11 (end of February 2023) remains an overspend position of £14.479m, presuming use of budgeted reserves and £4.860m of additional reserves to mitigate the in-year pressures.

2.5 This final forecast of the year highlights the financial risks and cost pressures within the demand-led budgets of social care placements and support, c. £12m, and home to school transport c. £7m (particularly for those with special educational needs and disabilities), that the service continues to see.

2.6 The overall number of children in care (excluding unaccompanied asylum-seeking children) and those with placements remains broadly level compared to the end of the 2021-22 financial year, which is a better position than in many local authority areas, but the cost is increasing substantially. This is primarily due to the cohort with the very highest and most complex needs continuing to grow as a proportion of all children looked after; particularly as we have been successful with interventions and new models of working to keep children out of care when appropriate to do so.

- 2.7 The budget included the assumption that the overall number of children in care would continue to reduce over the year, but the unforeseen pressures seen means that the benefits of the transformation work and savings delivered have been offset.
- 2.8 Children's Services has clear evidence that the interventions and new models of working are effective and are allowing us to meet the needs of children with complex needs effectively in many cases. New Roads, in particular, is proving very successful. However, the cost avoidance and reduction being achieved is counteracted by the volume and increased complexity of need along with market forces, which is proving to be significantly higher than modelled within the budget, particularly in relation to the number of external residential placements for children and an increase in the unit cost of such placements as well as the packages of support we are creating for children and young people with very challenging needs.
- 2.9 The proportion of children in foster care (whether in-house or independent fostering agency) is 4% lower than budgeted due to lower than anticipated placements being available. Conversely, the proportion of children in external residential care, driven by sufficiency challenges in the care market and increasing complexity of need, remains 39% higher than budgeted. Additionally, the cost of placements is, on average, significantly exceeding budgeted values.
- 2.10 Overall, the key financial drivers the service experiences for social care are consistent with the last financial year. The pandemic continues to have a substantial impact. One area causing significant pressure is the delays in the court system. Such delays are resulting in significant additional costs to NCC (for example, lengthier placements preadoption, additional preparation for court when cases are delayed or postponed, etc.) as well as affecting the outcomes for children. The department, along with NPLaw, are taking action to mitigate the impact wherever possible.
- 2.11 Additionally, the factors previously identified have not eased off and, in many cases, have continued to increase, with many elements being unpredictable in nature and close review will be maintained of these:
- lack of supply of placements is significantly impacting our ability to purchase the right placements at the right cost.
 - An unhelpfully rigid approach from the regulator (Ofsted) - challenging care settings in a way which makes them unwilling to work with young people with complex needs or drives a demand for very large packages of additional support.
 - the continued worsening of emotional wellbeing and mental health amongst children, young people and parents,
 - A significant rise in 'extra familial harm', including county lines and exploitation of young people.

- An underlying trend of increasing special educational needs and disabilities, including some children with complex disabilities surviving into later childhood as a result of medical advances.
- An additional strain on families as a result of the pandemic and hidden harm with families locked down together.
- The demand-led aspects of placement and transport provision for children with special needs.
- The shortage in housing available for post-18-year-olds.
- Ongoing shortages of staff in key professional specialisms

Furthermore, the cost-of-living crisis is an additional factor that has emerged in recent months, and it is currently unclear what impact this may have upon demand as well as our own workforce.

2.12 The Association of Directors of Children's Services (ADCS) published a thematic report on children's mental health¹. The key themes of this report resonate with the situation currently seen in Norfolk and have been enunciated in the report to Cabinet on 30 January 2023.

2.13 In addition, the Eastern Region of ADCS have produced a report on Placement Sufficiency for Young People in Care focusing on the impact of the 2021 Placement Regulations on Placement Costs and Outcomes for children and young people. This identifies that the current situation in respect of both placement costs and availability is unsustainable and calls on the Government to act immediately to mitigate the impact of the regulation change, assess the unfunded financial burden of the regulations and pause the implementation of future changes planned until future financial burdens have been fully assessed. The combination of barriers to new entrants to the market and further restrictions on placement availability caused by the regulation changes has resulted in dramatic cost increases seen across the region, illustrated by the table below:

Placement Type	Average weekly unit cost		% Increase
	2020/21	2021/22	
New registered residential placements made in period	£5,292	£5,828	10%
Cost for all registered residential placements in place	£3,854	£4,604 ²	19%
New unregulated/unregistered placements for under 16s made in period	£2,287	£7,131	312%
New Semi-Independent Placements for 16- and 17-year-olds	£1,238	£1,566	26%

Both reports exemplify that the challenges being seen are not a Norfolk issue alone.

2.14 The cost-of-living crisis has driven up the cost of external spend for social care placement and support costs, and impacted other areas of spend for Children's Services, in particular, fuel and retention of staff by external providers given alternative employment options with higher rates of pay.

¹ [ADCS Safeguarding Pressures Phase 8 Interim Report FINAL Nov2022.pdf](#)

² Average unit cost for all residential placements in 2022/3 to date

- 2.15 These factors have resulted in a significant overspend on the Home to School Transport budget. Operators are having difficulty recruiting and retaining staff due to rates of pay. Prices have increased due to inflationary factors. Whilst the most significant area of overspend is for HTST for children and young people with special educational needs and disabilities, the cost pressures are also affecting mainstream and post-16 HTST provision. This forecast takes into account contractual changes relating to the 2022-23 academic year.
- 2.16 The impact of these inflationary pressures, along with other budget pressures being experienced within Children's Services, will be kept under close review as the year progresses and consideration has been given to budgetary implications for 2023-24 as part of the budget approved by Full Council on 21st February 2023.
- 2.17 Children's Services continues to undertake a substantial transformation programme to both improve outcome for children and young people as well as delivering financial savings. Management action continues to be taken within the department to minimise and, where possible, mitigate the financial risks and pressures faced.
- 2.18 **Adult Social Services:** The forecast outturn this period is a breakeven position. With Adult Social Care (ASC) being a demand led service, the budget to provide it always operates under a degree of uncertainty, especially in the last 24 months. The ASC service is still managing its recovery from the pandemic alongside delivering significant transformation and was planning for the upcoming Social Care Reform. Within its recovery programme there is a significant emphasis on reducing the backlogs that have developed over the past 18+ months. A critical element of the financial position for the department will be the effective management of this work and the financial outcomes that ensue. At present the level of backlogs have not significantly reduced and remain above 3800 cases (end of February 2023), and therefore much uncertainty remains in the financial implications of the work to reduce these.
- 2.19 As over 70% of the ASC budget is spent with independent providers, it is only right to acknowledge the financial risk the current economic conditions may place on these care markets. Whilst the Council was able to invest £18m into the market as part of its 2022/23 fee uplift, the continued economic uncertainty may well have a destabilising impact on individual providers. The price pressure in the economy comes at a time when Central Government have equally stopped some of the provider grants distributed during the pandemic, such as the infection control grant, that has provided over £50m of funding to Norfolk providers in the last 2 years. We are now seeing more providers approaching us indicating financial difficulty and have seen a number of care providers either close or return contracts. Each home closure clearly has implications for the residents impacted, but also typically means any replacement package secured is done so at a cost premium.

