

Cabinet

Date: **Monday 2 November 2020**
Time: **10am**
Venue: **Teams Meeting**

Pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020, the 2 November 2020 Cabinet meeting of Norfolk County Council will be held using Microsoft Teams.

[Please use this link to view the live meeting online.](#)

Members of the Committee and other attendees will be sent a separate link to join the meeting.

Membership:

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

A g e n d a

1 To receive any apologies.

2 Minutes

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To confirm the minutes from the Cabinet Meeting held on Monday 5 October 2020.

3 Members to Declare any Interests

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

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

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

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

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

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

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

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

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

6 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by 5pm on Wednesday 28 October 2020. For guidance on submitting a public question, view the Constitution at <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee>.

Any public questions received by the deadline and the responses will be published on the website at approximately 9.45am on the day of the meeting and can be viewed by **clicking on this link**.

7 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by 5pm on Wednesday 28 October 2020.

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| 8 Norfolk Safeguarding Children Partnership Annual Report 2019-2020
Report by the Executive Director of Children's Services | Page 46 |
| 9 Norfolk Safeguarding Adults Board Annual Report 2019-2020.
Report by the Executive Director of Adult Social Services | Page 50 |
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Report by the Executive Director of Adult Social Services | Page 207 |
| 14 Limited Company Consents
Report by the Executive Director of Finance & Commercial Services. | Page 275 |
| 15 Reports of the Cabinet Member Delegated Decisions made since the last Cabinet meeting:
To note the delegated decisions made since the last Cabinet meeting.

Decision by the Cabinet Member for Communities & Partnerships. | |

- [Scope of Whole Council Review of Unconscious & Structural Bias](#)

Decision by the Cabinet Member for Highways, Infrastructure & Transport

- [Covid Bus Services Support Grant \(CBSSG\) Restart Grant](#)

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

Date Agenda Published: 23 October 2020

Cabinet
Minutes of the Virtual Teams Meeting held on
Monday 5 October 2020 at 10am

Present:

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

Executive Directors Present:

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

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

Cabinet Members and Executive Directors formally introduced themselves.

1 Apologies for Absence

There were no apologies for absence.

2 Minutes

The minutes from the Cabinet meeting held on Monday 7 September 2020 were agreed as an accurate record.

3 Declaration of Interests

There were no Declarations of Interest made.

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

There were no matters referred to Cabinet.

5 Items of Urgent Business

5.1 The Cabinet Member for Highways, Infrastructure & Transport updated Cabinet on the latest position with the Great Yarmouth Third River Crossing, during which the following points were noted:

- In the Autumn Budget 2017, the Government had confirmed a financial contribution of £98m for the Great Yarmouth Third River Crossing, subject to successful completion of the Development Consent Order (DCO) process and final 'full' approval from the Department for Transport.
- At its meeting on 15 October 2018, Council resolved to approve the addition of the full cost of the scheme onto the capital programme. This included the £98m DfT contribution, and the 'local contribution', underwritten by the Council's prudential borrowing. The funding also included a contribution from the LEP of £2m. Council also agreed to the award of the contract to deliver the design and construction of the Scheme.
- On 24 September 2020, the Secretary of State confirmed the approval of the Development Consent Order (DCO) for the Scheme. Further to this, and in accordance with approvals already received, the Cabinet Member confirmed that the Full Business Case had been finalised and submitted to the DfT in order to obtain the necessary full and final funding approval and draw down the £98m Government Contribution towards the Third River Crossing.
- With the full approval and funding expected to be confirmed by the Government this autumn, it is intended to commence the main construction works in January 2021, with a target of completing and opening the Third River Crossing in early 2023, which remained in line with the planned delivery timescales and the agreed budget of £121m.

5.1.1 Cabinet welcomed the news.

5.1.2 The Cabinet Member for Growing the Economy agreed this was excellent news for not only the county, but also Great Yarmouth Borough Council. He wished to place on record his thanks to all the Councillors and officers who had worked together to achieve this.

5.2 The Cabinet Member for Innovation, Transformation and Performance advised that, at the Connected Britain Awards on 25 September 2020, Norfolk County Council

had been named “Digital Council of the Year”. The other shortlisted Councils were Brentwood Borough and Newcastle City Councils. The Cabinet Member congratulated the IMT Team, led by Geoff Connell and Kurt Frary, for achieving this award adding that the hard work of the team had meant that Norfolk County Council was in a good place for staff to work at home when lockdown occurred and the award recognised that, together with the fact that it had overcome considerable challenges due to Norfolk’s rural geography to be the best connected rural county in the country. It was also highlighted that there had been improved digital learning in schools; the largest LoWaRAN network in the UK had been built in less than two years; work had been undertaken with the government to take advantage of the full fibre network programme, all of which worked for the benefit of residents in the county and provided a long-term effect on the county’s digital future.

Cabinet passed on its congratulations to everyone involved in the digital achievements and on receiving this well-deserved accolade.

6 Public Question Time

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

6.2 Supplementary Question from Mr Jamie Osborn:

Mr Osborn said that his question was about air pollution as a result of recent traffic changes in Norwich. The Council had acknowledged that there were localised temporary increases in traffic and congestion, and Mr Osborn said that air pollution was a health risk even in the short term and that some of the increases in traffic may not be temporary and would continue to be a problem when there was an insufficient public transport network getting into the city. As a supplementary question Mr Osborn asked when the County Council would make park and ride a viable alternative to driving into the city centre and what steps would be taken to reduce traffic in the city centre.