- 2.20 The department continues to work with its partners in the Integrated Care System (ICS) to manage system pressures around hospital discharge both from acute hospital and the wider Transforming Care Programme. The ICS itself continues to operate in a challenging financial environment. We have now received additional details relating to the £500m winter discharge funding as part of Governments “Plan for Patients”. NCC will receive £3.482m for the 22/23 winter period. ASC commissioners with partners in the ICS have now submitted plans on how the funding will be used.
- 2.21 As described in the saving section of this report, the risks previously raised around our savings programme have now led to us declaring an under-delivery of our 22/23 programme. Our short-term residential placements continue to be high compared to our budget. The health and care system approach to developing intermediate care solutions will be critical to our ability to manage this pressure. Furthermore, our housing programme has fallen slightly behind its original build profile and therefore this has had a knock-on-effect on the revenue savings it facilitates.
- 2.22 Both internally to the department, and within the wider care sector, availability of staff continues to be a challenge. Whilst in the interim, internal vacancies will continue to produce staffing underspends, longer term the ability to manage the care budget is predicated on good quality social care, undertaken in a timely way to truly prevent, reduce and delay need. We are now reflecting the additional cost of the 22/23 pay award in service budgets. We had previously forecast that we were confident in partially being able to manage the additional pay award cost in 22/23. Whilst we still have a few months to go, we are confident that our actions through the winter period have been sufficient to allow us to fully absorb this additional pressure.
- 2.23 Whilst recognising the uncertainties described above, the level of ASC departmental reserves to manage these risks in the short term remain strong. Longer term, the financial implications of the upcoming reform of Social Care, and in particular the sustainability of our care market, will continue to be unpacked and built into the Medium-Term Financial Strategy (MTFS).
- 2.24 **CES:** The P11 forecast is an overall balanced outturn position. The pressure on income budgets particularly with admissions income within the Museums service is creating a £1.283m cost pressure, this is in line with the regional and national picture.
- 2.25 The Fire Services forecast includes the recently agreed 7% pay award which exceeds the budget provision, leading to an overspend of £0.764m.
- 2.26 The forecast pay award and inflationary cost pressures have led to forecast overspend in Community Information and Learning of £0.415m, Growth and Development of £0.862m and Performance and Governance £0.822m.

- 2.27 Included in the Highways forecast is a £1.347m overspend relating to the electricity costs for Street Lighting. This is offset by additional highways income of £2.181m and savings of £1.147m.
- 2.28 Waste volumes at Recycling Centres and kerbside collections have been highly volatile over the last two years. The Waste volumes for 2022-23 are lower than budget resulting in a £2.166m underspend, enabling CES to fund the cost pressure arising from the pay award in excess of the budget provision.
- 2.29 **Corporate services:** The Strategy and Transformation and Governance directorates are forecasting a balanced position with one-off savings from vacancies offsetting cost pressures and the usage of reserves. This also takes into account the pay award and coroner's cost pressures.
- 2.30 Finance and Commercial Services is forecasting an overspend of £1.816m for this period, due to the rise in inflation, petrol and utilities, which have impacted contracts, especially within Property Services. The delay in implementation of myOracle and the pay award has also contributed to this overspend.
- 2.31 **Finance General:** Finance General forecast for P11 is an underspend of £16.295m. Savings of £6.76m on the Minimum Revenue Provision due to slippage in the 21-22 Capital Programme, £2.659m in interest payable on borrowings were secured from last year's borrowing at the low long term PWLB rates and additional interest receivable forecasted of £2.917m, with £6.670m additional business rate relief reconciliation adjustment for prior years and £1.3m accumulated surplus business rates returned to local authorities as part of the 2023-24 Local Government Finance Settlement. This is offset by additional COVID cost pressures of £0.267m. Miscellaneous savings in other budgets are offset by various one-off cost pressures with a net pressure of £0.285m at P11.
- 2.32 The forecasts for each service area assumes a 7% pay inflation uplift for 2022-23 in line with the local government national pay offer. A potential cost pressure of £6.078m relating to pay inflation for 2022-23 has been absorbed by the service areas and mitigated by savings or release of reserves. Further details are given in Appendix 1: Revenue Annex 1.
- 2.33 The forecast also assumes use of £31.125m Covid reserves brought forward from 2021-22 to mitigate Covid related expenditure where appropriate and necessary to maintain a balanced budget
- 2.34 Further details are given in Appendix 1: Revenue Annex 1.

3 Approved budget, changes and variations

- 3.1 The 2022-23 budget was agreed by Council on 21 February 2022 and is summarised by service in the Council's Budget Book 2022-23 (page 17) as follows:

Table 2: 2022-23 original and revised net budget by service

Service	Approved net base budget	Revised budget P11
	£m	£m
Adult Social Care	263.184	264.914
Children's Services	189.065	191.529
Community and Environmental Services	166.162	168.142
Strategy and Transformation	8.759	9.115
Governance Department	1.960	2.195
Finance and Commercial Services	33.424	34.232
Finance General	-198.431	-206.004
Total	464.123	464.123

Note: this table may contain rounding differences.

- 3.2 The directorate budgets for January 2023 includes some minor virements between directorates. The Council's net budget for 2022-23 remains unchanged.

4 General balances and reserves

General balances

- 4.1 At its meeting on 21 February 2022, the County Council agreed a minimum level of general balances of £23.268m in 2022-23. The balance at 1 April 2022 was **£23.840m** following transfers of £0.077m from non-Covid related savings and Finance General underspends at the end of 2021-22. The forecast for 31 March 2023 is **£24.340m**, taking into account a contribution of £0.500m provided in the 2022-23 budget and assuming that the Council will achieve the plan set out in the 2022-23 budget by the end of the financial year.

Reserves and provisions 2022-23

- 4.2 The use of reserves anticipated at the time of budget setting was based on reserves balances anticipated in January 2022. Actual balances at the end of March 2022 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 2022-23 budget was approved based on a closing reserves and provisions (excluding DSG reserves) of £144.987m as at 31 March 2022. This, and the latest forecasts are as follows.

Table 3: Reserves budgets and forecast reserves and provisions

Reserves and provisions by service	Actual balances 1 April 2022	Increase in March 2022 balances after budget setting	2022-23 Budget book forecast 1 April 2022	Latest forecast balances 31 March 2023
	£m	£m	£m	£m
Adult Social Services	45.909	18.738	27.171	44.625
Children's Services (inc schools, excl LMS/DSG)	17.398	8.881	8.517	12.116
Community and Environmental Services	65.814	13.745	52.069	66.523
Strategy and Transformation	2.466	0.725	1.741	2.364
Governance	2.045	1.073	0.972	2.102
Finance & Commercial Services	3.793	1.234	2.559	2.764
Finance General	56.237	18.950	37.287	36.982
Schools LMS balances	17.888	3.217	14.671	12.080
Reserves and Provisions including LMS	211.550	66.563	144.987	179.556
DSG Reserve (negative)	-53.976	0.348	-54.324	-47.976

4.4 Covid grants and other grants and contributions brought forward as at 31 March 2022 resulted in reserves and provisions being £66.563m 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 2022-23. The latest forecast net total for reserves and provisions at 31 March 2023 has decreased by £31.994m when compared with the opening balance at 1 April 2022 bringing the forecast closer to the budget book outlook.

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. An in-year deficit of £22m is forecast, an increase of c. £4m compared to the budgeted deficit and c. £2.4m higher than the previous forecast. This additional increase has primarily been caused by further requests by mainstream schools for funding to support children with high level SEND to remain in their schools, thus avoiding more costly special school provision.

4.6 This increased deficit will be added to the DSG Reserve, which would be £75.976m by the end of the financial year, prior to the impact of the additional contribution from the DfE through the Safety Valve deal to mitigate the DSG cumulative deficit of (£28m). With this contribution, the cumulative deficit is now forecast to be £47.976m by 31 March 2023.