The Cabinet Member for Highways, Infrastructure & Transport thanked Mr Osborn for highlighting the successful park and ride scheme which would continue to be effective as more people felt confident enough to return to the city centre. The Cabinet Member added that through the Transforming Cities funding, improvements to public transport, cycling and pedestrianisation were being considered to provide better connectivity throughout the greater Norwich area.

7 Local Member Questions/Issues

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

7.1 Written supplementary question from Cllr Danny Douglas

I notice that we have not included any “social rent” in this provision whose costs is set at 60% of the market rate, whereas affordable is set at 80% of rent? Labour led Norwich City Council manage to do this (and make a surplus), making life much more affordable for some of Norfolk’s families. Would the appropriate cabinet member like me to arrange a meeting with Norwich City Council to find out how they do this?

The Cabinet member for Commercial Services & Asset Management replied that approximately 50% of the houses at the Acle site would be affordable housing.

Negotiations were currently taking place with registered housing providers to move this forward. Regarding the point in the question about arranging a meeting with Norwich City Council, he said he didn't feel this was appropriate.

- 7.2 Cllr Emma Corlett had found the response to her question disappointing, particularly the claims that were made about the evidence which did not address the modal shift. As a supplementary question, Cllr Corlett asked if the Cabinet Member could tell her when the last origin and destination survey had been undertaken and if it was the intention to update that data in light of the impact of covid-19 on travel patterns.

In reply, the Cabinet Member for Highways, Infrastructure & Transport said that the current work to update the Norwich Area Transport Strategy model was using origin and destination data collected in Autumn 2019 and followed the transport analysis guidance from the Department for Transport. He added that once the work was completed, the details would be made available in the local model validation report and also in the outline business case which should be completed by the end of 2020.

8 Long Stratton Bypass

- 8.1 Cabinet received the report by the Executive Director of Community & Environmental Services setting out the next phase of the process, which was to submit the more detailed Outline Business Case, following the approval from the Department for Transport for the Strategic Outline Business Case.

- 8.2 The Cabinet Member for Highways, Infrastructure & Transport introduced the report, highlighting that the Long Stratton Bypass had been a priority for Norfolk County Council for a few years. The Cabinet Member read out the following statement:

"The A140 Long Statton Bypass is a long-held infrastructure aspiration and priority to improve the centre of Long Stratton for residents and business alike, improving quality of life and local environment by the removal of the through traffic. Highways users will also see significant improvement in journey times and reliability by not having to travel through the town, especially in the morning and evening peak hours.

The successful delivery of the well-received Hempnall roundabout scheme has improved the safety record of that junction and unlocked the scope for a small part of the planned development in Long Stratton as set out in the adopted joint core strategy and area action plan. More significantly it has also provided the platform that has enabled our focus to move to the next stage, which is to see the delivery of the long-awaited bypass.

I am pleased that the bypass project has already received strategic outline business case approval from the department for transport and this report sets out the next phase of that process which is to submit a more detailed outline business case.

It is important for Norfolk County Council to work alongside South Norfolk District Council and Norfolk Homes to deliver the Long Stratton bypass as each of the

organisations involved hold responsibilities that are key to the successful delivery of the proposal.

The establishment of a Project Board and Member Steering Group for the Long Stratton bypass will enable us to work together effectively and collaboratively to bring forward this important piece of infrastructure. There is a need to ensure appropriate governance arrangements are in place for the Long-Stratton bypass so please refer to appendix A in the report for the proposed terms of reference for the member steering group.

The A140 forms part of the major road network and is the highway connecting the two largest economies of the New Anglia Local Enterprise Partnership centred between Norwich and Ipswich respectively.

I would like to thank everyone for their support for the scheme and give a special mention to Alison Thomas, the Local Member, who has been leading a campaign for many years to get this Long Stratton bypass delivered and she really has been instrumental in getting us where we are. Thank you to everyone, especially Alison”.

- 8.3 The Chairman highlighted that this was another example of good partnership working with the Greater Norwich Growth Board.
- 8.4 The Cabinet Member for Children’s Services welcomed the report, stating that he used to live in Long Stratton and still had relations living there who all welcomed the bypass.
- 8.5 The Cabinet Member for Growing the Economy added his support for the scheme, stating that, together with the Great Yarmouth Third River Crossing, the completion of the NDR and the five pieces of work to be done by Highways England along the A47, travelling around the county would become much easier, with shorter journey times and less congestion, and would also help to boost Norfolk’s economy.
- 8.6 The Chairman added that the Long Stratton Bypass, together with the Great Yarmouth 3rd River Crossing, also supported the County Council’s objective of Infrastructure First.
- 8.7 Cabinet **RESOLVED** to:
1. **Confirm** the support for the delivery of the Long Stratton Bypass and to **agree** to add this to the capital programme.
 2. **Delegate** the approval of the Outline Business case to the Cabinet Member for Highways, Infrastructure & Transport.
 3. **Agree** to form a Member Steering Group and approve the Member Steering Group Terms of Reference, as detailed in appendix A of the report.
- 8.8 **Evidence and reasons for Decision**
- Refer to section 4 of the report.
- 8.9 **Alternative Options**
- Refer to section 5 of the report.