4.7 The Local First Inclusion programme (supported by the Safety Valve deal) has planned for additional spend in mainstream schools to support children with high level SEND to remain within them, and this investment is a key driver to the long-term aim of returning the DSG to an in-year balanced

budget and, subsequently, to repay the cumulative deficit. Where children are appropriately supported to remain within mainstream settings, it mitigates the need for further expansion of special schools (above planned increases) or independent provision, whilst enabling the children to achieve good outcomes.

- 4.8 Whilst the previous forecast built in anticipated growth in this investment in mainstream schools, the initial response from schools has been very positive and has occurred faster than initially anticipated to support children to enable them to remain locally in mainstream settings. This behaviour to support children to remain locally is in line with the aims of Local First Inclusion, whilst also mitigating potential pressures for most costly provision that would have a more significant adverse impact upon the budget.
- 4.9 In addition to the pressure in relation to support for mainstream schools, the other areas of most significant cost pressure continue to be independent school placements along with post-16 provision and maintained special school placements. These have been kept under close review given the demand-led nature of these budgets, but overall are currently remaining relatively stable as the end of the year nears. In the medium-to-longer-term, Norfolk's Local First Inclusion plan is seeking to address the high use of independent provision within Norfolk, rather than state-funded provision or provision in mainstream schools, that should help to mitigate these funding challenges.
- 4.10 Norfolk has been investing significant capital monies in the creation of additional specialist places in existing state-funded schools alongside the building of new special schools and specialist resource base provision. Without this investment, the deficit position would have been significantly higher on the basis that the independent sector continues to expand in line with demand. Two Free Special School bids have been submitted to the DfE to support Norfolk capital investment in special school provision and the outcomes are awaited.
- 4.11 Following significant work during this financial year, including with partners, the County Council has negotiated and agreed a Safety Valve programme deal³ with the DfE, agreed by the Secretary of State, to enable investment in the high special educational needs system in Norfolk, as well as long-term repayment of the cumulative DSG deficit. The deal provides £70m of additional funding from the DfE, which is vital for the delivery of the Local First Inclusion SEND Improvement Programme, with £28m funding in 2022-23 to reduce the cumulative deficit carried forward alongside £6m per year for the following 5 years and £12m in the final year of the programme, presuming that progress targets are met.
- 4.12 NCC reports the forecast position each term to the Norfolk Schools Forum, in line with DfE expectations and feedback from the Forum continues to be sought.

³ <https://www.gov.uk/government/publications/dedicated-schools-grant-very-high-deficit-intervention>

- 4.13 The Government has now published its policy paper: SEND and alternative provision improvement plan⁴ following the publication of its associated Green paper in 2022 and resulting consultation. The impact of the proposed changes is yet to be known and the Council will need to keep this under close review, considering how it fits with our Local First Inclusion plan and whether it will be sufficient to mitigate the under-lying funding challenges for high SEND provision seen nationally in recent years.

4.14 **Provisions included in the table above**

The table above includes forecast provisions of £29.778m comprising:

- £10.0m insurance provision,
- £12.818m landfill provision (this provision is not cash backed),
- £4.216m provisions for bad debts,
- £2.681m business rates appeals provision, and
- £0.64m of payroll related provisions.

5 On-going Covid-19 financial implications

- 5.1 Whilst the pandemic is officially over, there are on-going impacts on service provision and demand for support from Council services. The council has carried forward £31.125m grant funding received from central government in 2021-22 to mitigate any on-going risks and cost pressures associated with addressing the service needs arising from COVID-19.
- 5.2 Covid-19 funding brought forward is as follows:

Table 4a: Covid-19 funding

Funding	Actual 2022-23 £m
Covid reserves brought forward	
Norfolk Assistance Scheme	0.206
Wellbeing for education recovery grant	0.031
Fire Home Office Grant	0.196
Covid-19 Bus Services Support Grant	1.077
Contain Outbreak Management Fund	9.285
Community Testing Funding	1.223
Omicron Support Fund	0.278
COVID-19 MHCLG Grant Tranche 5	18.829
Funding to be carried forward into 2022-23	31.125

⁴ <https://www.gov.uk/government/publications/send-and-alternative-provision-improvement-plan>

Cost pressures

- 5.3 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.
- 5.4 The UK Health Security Agency has confirmed that any remaining COMF grants can be carried over into 2023-24 to provide relief against any on-going cost pressures associated with infection control and prevention work undertaken by the Public Health team.

6 New / confirmed funding

- 6.1 **Household Support Fund:** On 29 April 2022 the government set out the basis of the extension of the fund to 30 September 2022. On 26 May 2022, the Chancellor announced an extra £421m funding, extending the fund until March 2023. The objective of the fund is to provide support to vulnerable households in most need of help with significantly rising living costs. The indicative funding allocation for 2022-23 is £13.394m. Further guidance for the second half of 2022-23 includes the prioritisation of funding to support households with the cost of energy bills with an emphasis on providing support to the most vulnerable households as soon as possible
- 6.2 **Homes for Ukraine Fund:** The DLUHC provided confirmation on 29 April 2022 of funding of £5.618m for 535 individuals across Norfolk. Since this date the scheme has expanded and is now likely to support c1300 people and attract funding of c£14m. As this funding covers 12 months of costs, a significant proportion of funding will be spent in 2023/24 and the carry forward is now reflected in the Adult Social Care reserve position. This funding will be initially received by Norfolk County Council and dispersed to the local district councils to provide financial support to refugees and their host families
- 6.3 **Adult Social Care Reform Implementation funding:** The Department of Health and Social Care (DHSC) announced on the 15th June 2022 £15.5m of national un-ringfenced Section 31 grant towards supporting the preparation of implementing Government's reform of Social Care. For Norfolk, this is £0.097m of one-off funding in 2022/23.
- 6.4 **Winter Adult Social Care Discharge Fund:** The Department of Health and Social Care (DHSC) announced on 16th November 2022 a further £500m of which 40% will be distributed to local authorities. Norfolk's share of the fund

for 2022-23 is £3.482m. This funding will work alongside £6.963m (60%) of funding the Integrated Care Board (ICB) will receive with both tranches paid and agreed via the governance surrounding the Better Care Fund (BCF).

- 6.5 **Drug Strategy Housing Support Fund** : On 3 February 2023 the Office for Health Improvement and Disparities (OHID) announced the allocation of £53m to fund targeted housing support interventions for people in drug and alcohol treatment across 28 local authorities. Norfolk's share of this allocation is £1.342m and it will be split across the 2022-23, 2023-24 and 2024-25 financial years.
- 6.6 **Electric Vehicle Charging Points**: The Office for Zero Emission Vehicles and the Department of Transport announced on 21 February 2023 an additional £56m to support the expansion of electric vehicle charging points across the country. Norfolk's share of this funding will be £1.6m

7 Budget savings 2022-23 summary

- 7.1 In setting its 2022-23 Budget, the County Council agreed net savings of £28.434m. Details of all budgeted savings can be found in the 2022-23 Budget Book. A summary of the total savings forecast to be delivered is provided in this section.
- 7.2 The latest monitoring reflects total forecast savings delivery of £25.134m at year end.
- 7.3 The forecast savings delivery is anticipated as shown in the table below:

Table 5: Analysis of 2022-23 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	10.465	12.088	3.496	0.439	0.200	-0.134	1.880	28.434
Period 10 forecast savings	7.565	12.088	3.496	0.439	0.200	-0.534	1.880	25.134
Savings shortfall (net)	2.900	0.000	0.000	0.000	0.000	0.400	0.000	3.300

Commentary on savings risk areas

- 7.4 The forecast savings for 2022-23 as at January 2023 is £25.134m against a budgeted savings target of £28.434m. A shortfall of £2.9m has been

reported in Adult Social Services, and £0.400m in Finance and Commercial Services with further details in note 7.7 below. 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

- 7.5 Adult Social Services has a £10.465m savings target comprised of recognising additional benefits from the existing savings initiatives (ASS030), delivering market utilisation efficiencies through contract performance management (ASS031), continued implementation of the Learning Disabilities transformation programme (ASS032) and a strategic refocus of investment in Intermediate Care Services (ASS039).
- 7.6 This month, Adults are reporting £7.565m of savings delivery this year against the target of £10.465m. The £2.900m shortfall relates to three areas:
- a) the £0.900m of savings originally expected from the Supported Housing Programme this year has been delayed. This is due to Covid and the current planning issues around nutrient neutrality which has meant that the timing of savings delivery associated with the Programme has been impacted.
 - b) Our Norse Care contract has had a multi-year saving target to deliver a wholesale transformation of the offer and ensure it is fit for the future types of demand we expect to face. A £1m shortfall in savings delivery is expected this year due to the delay to the transformation programme whilst the whole estate is being reviewed. There is expected partial mitigation this year from contract refunds for units out of commission.
 - c) We are pleased to report that our major departmental transformation “Connecting Communities”, working with our strategic partner, has begun to deliver real change through a new model of care and a refocus on early help and prevention. However, the delay in the start of the Connecting Communities project against the original MTFS timeline has impacted on the saving profile and hence savings delivery for 22/23. During the year we have worked at pace to attempt to compensate for this revised start date and will deliver a near £1m of savings in 22/23. Whilst we are reporting a shortfall in 2022/23 savings, we strongly believe this is a timing issue, rather than being one that limits future opportunity and our commitment to future savings delivery.

There are emerging risks which may mean in future periods some of the other savings will need to have adverse forecasts applied to them.

Short Term Offer (prior year saving) - Our short-term residential placements continue to be at significantly high levels compared to our budget due to the amount of pressure the health and care system are under. The system has begun to shift to a community-based recovery model which will be critical in our ability to manage this pressure in the longer term. However, for this year this continues to be an issue.

Despite the savings shortfall in-year for Adult Social Care, the department continues to be dynamic in managing the whole budget as evidenced by the reported breakeven position.

Children's Services

- 7.7 Budget savings for Children's Services have continued to be tracked and, overall, it is anticipated that committed budgeted savings will be delivered as reported throughout the year to date. This tracking does show significant over-delivery of some schemes, particularly New Roads, that compensate for the under-delivery of others, in particular savings target primarily derived from early intervention and prevention work (CHS001) and significant transformation work undertaken in 2021-22 (CHS002) and transformation of the care market (CHS003).
- 7.8 The department has continued to face significant pressures as reported in para 2.4 above. However, these are due to growth demands exceeding those budgeted rather than overall budgeted savings not being delivered. Management action has been taken through the year to minimise these growth pressures whilst still delivery the savings programme.

Finance and Commercial Services

- 7.9 FCS014: HR & Finance System replacement project in Finance Exchequer Services - Benefits realisation work is still underway to quantify value of saving from the HR & Finance System replacement, however this £0.400m saving is currently forecast as not delivered in 2022-23.

2023-24 to 2025-26 savings

- 7.10 Budget setting in 2022-23 saw the approval of £9.159m savings for 2023-24, £8.200m for 2024-25. The deliverability of these savings, including any 2022-23 savings that are permanently undeliverable, has been considered as part of the budget setting process for 2023-27.

Revenue Annex 1

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

	Revised Budget	Overspend	Under spend	Forecast net spend
		£m	£m	
Adult Social Services				
22-23 Pay Award cost pressure		1.717		
Purchase of Care		1.692		
Commissioning			-0.028	
Community Health and Social Care		0.077		
Community Social Work			-0.497	
Strategy and Transformation			-0.315	
Management, Finance and HR		1.474		
Use of Business Risk Reserve			-4.120	
Forecast over / (under) spends		4.960	-4.960	
Net total	264.914		0.000	264.914
Children's Services				
22-23 Pay Award cost pressure		1.696		
Social Care		10.609		
Learning and Inclusion		7.978		
Community, Partnerships & Resources			-0.978	
Quality and Transformation			-0.095	
CSLT, Finance and HR		0.129		
Use of Transport Equalisation Reserve			-2.872	
Use of Business Risk Reserve			-1.988	
Forecast over / (under) spends		20.412	-5.933	
Net total	191.529		14.479	206.008
Community and Environmental Services				
Culture and Heritage		1.283		
Fire Service		0.764		
Growth and Development		0.862		
Performance and Governance		0.822		
Highways & Waste			-4.107	
CIL		0.415		
Use of Earmarked & Risk Reserve			-0.039	
Forecast over / (under) spends		4.146	-4.146	
Net total	168.142		0.000	168.142

	Revised Budget	Overspend	Underspend	Forecast net spend
Strategy and Transformation				
<i>Reserves additions/(use of)</i>			-0.259	
<i>Net overspend</i>		0.259		
Forecast over / (under) spend		0.259	-0.259	
Net Total	9.115		0	9.115
Governance				
<i>Coroners costs, pay award pressures and other overspends</i>		0.706		
<i>Net underspends</i>			-0.399	
<i>Reserves additions/(use of)</i>			-0.307	
Forecast over / (under) spend		0.706	-0.706	
Net Total	2.195		0.000	2.195
Finance and Commercial Servcs				
<i>Cost pressures</i>		4.568		
<i>Net underspends</i>			-1.723	
<i>Use of Reserves</i>			-1.029	
Forecast over / (under) spend		4.568	-2.752	
Net Total	34.232		1.816	36.048
Finance General				
<i>Minimum Revenue Provision – one off saving due to slippage</i>			-6.763	
<i>Interest on balances – borrowing secured at lower interest rates</i>			-2.659	
<i>Interest receivable</i>			-2.917	
<i>COVID-19 additional costs</i>		0.267		
<i>Other overspends</i>		0.285		
<i>Business Rates Relief Reconciliation Adjustment for Prior Years</i>			-6.670	
<i>Accumulated surplus business rates - LGFS</i>			-1.300	
<i>Increase in Business Risk Reserve</i>		3.462		
Forecast over / (under) spend		4.014	-20.309	
Net total	-206.004		-16.295	-222.299
TOTAL	464.123			464.123

Revenue Annex 2 – Dedicated Schools Grant Reserve

	Reserve as at 31 Mar 22	Revised Budget (A)	Budgeted Reserve as at 31 Mar 23	Forecast Spend (B)	(Over) / under spend A-B	Forecast Reserve as at 31 Mar 23
<i>Dedicated schools grant</i>						
High Needs Block		17.924		-22.000	4.076	
Increase in net deficit		-17.924				
Forecast (over) / under spend				-22.000	4.076	
DfE Safety Valve contribution to mitigate the cumulative deficit				28.000	28.000	
Net deficit (DSG Reserve)	-53.976		-71.900			-47.976