9 Annual Local Levy Setting for 2021-22 in the Regional Flood and Coastal Committees.

- 9.1 Cabinet received the report by the Executive Director of Community & Environmental Services setting out a proposed position for the County Council members on the Regional Flood and Coastal Committees (RFCC) to take in relation to local levy setting for 2021-22.
- 9.2 The Executive Director for Community & Environmental Services highlighted that the recent heavy rain had provided a reminder of the need to monitor and plan to deal with, and prevent, flooding whether it was coastal, from rivers or caused by heavy rainfall. He added that the Regional Flood and Coastal Committees were a key element in the delivery of flood defence schemes and the Annual Levy was part of Norfolk's contribution to this vital work.
- 9.3 The Cabinet Member for Environment & Waste advised that, for every £1 put in, approximately £5 was received in investment. The report recommended a 1.5% increase, subject to the levy being agreed. He added that this also showed the County Council was investing and showing its support for infrastructure in terms of coastal and river protection.
- 9.4 The Cabinet Member for Adult Social Care, Public Health & Prevention added his support for the proposals as it leveraged money from central government, other committees and other grants. He also echoed the comments made in that, for every £1 raised, an extra £5 of investment could be leveraged into the county, adding that flooding and coastal erosion in Norfolk was a key issue for constituents.
- 9.5 The Cabinet Member for Growing the Economy highlighted the support in the Great Yarmouth area from the Environment Agency as well as Norfolk County Council, adding that he supported the proposals. He also highlighted that the levy funded a Liaison Officer who provided a vital link to Environment Agency funding and was a further example of partnership working to provide better services and better protection for Norfolk residents.
- 9.6 The Cabinet Member for Finance also endorsed the importance of working together with other agencies, supporting the "Working Better Together" initiative which had been prevalent throughout the covid-19 pandemic and also extended to the vital coastal committees.
- 9.7 Cabinet **RESOLVED** to:
1. **Agree** that the NCC representatives at the Regional Flood and Coastal Committees will support an increase in the Local Levy setting vote in October 2020 of up to 1.5%.

9.8 Evidence and Reasons for Decision

The annual levy from NCC supports significant flood mitigation work as part of the RFCC programme and draws in approximately £5 of central government money for every £1 of local levy spend. The RFCC oversee this programme of capital and maintenance works to reduce the risk from flooding and coastal erosion. In 2019/20 Norfolk had a local levy allocation of £1,352,900 for all flood and coastal

erosion projects. County Council received an allocation of £333,900 of Local Levy contributions towards surface water projects. These allocations relate to the 6-year EA FCERM Programme from April 2015 to March 2021.

Although Local Levy is pooled for projects across the region, Norfolk has benefitted from a good return of levy supported projects and schemes. Recent major projects in Norfolk have included the river defence work in Great Yarmouth and the Bacton sandscaping project.

Local Levy is currently supporting a number of NCC surface water improvement projects including Dereham, Watton and Saham Toney, Thorpe Hamlet and Mileham. The Levy also funds the EA Liaison Officer post who is providing a vital link to enable our projects to access EA funding.

9.9 Alternative Options

Cabinet could ask the County Council's representatives on the Committee to support any position in relation to the levy and a range of illustrative options are set out in Annexe 1 of the report.

10 Finance Monitoring Report 2020-21 P5: August 2020

10.1 Cabinet received the report by the Executive Director of Finance & Commercial Services which gave a summary of the forecast financial position for the 2020-21 Revenue and Capital Budgets, General Balances, and the Council's Reserves at 31 March 2021, together with related financial information.

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

- The forecast level of overspend had reduced by £2.6m up to the end of August 2020 and was now £5.314m.
- Covid related grant funding had increased from £63.824m to £70.388m.
- Covid related financial pressures had increased to £79.285m.
- Additional government support of £3.718m had been received to control local outbreaks of covid-19 and the test and trace service support grant had enabled the Council to cover expenditure of providing an outbreak centre with a local dedicated team.
- The first claim of £2.7m for lost income up to the end of July 2020 was submitted, following the government announcement that they would compensate Local Authorities for loss of income due to the pandemic where losses exceeded 5% of planned income.
- Confirmation had been received that the remaining tranche of the infection control fund used to help care homes cover the increased costs of PPE, staff and general control of covid in their establishments would be received. Half of the £10.444m had been received on 1 October 2020.
- The impact of the pandemic on Community & Environmental Services department was mainly due to the loss of income, which would be reflected in the compensation claim for both CES and other service budgets once negotiations with the MHCLG had been completed.
- Notification had been received about increased amounts of kerbside waste collections which would add to the cost of waste disposal as well as seeing

increased costs associated with the reopening of household waste recycling centres.

- Adult Social Services had forecast an overspend of £8.162m to the end of August 2020, after utilising grant funding of £38.4m. Of the £38m, approximately £16m had been allocated from the covid-grant specifically to support the care market.
- The first recommendation was to delegate authority to the Cabinet Member for Adult Social Care, Public Health & Prevention to continue the well-received support to care providers for the remainder of this financial year.
- The emergence of a new potential pressure, if unresolved, could lead to difficulty in narrowing the budget gap later in the year and these included the basis upon which the NHS would fund the costs associated with hospital discharges, which may also have an impact on the 2021-22 budget.
- As day centres reopened travel costs could rise due to the social distancing rules.
- There had been some slippage in savings and transformation costs and some identified savings may not be achieved.
- Children's Services had forecast a break-even position at the end of August.
- Covid and other service pressures had been offset by covid grant funding, while an overspend in the High Needs Block of £9.7m was currently offset by carrying forward the deficit into future years as required in Government guidelines.
- The savings shortfalls listed in Annex 3 currently ran at £17.3m gross or 43% of the total savings required. The impact of the pandemic has had a profound effect on the timing and ability to achieve the level of savings, although spending departments remained confident that the bulk of net savings would be achieved.
- Regarding the recommendations Cabinet was being asked to consider, as set out in recommendation 1, approximately £16m to support the care market in Norfolk. This included paying additional money to residential nursing providers; to home support providers and generally providing additional financial support.
- In Children's Services, under recommendation 2, authority would be given to support short-term providers therapy and also support providers and provide additional support to meet covid related needs.
- The case management system in recommendation 3, would streamline the workload of social workers who managed the financial affairs of adults for whom they had a responsibility under the court of protection.
- Recommendation 4 – the provision of new museums service tills was self-explanatory.