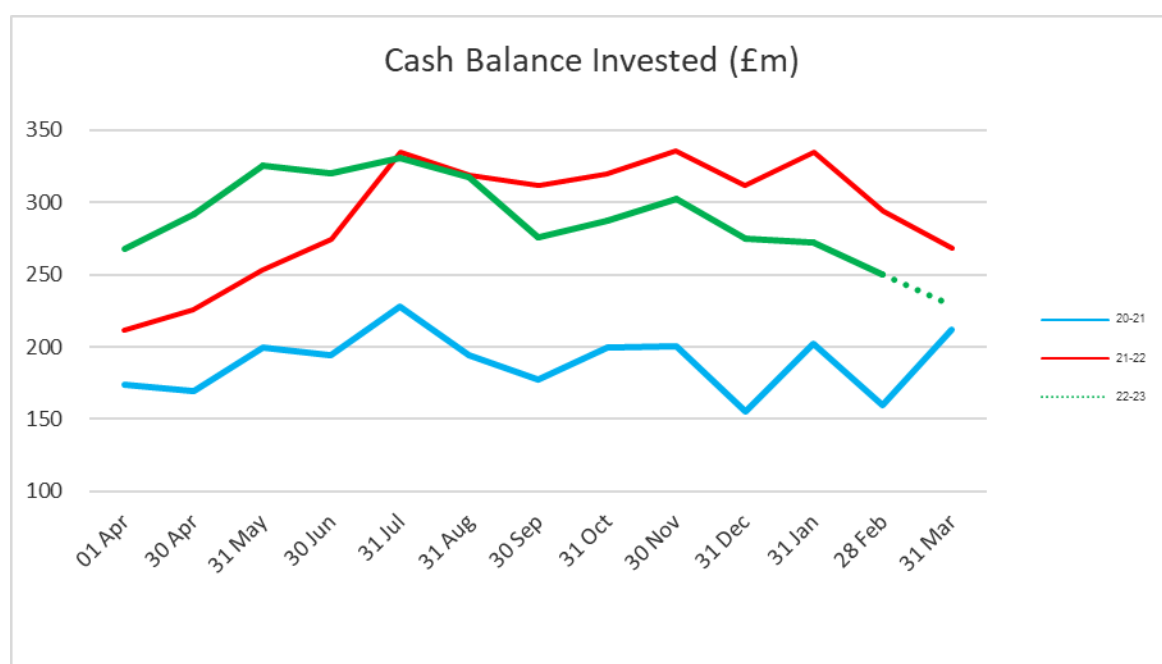
Norfolk County Council Finance Monitoring Report 2022-23

Appendix 2: 2022-23 Balance Sheet Finance Monitoring Report Month 11

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 2022, and projections to March 2023.

Chart 2: Treasury Cash Balances



- 1.2 The Council's Treasury Strategy assumed that £80m may be borrowed in 2022-23 to fund capital expenditure in year. The forecast cash flow above takes into account the latest slippage forecasted for the capital programme and assumes only £10m will be borrowed over the course of the financial year, to minimise the cost of carrying unnecessary borrowing. The forecast also reflects the receipt of £28m Safety Valve funding referred to in Appendix 1: 4.6, resulting in a closing cash balance of approximately £229m.
- 1.3 To date the Council has borrowed £10m in November 2022 taking advantage of a dip in the PWLB borrowing rates. Given the recent trend in the Bank of England base rate, it is unlikely that the PWLB interest rates will fall below the 3.6% threshold recommended by the external consultants. So, the Council now plans to delay any further borrowing into the next financial year.
- 1.4 The Council has healthy cash balances for the immediate future with cash balances of £250.016m as at the end of February 2023. The P11 net forecast

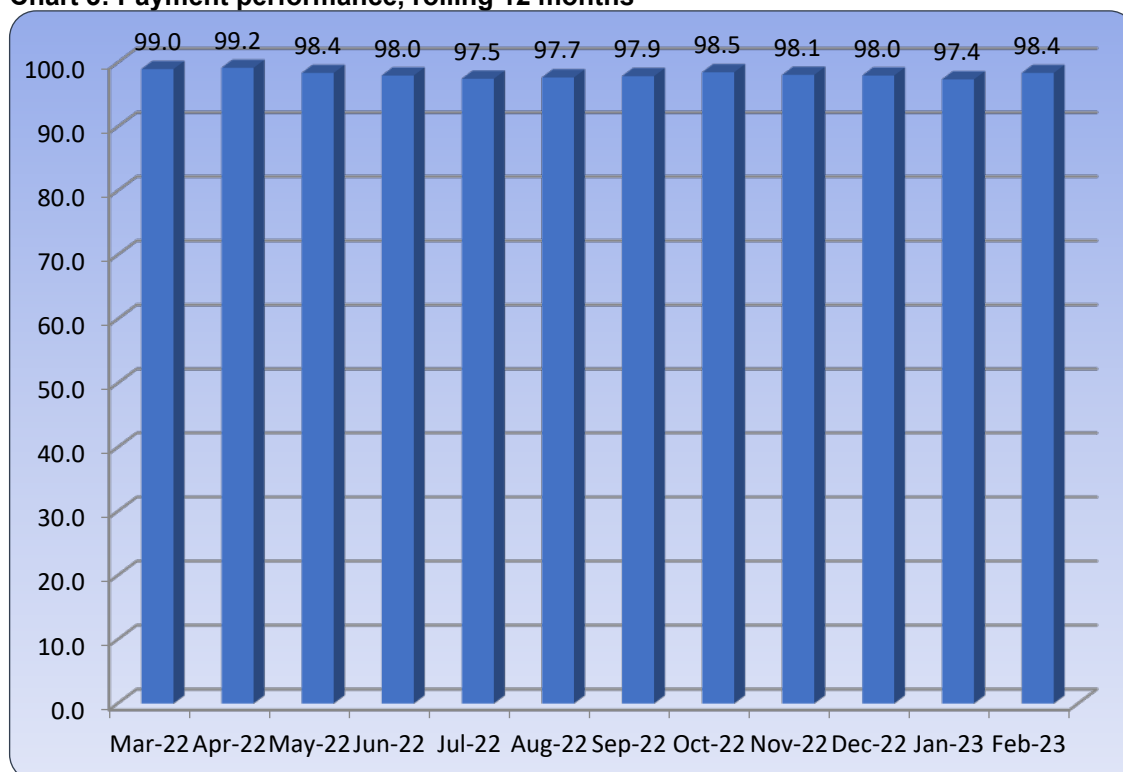
of Interest receivable from treasury investments held by the Council is £2.898m; which is £2.317m higher than budget.

- 1.5 PWLB and commercial borrowing for capital purposes is static at £852.006m at the end of January 2023 following the receipt of the £10m PWLB loan and repayment of £4.4m external borrowing. The associated annual interest payable on existing borrowing is estimated to be £31.683m.
- 1.6 The forecast interest payable for 2022-23 for P11 is £31.473m, against a budget of £32.128m which represents a saving of £1.022m. This forecast assumes the remaining £40m planned borrowing will be pushed into 2023-24. If the planned borrowing is delayed, then the forecast interest payable will also come down.

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. 98.4% were paid on time in February 23 against a target of 98%. This KPI has dropped below the target of 98% a few times over the last 12 months due to seasonal delays in the receipt of invoices resulting in a temporary backlog of payments following the implementation of the new financial system.

Chart 3: Payment performance, rolling 12 months



Note: The figures include an allowance for disputes/exclusions.