10.3 The Cabinet Member for Adult Social Care, Public Health & Prevention thanked Cabinet for their continued support in ensuring Adult Social Care had the necessary funds to deal with the pressures brought about by the pandemic.

The Cabinet Member highlighted that the first recommendation Cabinet was being asked to consider was about delegating powers to the Cabinet Member for Adult Social Care, Public Health & Prevention to continue to support the care market. This was an extension of the powers given in June 2020 which had been used to support independent businesses and support and care for the vulnerable people in the county.

- 10.4 The Cabinet Member for Growing the Economy highlighted the significant uncertainty in relation to income stating that the forecasts would be reviewed and revised regularly. The Cabinet Member pointed out that the first 5% of the compensation from the loss of income claim was discounted which meant the Council would receive 75% of the remainder, so the full amount of money lost would not be received.
- 10.5 The Cabinet Member for Children's Services advised, in relation to the pressures on the high needs block and Dedicated Support Grant, lobbying of MPs and Ministers was taking place to try to resolve the issue. He added that services were being reviewed to ensure support could be given to the therapy and assessment, short break providers once the pandemic was over.
- 10.6 The Chairman commented that, although there was a funding shortfall of £9m, the substantial amount of £70m received from the government had been used wisely to support and benefit Norfolk.
- 10.7 Cabinet **RESOLVED** to:
1. **Approve** the continuation of financial support to Adult Social Care (ASC) providers as described in paragraph 5.17 of Revenue Appendix 1, including delegating authority to the Cabinet member for Adult Social Care and Public Health to make a decision, as appropriate, about the extension of any future offer relating to provider support payments and provider additional cost claims for the remainder of 2020-21 subject to those payments remaining within the remaining Covid-19 funding available for that purpose.
 2. **Approve** the continuation of financial support to Children's Services providers as described in paragraph 5.18 of Revenue Appendix 1, including delegating authority to the Cabinet member for Children's Services to make a decision relating to the ongoing measures that are still needed to support providers for the remainder of 2020-21, subject to those payments remaining within the remaining Covid-19 funding available for that purpose.
 3. **Recommend** to County Council expenditure of £0.022m to purchase and implement a Case management system for appointeeships and deputyships as set out in paragraph 4.1 of Capital Appendix 1, to be funded from additional prudential borrowing.
 4. **Recommend** to County Council expenditure of £0.039m to replace Museums Service tills as set out in paragraph 4.2 of Capital Appendix 1, to be funded from additional prudential borrowing.
 5. **Subject to approval** of recommendations in the Schools' Capital Programme report elsewhere on this agenda, to recommend to County Council the addition of £30m prudential borrowing to the capital programme.
 6. **Note** the period 5 general fund forecast revenue overspend of **£5.314m** noting also that Executive Directors will take measures to reduce or eliminate potential over-spends;

7. **Note** the COVID-19 grant funding received of **£70.388m**, the proposed use of that funding, and the related expenditure pressures.
8. **Note** the period 5 forecast shortfall in savings of **£17.307m**, noting also that Executive Directors will take measures to mitigate savings shortfalls through alternative savings or underspends;
9. **Note** the forecast General Balances at 31 March 2021 of £19.706m, before taking into account any over/under spends;
10. **Note** the expenditure and funding of the revised current and future 2020-23 capital programmes.

10.8 **Evidence and Reasons for Decision:**

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

Appendix 1 summarises the revenue outturn position, including:

- Forecast over and under spends
- Covid-19 pressures and associated grant income.
- Changes to the approved budget
- Reserves
- Savings
- Treasury management
- Payment performance and debt recovery

Appendix 2 summarises the capital outturn position, and includes:

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

10.9 **Alternative Options**

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

11 **Strategic & Financial Planning**

- 11.1 Cabinet received the report by the Executive Director of Finance & Commercial Services and the Executive Director of Strategy & Governance representing a key milestone in the development of the 2021-22 budget and providing an opportunity for Members to consider savings proposals prior to wider consultation.
- 11.2 The Executive Director of Finance & Commercial Services highlighted paragraphs 12.2 and 12.3 of the report which contained his opinions, as Section 151 Officer, on the council tax increase and the potential adult social care precept.
- 11.3 In introducing the report and moving the recommendations, the Cabinet Member for Finance highlighted the following points:

- The size of the forecast gap had increased from £39m when the budget was set in February 2020, to £45m.
- Following two rounds of budget challenge with spending departments, the gap had been reduced to £15m.
- Whilst it was a statutory duty to deliver a balanced budget, which would be achieved, it was correct during a pandemic, to make as many savings as possible without materially reducing the level of front-line services.
- A summary of the proposed new savings, for the coming year and until 2025 was set out in table 4 of the report.
- Proposals totalling approximately £43.5m had been identified across the County Council, although set against this was approximately £8.675m of savings which had been delayed or removed, mainly due to the impact of covid-19 on implementation plans.
- Departments had found new savings of £34.75m for next year, although this left a gap of £15m to bridge.
- Proposals put forward by Adult Social Care included a social care precept of 2%, which meant Norfolk residents would be asked to pay an additional 1.99% in council tax next year as well as a 2% precept for adult social care, subject to government approval and guidance. This would mean an increase of just over £1 per week for those in council tax band D.
- The Secretary of State had recently announced that he was expecting to publish the Comprehensive Spending Review in November 2020 and that he was seeking a settlement which would provide the greatest degree of certainty for the future.
- A further review of possible departmental savings would be carried out in December 2020.