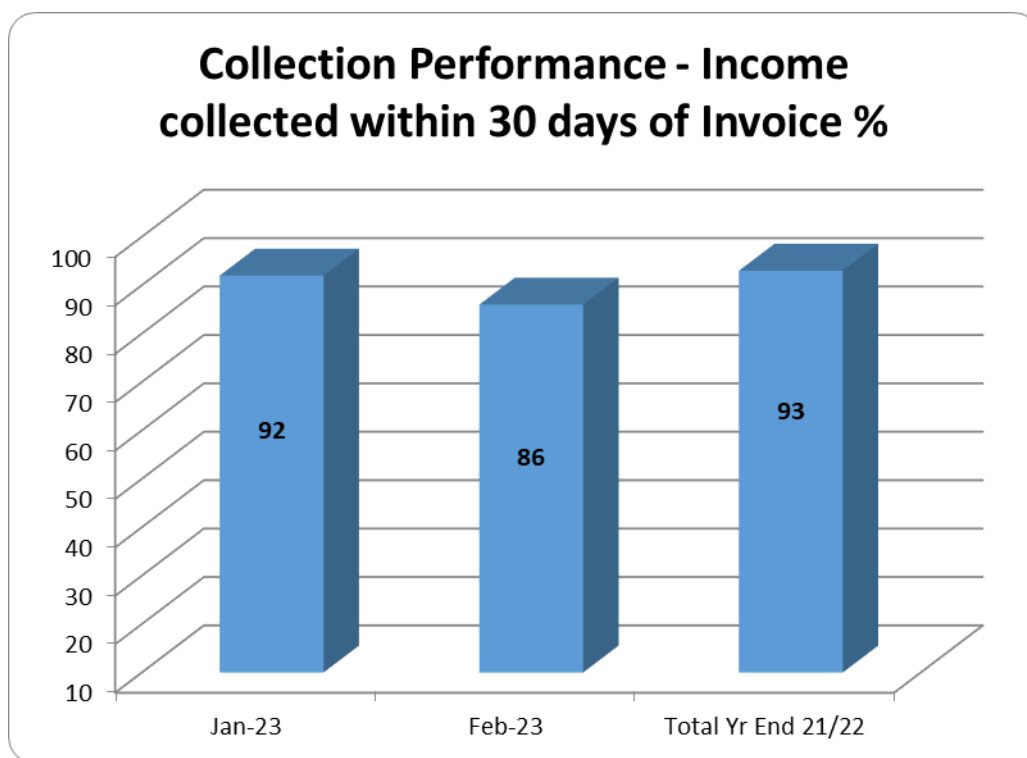
3 Debt recovery

- 3.1 **Introduction:** In 2021-22 the County Council raised over 134,933 invoices for statutory and non-statutory services. These invoices totalled in excess of £1.7bn. Through 2021-22 93.4% of all invoiced income was collected within 30 days of issuing an invoice, with 98% collected within 180 days.

Debt collection performance measures – latest available data

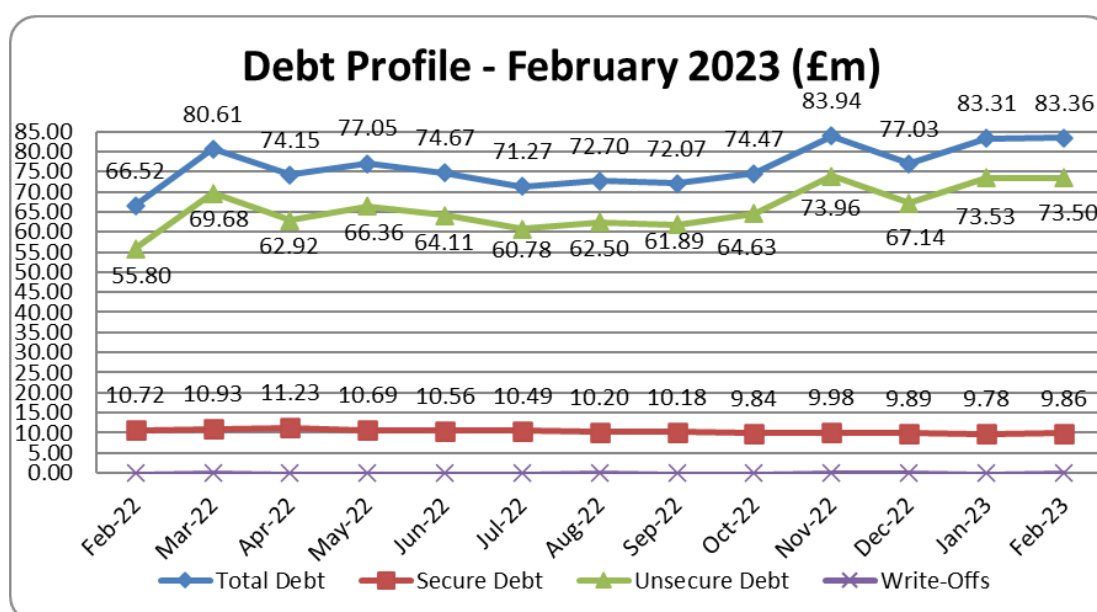
- 3.2 The proportion of invoiced income collected within 30 days for invoices raised in the previous month – measured by value – was 86% in February 23.

Chart 4: 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:

Chart 5: Debt Profile (Total)



- 3.4 The overall level of unsecure debt increased by £0.03m in February 2023. Of the £73.50m unsecure debt at the end of February 23; £12.00m is under 30 days, £1.21m has been referred to NPLaw, £1.05m is being paid off by regular instalments and £10.00m is awaiting estate finalisation. The largest area of unsecure debt relates to charges for social care, £59.86m, of which £8.06m is under 30 days and £30.54m is debt with the CCG's for shared care, Better Care Pooled Fund, continuing care and free nursing care. The overall debt with the CCGs has decreased by £0.45m in February 2022.
- 3.5 Secured debts amount to £9.86m at 28th February 2023. Within this total £3.40m 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 2022 to 28 February 2023 217 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 £16,418.66.

- 3.9 For the period 1 April 2022 to 31 March 2023, there are 7 debts over £10,000 which were approved by Cabinet on 6 March 23 and written off totalling £114,658.40, as follows:

Debt Type	Amount	Reason
Residential Care charges (63769)	£16,973.70	Estate exhausted
Residential Care charges (132241)	£20,264.79	Estate exhausted
Residential Care charges (140351)	£12,384.13	Estate exhausted
Third Party Top Up for Residential Care	£25,340.96	Legal options exhausted
Residential Care charges (160149)	£16,218.61	Legal options exhausted
Non-Residential Care and Housing with Care charges (185102)	£12,130.07	Estate exhausted
Residential Care charges (207728)	£11,346.14	Estate exhausted

All the debts listed above have previously been provided for in the 2021-22 accounts and any decision to write-off will not affect the outturn position.