- 11.4 The Chairman highlighted this was an unprecedented time of risk and uncertainty relating to national funding and added that he hoped some degree of certainty would be received which was essential for the future. He continued that the other essential element would be the further budget challenge in December 2020 and also the Executive Director's view of the budget as a platform for the future, given the risks and challenges faced in delivering services.
- 11.5 The Cabinet Member for Adult Social Care, Public Health & Prevention referred to the proposed precept of 2% to fund adult social care, which he wholeheartedly supported due to demographic changes increasing the number of over-85s as a percentage of the population in Norfolk. The focus of Adult Social Care was to look after the vulnerable people in the county and therefore it was imperative that the proposal was taken to Council for a decision, where he hoped cross-party support would be received for the budget in February 2021.
- 11.6 The Chairman reiterated that it was hoped the comprehensive spending review would provide some funding certainty for the future.
- 11.7 The Cabinet Member for Children's Services outlined how Children's Services would continue with its transformation programme, the benefits of which were starting to be seen. The Looked After Children service had been reviewed and had reduced the impact on the budget and this work would continue.

The Cabinet Member also highlighted the SEND investment programme of £120m which was beginning to show results and it was hoped, as SRBs opened later in the year, a further positive impact would be seen in the future.

Cabinet was advised that the “no wrong door” policy would be starting next year which would hopefully reduce some of the high cost placements and he also highlighted the work done to introduce new technology which had been progressed following covid, as well as the reduction in travel costs in the future.

- 11.8 The Cabinet Member for Growing the Economy highlighted the proposed savings for the Community & Environmental Services department which mainly focused on back office savings in all areas of the department, adding that he felt the public should be reassured that the Council was trying to ensure it was as efficient as possible in providing back office facilities whilst maintaining services.
- 11.9 The Cabinet Member for Innovation, Transformation & Performance highlighted the innovation and transformation aspects and the streamlining of working practices; the innovative methods of working to achieve greater efficiency and provide better ways of working which would allow the Council to continue to provide services for the people of Norfolk.
- 11.10 The Cabinet Member for Finance concurred with the remarks that had been made, adding that the largest single saving could be achieved by exiting buildings across the county in the course of the next financial year and consolidating activities within county hall to fully utilise the site, rather than having half-filled offices around the county.
- 11.11 Cabinet considered the report and **RESOLVED** to:
1. **Note** the County Council strategy as set out in section 2 and how the Budget process is aligned to the overall policy and financial framework;
 2. **Agree** for planning purposes:
 - the latest assessment of significant areas of risk and uncertainty around emerging budget pressures for the 2021-22 Budget and Medium Term Financial Strategy, which remain to be resolved and which may have a material impact on budget planning (section 10);
 - the uncertainty about national funding announcements (section 3);
 - the assumptions about the level of council tax and Adult Social Care precept for 2021-22 (section 12); and
 - that subject to the above, and the proposed savings in recommendation 3, a budget gap in the order of £15.062m remains to be closed for 2021-22 (paragraph 10.5 and table 11).
 3. **Agree** the proposed savings as set out in sections 5-9 (tables 5-10) to be taken forward in budget planning for 2021-22, subject to final decisions about the overall Budget in February 2021, noting the level of savings already included from the 2020-21 Budget process, and the anticipated changes to those existing savings (including the replacement of Business Transformation savings with service proposals) (paragraph 4.3 and table 2);
 4. **Agree** that public consultation be undertaken on the 2021-22 Budget and saving proposals, and the level of council tax and Adult Social Care precept for 2021-22, as set out in section 13;

5. **Note** the responsibilities of the Executive Director of Finance and Commercial Services under section 114 of the Local Government Act 1988 and section 25 of the Local Government Act 2003 to comment on the robustness of budget estimates as set out in section 11;
6. **Agree** the proposed next steps in the Budget planning process for 2021-22, including the actions in paragraph 10.6 required to develop further saving proposals in light of the significant uncertainty about the overall financial position, and the remaining Budget planning timetable (Appendix 1); and
7. **Note** and thank Select Committees for their input, and agree to seek to provide earlier opportunities for Select Committees to support the Budget development process for 2022-23 (section 21).

11.12 **Evidence and Reasons for Decision**

The County Council faces an unprecedented financial and public health crisis which has the potential to have significant implications for future budget setting. It remains essential to continue to engage with Government, MPs and other stakeholders to campaign for adequate and sustainable funding for Norfolk to continue to deliver vital services to residents, businesses and visitors. It is also important that Government issues guidance on financial planning assumptions, particularly indicative funding allocations for 2021-22, as soon as possible. Otherwise there is a significant risk that the Council will be obliged to reduce service levels. The Council's MTFS planning builds on the position agreed in February 2020 and this continues to be updated as more reliable information about cost pressures and funding impacts emerges through the process. The report confirms that further savings are expected to be required to close the underlying gap.

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

11.13 **Alternative Options**

This report forms part of the framework for developing detailed saving proposals for 2021-22 and at this stage no proposals have been agreed, meaning that a range of alternative options remain open.

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

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

Final decisions about the overall shape of the 2021-22 Budget, savings, and council tax will not be made until February 2021, when they will be informed by Local Government Finance Settlement figures, forecasts supplied by District Councils, and the findings of EQIA and public consultation activity.

The deliverability of all saving proposals will continue to be kept under review by the Section 151 Officer as further detailed implementation plans are developed and up until final budget setting proposals are presented to Cabinet in February 2021.