Appendix 3: 2022-23 Capital Finance Monitoring Report

1 Capital Programme 2022-27

- 1.1 On 21 February 2022, the County Council agreed a 2022-23 capital programme of £247.360m with a further £470.396m allocated to future years', giving a total of £717.756m.
- 1.2 Additional re-profiling from 2021-22 resulted in an overall capital programme at 1 April 2022 of £798.620m. Further in-year adjustments have resulted in the capital programme shown below:

Table 1: Capital Programme budget

	2022-23 budget	Future years
	£m	£m
New schemes approved February 2022	26.435	64.292
Previously approved schemes brought forward	220.925	406.104
Totals in 2022-27+ Budget Book (total £717.756m)	247.360	470.396
Schemes re-profiled after budget setting	63.977	7.424
New schemes approved after budget setting including new grants received	7.763	1.700
Revised opening capital programme (total £798.620m)	319.100	479.520
Re-profiling since start of year	-161.356	161.356
Other movements including new grants and approved schemes	126.612	351.162
Total capital programme budgets (total £1276.364)	284.355	992.038

Note: this table and the tables below contain rounding differences

- 1.3 The total capital programme budget has increased by £17.491m compared to the budget reported in February 23 to Cabinet (P10 £1258.903m) due to:
- £5m flexible use of Capital Receipts to fund the Adult Social Care Transformation Programme costs as previously earmarked in paragraph 3.3
 - £1.011m uplift to the Better Broadband Next Generation project funded from BT rebates received
 - £11.480m Department of Transport funding received to expand the Zero Emissions Bus Regional Area (ZEBRA) scheme for 55 additional electric buses
- 1.4 The Council continues to review the forecast for capital grant funding for 2022-23 and will adjust the profile of capital expenditure funded from NCC

borrowing accordingly to accommodate the grant funded projects in the current year.

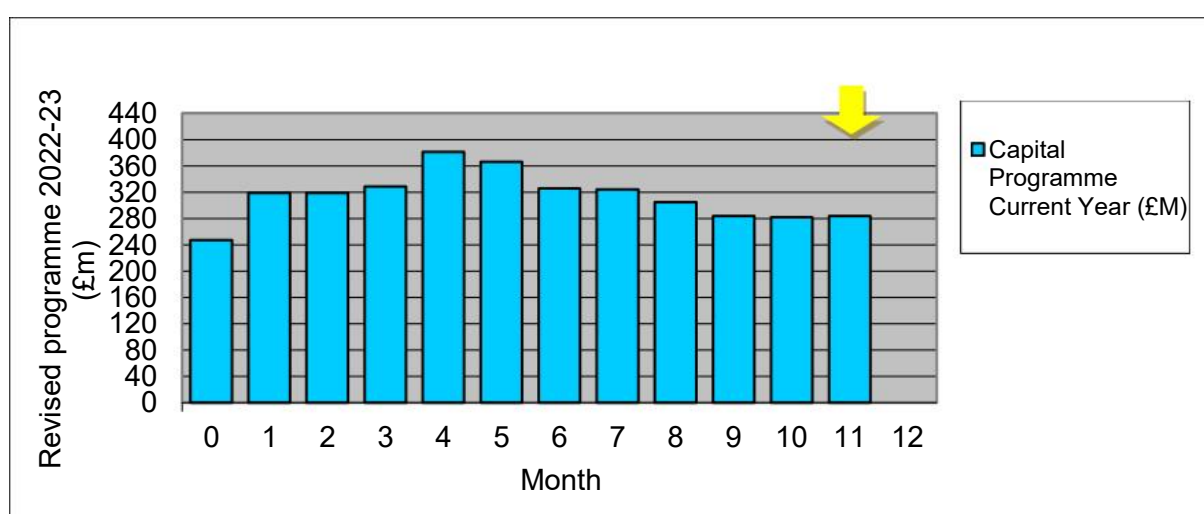
- 1.5 The ongoing review of forecasts has resulted in further reprofiling of £4.050m into future years budgets in P11.

A full breakdown of these movements in capital budget are available in Capital Annex 1 below.

Changes to the Capital Programme

- 1.6 The following chart shows changes to the 2022-23 capital programme through the year.

Chart 1: Current year capital programme through 2022-23



- 1.7 Month “0” shows the 2022-23 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 are finalised.

1.8 The current year's capital budget is as follows:

Table 2: Service capital budgets and movements 2022-23

Service	Opening programme	Changes reported previously	Reprofiling since previous report	Other Changes since previous report	2022-23 latest Capital Budget
	£m	£m	£m	£m	£m
Children's Services	83.850	-44.874	0.000	0.000	38.977
Adult Social Care	14.232	-0.102	0.000	5.000	19.130
Community & Environmental Services	157.149	21.812	0.000	1.011	178.961
Finance & Commercial Services	63.437	-13.543	-4.050	0.000	46.855
Strategy & Governance	0.432	0.000	0.000	0.000	0.432
Total	319.100	-36.706	-4.050	6.011	284.355
		282.394		1.961	

Note: this table may contain rounding differences.

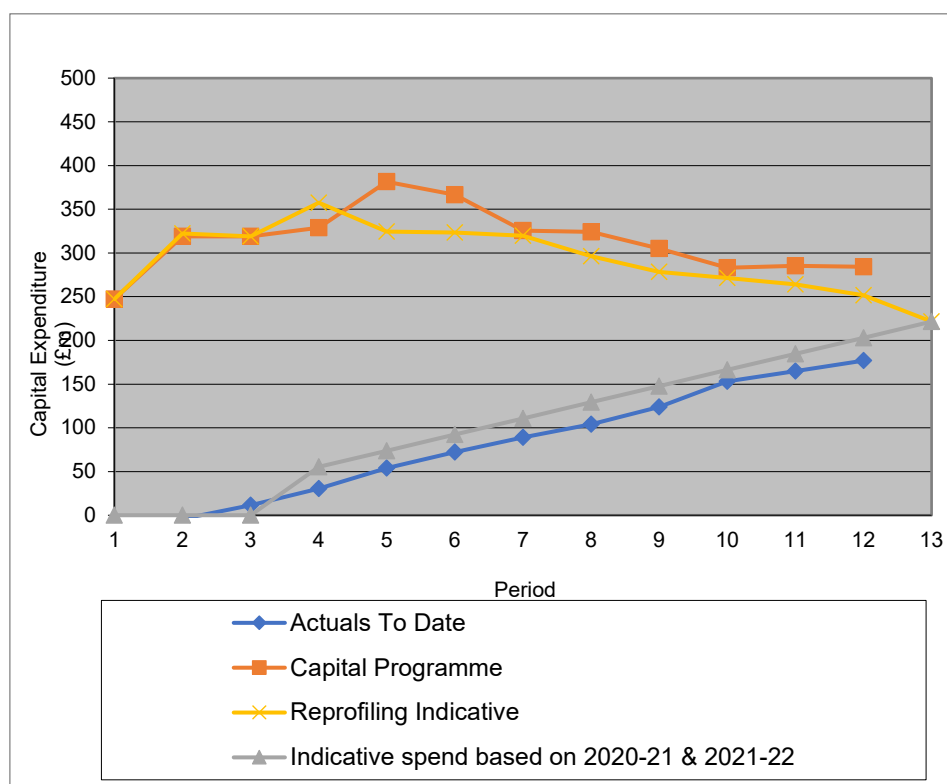
1.9 The revised programme for future years (2023-24 to 2026-27) is as follows:

Table 3: Capital programme future years 2023+

Service	Previously reported future programme	Reprofiling since previous report	Other Changes since previous report	2022+ Future Capital Budget
	£m	£m	£m	£m
Children's Services	237.236	0.000	0.000	237.236
Adult Social Care	63.556	0.000	0.000	63.556
Community & Environmental Services	575.289	0.000	11.480	586.769
Finance & Commercial Services	100.428	4.050	0.000	104.478
Strategy & Governance		0.000	0.000	0.000
Total	976.509	4.050	11.480	992.039

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 expected reprofiling of budgets to future years as the progress on projects becomes clearer. As a result, capital expenditure of approximately £221.533m is expected to take place in 2022-23.