12 Disposal, acquisition and exploitation of property

- 12.1 Cabinet received the report by the Executive Director of Finance & Commercial Services 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.
- 12.2 The Cabinet Member for Commercial Services & Asset Management in introducing the report and moving the recommendations highlighted that Cabinet's approval was being sought to declare four properties surplus to NCC requirements. This was in line with Norfolk County Council's Strategy to proactively release property to generate capital receipts and reduce maintenance costs by rationalising the estate.
- 12.2.1 **Former Library building in Connaught Road, Attleborough.**
The library service had relocated into Attleborough Enterprise Centre in 2019 and since then the site had been used as a library book store housing part of the book store from county hall. Planning was underway to relocate all the books currently stored at Connaught Road into dedicated facilities for the library and school library service. The process to dispose of the property would commence which would allow Breckland District Council, Attleborough Town Council and any local community groups to express an interest and be considered as potential bidders.
- 12.2.2 **Land east of Langham Road, Blakeney**
This was one of several projects being considered, with Broadland Housing and North Norfolk District Council as exception sites which could provide much needed social and affordable housing in the north of the county.
- 12.2.3 **Former Woodside Primary and Infant School, Firs Road, Hethersett**
Following a review with the Corporate Property Strategy Group, it had been confirmed that the site was no longer required for Norfolk County Council service use. Subsequently, Adult Social Services had identified the site as having the potential to provide extra care housing and work was being undertaken with the Independent Living Team to consider the option. If the extra-care scheme was not viable, it was proposed to dispose of the site through open market sale, auction or tender.
- 12.2.4 **Land at Burlingham Road, South Walsham.**
The County Farms team had reviewed this piece of county farms land and deemed it was not required for operational use, nor Norfolk County Council service use. It had subsequently been successfully promoted through the

- 12.3 The Cabinet Member for Communities & Partnership advised that, regarding the move of the Attleborough Library, members of the public had welcomed the move to the new building as people had previously found it difficult to access the library as they were required to cross a dual carriageway road. The new library was more accessible and nearer to car parks, schools and housing.
- 12.4 The Cabinet Member for Innovation, Transformation & Performance endorsed the proposal for Blakeney, where there was a shortage of housing and land which could be used to provide affordable homes for local people.
- 12.5 The Cabinet Member for Adult Social Care, Public Health & Prevention welcomed the proposals, adding that this highlighted how Norfolk County Council was using its assets to help protect services.
- 12.6 Cabinet **RESOLVED** to:
1. **Formally declare** the Former Library building, Connaught Road, Attleborough (3002/017) 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 and Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
 2. **Formally declare** the Land East of Langham Road, Blakeney (part of 102/011A) surplus to County Council requirements and instruct the Director of Property to conclude negotiations with Broadland Housing Association and dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Cabinet Member for Commercial Services and Asset Management is authorised to accept the most advantageous offer.
 3. **Formally declare** the Former Woodside Primary & Infant School site, Firs Road, Hethersett NR9 3EQ (7054/012) surplus to County Council requirements and:
 - (i) Instruct the Director of Property to dispose of the site to an 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. **Formally declare** the Additional Land at Burlingham Road, South Walsham (5051/109 (part)) 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 and Commercial Services and Cabinet

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

12.7 Evidence & Reasons for Decision.

Declaring the sites and land holdings at the former Library, Connaught Road, Attleborough, former Woodside Primary & Infant School site, Firs Road, Hethersett and the additional Land at Burlingham Road South Walsham surplus to County Council use means that the Corporate Property Team can consider options for the disposal and exploitation of these sites.

The declaring of the Land East of Langham Road, Blakeney surplus supports an opportunity to provide affordable housing in this location.

12.8 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.

13 White Paper: Planning for the Future Norfolk County Council Response

13.1 Cabinet received the report by the Executive Director of Community & Environmental Services setting out the County Council's response to the Government's consultation on the proposed reforms to the planning system as set out in the White Paper – Planning for the Future.

13.2 The Cabinet Member for Highways, Infrastructure & Transport introduced the report which set out Norfolk County Council's response to the Government's consultation on proposed reforms to the planning system as set out in the White Paper "Planning for the Future".

The stated aims of the White Paper were to make the planning system simpler, cleaner and quicker to navigate; encourage sustainable and well-designed developments and make it harder for developers to dodge their obligations to improve infrastructure. It also aimed to give a greater say to local communities on what would be built and deliver more homes and jobs.

The Cabinet Member said that the White Paper was welcomed, together with many of the aims. However, there were some issues and concerns affecting the County Council and its various statutory roles and responsibilities.

Further clarification was needed from Government about primary and secondary legislation to ensure the County Council, as an infrastructure provider, and having a statutory role in the preparation of other authority's local plans, particularly around proposed growth areas where infrastructure would be critical to deliver key strategic infrastructure such as new roads and schools to support housing and employment growth.

Norfolk County Council currently received funding through Community Infrastructure Levy (CIL) in the Greater Norwich area and from Section 106 money across the county to support funding infrastructure. It was therefore key that we continued to receive that funding in the future to deliver infrastructure.

13.3 The Cabinet Member for Environment & Waste added that the proposed response was fair and robust, highlighting that there were some proposals such as energy efficiency ones which should be welcomed. He also highlighted that the White Paper appeared to be trying to streamline aspects of planning and risks which would not work, as house prices in London and Reading did not reflect areas such as Great Yarmouth and that all areas were unique. He felt the White Paper would be better by targeting developers and landowners who held unrealistic expectations.

13.4 The Chairman highlighted that there were approximately 18-20k undelivered planning permissions in the greater Norwich area, therefore the aims, although laudable, should be aimed at the delivery rather than planning aspect.

It was also queried how funding for infrastructure could be received if Section 106 and CIL money was no longer available.