1.11 The forecast takes into account the historical tendencies for capital slippage and reflects the inflationary cost pressures in the costs of construction. There have been material increases in the post-COVID cost of construction due to increased demand, higher fuel prices and the impact of the war in Ukraine. These inflationary cost pressures are impacting the following capital schemes:

- Norwich Castle Keep project continues to experience some construction configuration delays leading to potential cost pressures, which could be mitigated by the use of CES Business Risk Reserves.
- Highways schemes where the use of materials requires large energy inputs in the manufacturing and haulage processes
- Children's Services Schools building programme

- Other construction projects including the Great Yarmouth Operations and Maintenance Campus, County Farms and Corporate Property schemes
- 1.12 The forecast includes between 25% and 30% increase in the cost of construction for various schemes. This is significantly reducing the Council's purchasing power and creating significant challenges for programme management and scheme delivery. The Council will continue to monitor this risk and review the potential pressures on the capital programme and proactively manage the schemes, deferring some schemes where possible to minimise the impact of inflation and continue to deliver the capital programme within the budget available. The impact of cost pressures on the capital programme forecast will be picked up as part of the regular capital monitoring process.

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	2022-23 Programme	Future Years Forecast
	£m	£m
Prudential Borrowing	99.38	460.21
Use of Capital Receipts	5.00	
Revenue & Reserves	0.20	-
<i>Grants and Contributions:</i>		
DfE	24.29	85.89
DfT	123.67	391.07
DoH	9.30	0.17
MHCLG	0.01	-
DCMS		
DEFRA	0.16	-
Developer Contributions	7.35	29.11
Other Local Authorities	3.80	0.04
Local Enterprise Partnership	0.02	8.86
Community Infrastructure Levy	2.29	3.82
National Lottery	2.49	3.04
Commercial Contributions	1.48	-
Business rates pool fund		
Other	4.92	9.84
Total capital programme	284.355	992.039

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 £5m has been applied to the Adult Social Care Transformation programme. Any proposals to utilise capital receipts to fund in-year capital expenditure are recommended to Cabinet for approval (see section 3 below) and will be applied in line with the Council's Minimum Revenue Provision Statement.
- 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 2022, gave the best estimate at that time of the value of properties available for disposal in the four years to 2024-25, totalling £23.4m.

Table 5a: Disposals capital programme forecast

Financial Year	Property sales forecast £m
2022-23	8.103
2023-24	14.523
2024-25	0.801
2025-26	0.000
	23.427

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 2022-23	£m
Capital receipts reserve brought forward (revised by £0.133m for yearend adjustments on cost of disposals)	5.290
Loan repayments – subsidiaries forecast for year	14.410
Loan repayments – LIF loan repayments to date	4.234
Capital receipts to date	
Capital receipts in year	28.450
Capital Receipts forecasted for asset disposals subject to contract	
Secured capital receipts to date	52.384

Potential current year farms sales	0.000
Potential current year non-farms sales	0.000
Potential development property sales	0.000
Potential capital receipts	0.000
Forecast available capital receipts	52.384
Forecast use of capital receipts	
Maximum flexible use of capital receipts to support transformation costs	7.000
To fund short-life assets – IT and VPE	24.000
Norwich Western Link Reserve	5.061
Total forecast use of capital receipts	36.061

- 3.4 As can be seen from this table, enough capital receipts have been secured to support the use of capital receipts to support transformation costs, short-life capital expenditure and the Norwich Western Link project, previously approved by County Council.
- 3.5 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 to directly fund capital expenditure, thereby reducing the Capital Funding Requirement (CFR).
- 3.6 On 10 February 2021, the DLUHC announced that the flexibility granted to local authorities to utilise capital receipts to support transformation costs has been extended for a further 3 years. Table 5b includes £5m earmarked for this in 2022-23 for Adult Social Care.

4 New capital budget proposals

- 4.1 The £17.491m additions to the capital budget for February 2023 are primarily externally funded and include:
- £5m flexible use of Capital Receipts to fund the Adult Social Care Transformation Programme costs as previously earmarked in paragraph 3.3
 - £1.011m uplift to the Better Broadband Next Generation project funded from BT rebates received
 - £11.480m Department of Transport funding received to expand the Zero Emissions Bus Regional Area (ZEBRA) scheme for 55 additional electric busses
- 4.2 The breakdown of the sources of funding for the additions to capital highlighted in note 4.1 is set out below in Capital Annex 1.

Capital Annex 1 – changes to the capital programme since last Cabinet

			2022-23	2022-23	23-24+	23-24+	
Service	Project	Funding Type	Change(£m)	REPROFILE	Change(£m)	REPROFILE	Reason for change
Adult Social Care							
	SC8175 : Adult Transformation Programme	NCC Capital Receipts	5.000				Flexible use of Capital Receipts to fund Adult Social Care Transformation Programme
Total ASC			5.000	0.000	0.000	0.000	
Community & Environmental Services							
Better Broadband	KT0004: Better Broadband Next Generation	Companies Contributions	1.011				BT Rebate received in year to fund Better Broadband project
Highways	PBA025 : Norwich ZEBRA - Bus Infrastructure Scheme	DfT Grant			11.480		DfT funding confirmed for Bus Infrastructure
Total CES			1.011	0.000	11.480	0.000	
Finance	CPM008 : Repton Loan	NCC Borrowing	0.000	-4.050		4.050	Reprofile Repton Loan
Total Finance			0.000	- 4.050	-	4.050	
Overall Total			6.011	-4.050	11.480	4.050	

Cabinet

Item No: 15

Decision making report title:	Limited Company Consents
Date of meeting:	3 April 2023
Responsible Cabinet Member:	Cllr Greg Peck (Cabinet Member for Commercial Services and Asset Management)
Responsible Director:	Simon George (Executive Director of Finance and Commercial Services)
Is this a key decision?	No
Executive Summary Limited companies owned by the County Council require the consent of the County Council before they can make certain decisions including the appointment of directors. Recommendations 1. To approve the change of directors to companies as detailed in appendix A	

1. Background and Purpose

- 1.1. Limited companies owned by the County Council require the consent of the County Council before they can make certain decisions including the appointment of directors.

2. Proposals

2.1. Appointment of Directors

The Executive Director of Finance & Commercial Services has reviewed the attached list of appointees (In appendix A) and advises that they are suitable.

3. Financial Implications

- 3.1. The effective management and oversight of the limited companies owned by the County Council will further enhance the financial return to the Council.

4. Resource Implications

- 4.1. **Staff:** N/a
4.2. **Property:** N/a
4.3. **IT:** N/a

5. Other Implications

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

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

5.3. **Equality Impact Assessment (EqIA):** None

5.4. **Health and Safety implications:** N/a

5.5. **Sustainability implications:** N/a

5.6. **Any other implications:** N/a

6. Risk Implications/Assessment

6.1. There are no significant risks or implications beyond those set out in the financial implications section of the report.

7. Select Committee comments

7.1. N/a

8. Recommendations

8.1. **1. To approve the change of directors to companies as detailed in appendix A**

9. Background Papers

9.1. None

Officer Contact

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

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Email address: simon.george@norfolk.gov.uk



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

Appendix A

Company	Resign	Appoint
Hethel Innovation Ltd	Harvey Bullen	Titus Adam
Legislator 1656 Limited	Harvey Bullen	Simon Hughes
Legislator 1657 Limited	Harvey Bullen	Simon Hughes
Repton Property Developments Limited	Harvey Bullen	Titus Adam
St Edmund's Park Estate Management Limited	Harvey Bullen	Chris Burke
		Anthony Moore
Bowlers Green Estate Management Ltd	Harvey Bullen	Chris Burke
		Anthony Moore