The Chairman also highlighted the duty to cooperate that appeared to have been omitted from the consultation.

13.5 The Cabinet Member for Adult Social Care, Public Health & Prevention welcomed the constructive criticism in the response to the proposals. He also raised the concerns of residents in his area about the recently launched government proposals for large amounts of development in rural districts.

13.6 The Cabinet Member for Growing the Economy mentioned that, in the Great Yarmouth area over 5.5k approved planning permissions had been given for properties that had not been built. He added that he would prefer to see developers being given 2 years to commence a development once planning permission had been received and if they hadn't done so they should be taxed at normal business rates which would give them an incentive to build. Another possibility was withdrawing planning permission if the development was not commenced within a set period of time.

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

1. **Agree** the comments in the report and in the appendix as the County Council's formal response to the Government's White Paper: Planning for the Future.

13.8 **Evidence and Reasons for Decision**

While many of the proposed reforms to the planning system as set out in the Government's White Paper are to be welcomed, there are a number aspects to these reforms which require further clarity and ultimately changes in the primary and secondary legislation to ensure the effective delivery of County Council infrastructure and services to support environmental enhancement and housing and employment growth.

The comments in this report and those set out in the Appendix will form the basis for the County Council's formal response to the White Paper.

13.9 **Alternative Options**

The recommendation in this report is to agree the comments set out in the report and accompanying appendix. The alternative is to remove and/or add additional comments/representations on the Government's White Paper, however, this is not considered appropriate.

14 Adult Social Services Winter Resilience Planning

14.1 Cabinet received the report by the Executive Director of Adult Social Services setting out the work in progress and the approach in collaborating across the health and social care system, which had been strengthened by the need to respond to covid-19. The report highlighted the main challenges, learning and themes which were being addressed.

14.2 The Executive Director of Adult Social Services highlighted that the National Plan had been published on 18 September and required Norfolk County Council to agree its plan for submission by 31 October. Therefore in addition to the recommendation to note and agree the Plan, the recommendation would also be used for the national submission.

The Executive Director highlighted that, as well as the usual pressures this winter, the fragility of the care market as a result of the first wave of covid-19 and the potential second wave would also need consideration. He added that the report outlined the issues faced, adding that the County Council worked well with the NHS to integrate the approach.

14.3 The Cabinet Member for Adult Social Care, Public Health & Prevention highlighted that by working together with other providers in the health and social care network, a better result would be achieved for residents through this important work.

The Cabinet Member drew attention to the key points of the framework:

- Meeting people's needs.
- Supporting the provider market.
- Reducing pressures on the NHS.
- Supporting a resilient and functioning system.

14.4 The Cabinet Member for Growing the Economy said it was imperative that Norfolk residents should continue with the covid-19 guidance to ensure they didn't add pressure to the NHS and care systems in the winter. He implored residents to ensure they followed the guidance in keeping themselves and their families safe.

14.5 The Chairman asked the Cabinet Member for Adult Social Care, Public Health & Prevention if this was the commencement of the winter planning process, or if Cabinet would be receiving a further iteration in the future.

14.5 The Cabinet Member replied that this was the start of the process, which he had wanted to flag up as early as possible as it demonstrated to Partners that Norfolk County Council was taking the situation seriously and also flag up that Partners were working on a Plan to move forward together. The Cabinet Member commended the report to Cabinet.

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

1. **Endorse** the emerging winter planning arrangements as set out in the report and at Appendix 1.

15 Norfolk County Council in an Integrated Care System (ICS)

15.1 Cabinet received the report by the Executive Director of Adult Social Services and the Executive Director of Children's Services which aimed to draw together the developing picture regarding future local Integrated Care System and the opportunities for NCC within in ICS, and identify key principles for NCC in an ICS to improve outcomes for our residents and meet wider NCC aims.

15.2 The Cabinet Member for Children's Services stressed that working with the NHS, Adult Social Services and Children's Services was the most efficient way of providing services and a future Integrated Care System was the right way forward.

15.3 The Cabinet Member for Adult Social Care, Public Health & Prevention supported the recommendations, not only as Cabinet Member for Adult Social Care, Public Health & Prevention, but also as Chair of the Health and Wellbeing Board for Norfolk. He added that the proposals would affect the whole of the public health and social care bodies in Norfolk, including the NHS, independent Trusts, the ambulance service, adult and children's social care at Norfolk County Council, District Councils and would create a structure where everyone worked together to provide services in the health and social care sector.

The Health and Wellbeing Board had been established in 2012 when the Care Act came into effect and considered the broader determinants across health in Norfolk. The proposal would put the Integrated Care System within the remit of the Strategy set by the Health and Wellbeing Board, which included representatives from the District Councils, Norfolk County Council, acute hospitals, the CCGs and other health bodies.

The Cabinet Member continued that this was an excellent opportunity for the health and social care system in Norfolk to build a structure which would affect better outcomes for Norfolk. He added that the STP had been in existence for approximately 4-5 years and had meant the people who ran the different health and social care organisations had interacted together and the integrated care system would enable a step change in achievements.

The Cabinet Member urged Cabinet to support the recommendations which he felt would make a big difference in the future if Norfolk became an Integrated Care System.

15.4 The Cabinet Member for Innovation, Transformation & Performance endorsed the report, adding that the cooperation and working together seen over the past few months was now expected for public services.

15.5 The Cabinet Member for Growing the Economy highlighted the 3 goals and 5 big changes which would make peoples' lives completely different going forward, adding that the expected outcomes were a great start to the process.

15.6 The Chairman highlighted the timeline of April 2021 adding that if an Integrated Care System could be achieved it would be an excellent result for the county of Norfolk.

15.7 **RESOLVED:**

- a) **Agree** NCC's support for, and commitment to becoming part of, an Integrated Care System.
- b) **Agree** the proposed NCC principles to guide ICS development – to be utilised in emerging discussions with partners on the future shape of an ICS.
- c) **Agree** that the NCC Leader will nominate representation for the Partnership Board that will govern the ICS, and support the commitment for the ICS to be accountable to the Health & Wellbeing Board (HWB) for the delivery of health and wellbeing outcomes for the local population.

15.8 **Evidence & Reasons for Decision.**

These risks must be weighed against the potential benefits, and the alternative of an ICS without NCC aims embedded in its purpose and approach. If navigated with care, these risks can all be mitigated to a degree that could result in a significant net benefit to the local authority, our partners and our citizens. The principles outlined in Appendix 1 attempt to find a manner to navigate through these opportunities and challenges, by creating a series of principles that at their heart will deliver benefits for our residents whilst supporting all our partners.

15.9 **Alternative Options**

None.

The meeting adjourned at 11.40 until 11.45am.

16 Schools' Capital Programme

16.1 Cabinet received the report by the Executive Director of Children's Services setting out a request for capital borrowing to ensure programme delivery to meet the statutory duty to secure sufficient pupil places to meet the demands of the school-age population.

16.2 The Executive Director of Children's Services advised that the report followed a report considered by Cabinet in June 2020, where it had approved the Schools Capital Programme. The report sought to agree a way forward to close the funding gap which would be essential to fulfil the County Council's sufficiency duties and responsibilities.

16.3 The Cabinet Member for Children's Services drew attention to a correction to an earlier report which should read:

Paragraph 6.1.

... Assuming an interest rate of 2.75% and a life of 35 years, the impact on the Council's revenue budget of borrowing £30m would be £1.682m per annum in the first year

He also drew attention to the fact that the figure of £1.682m would not only be the interest repayment, it would also repay some of the loan.

The Cabinet Member advised that the report identified where funding would be received to build schools, adding that there were pressures around the Greater Norwich growth area and the report also identified that the Community Infrastructure Levy (CIL) payments for the Greater Norwich growth area supported the capital borrowing and emphasised that as we progressed there would be efforts made to raise money from the free schools programme or from Section 106 money.

16.4 The Chairman highlighted, regarding the Greater Norwich Growth Board and the £2m from CIL, that the best way for this money to be used was to have a borrowing programme rather than the money going directly to projects.

16.5 The Cabinet Member for Finance highlighted that there were a number of areas that could be considered to source funding and that he was sure Children's Services would continue to maximise all funding sources available to the Council.

16.6 **RESOLVED** to:

- **Note** the total funding for Schools' Capital Programme for the next three years and beyond
- **Agree** an initial £30m borrowing as part of the requirement of the programme and inclusion in the County's Council's Capital Programme for next year.
- **Review** the funding gap annually to take account of other sources of external funding which may come forward and opportunities for alternatives fully exploited.
- In the event of a continued funding gap, as a last resort council investment will be profiled as indicated under paragraph 2.17 (these figures may change based any new sources of funding)
- **Recommend** to Full Council that this is incorporated into the Capital Programme

16.7 **Evidence & Reasons for Decision.**

The 'Norfolk multiplier' for new homes is 28.1 primary age children per 100 homes (4 per year group) and 14.5 secondary age children per 100 homes (3 per year group). This is an average, with some parts of the County producing higher numbers and other parts lower. New developments can produce new patterns of place demand, and therefore an average can allow for variation.

Development size	New primary places	New secondary places
500	140	73
800	225	116
1000	281	145
1500	422	218

16.8 **Alternative Options**

The alternative option would be to only build places within the capital grant. The implication of this is a likely sharp increase in school transport costs and number of journeys across the County to provide school places as children attend schools outside of their catchment area.

17 Statement of Purpose of Norfolk Adoption Service 2020-2021

- 17.1 Cabinet received the report by the Executive Director of Children's Services setting out the Statement of Purpose which would be approved by Cabinet before being made available to adoptive families, adopted children and their birth parents and staff working in the field of adoption. The Statement of Purpose is also inspected by Ofsted.
- 17.2 The Executive Director of Children's Services advised that every Adoption Service had a statutory requirement to publish and update its Statement of Purpose annually. The Statement of Purpose described the ethos and goals of the service and the report included the highlights and the work to meet the challenges which would build on an already outstanding service.
- 17.3 The Cabinet Member for Children's Services introduced the report and moved the recommendation, highlighting that, from his work on the Adoption Panel he had experienced the excellent service offered and which had been maintained throughout the covid pandemic, by introducing online adoption panels which was working well.
- The Cabinet Member advised that Council was required to sign off the Statement of Purpose and updated the recommendations in the report to highlight this fact.
- 17.4 The Chairman agreed that there were many good aspects to the service, although it faced challenges, the details of which were set out in the report.
- 17.5 The Cabinet Member for Innovation, Transformation & Performance endorsed the report which was enabling vulnerable children to be placed with families; the service was highly thought of and was a credit to everyone involved.
- 17.6 The Cabinet Member for Adult Social Care, Public Health & Prevention supported and endorsed the achievements of the adoption service and highlighted two aspects:
- The foster to adopt scheme, which helped to prevent children from being moved from foster family to family.
 - The reduction in the time taken for adoptions to proceed which meant vulnerable children could feel more secure and had less uncertainty in their lives.

The Cabinet Member expressed his pleasure at the good work the Adoption Service carried out and commended the work of the officers involved and the Cabinet Member who sat on the Adoption Panel and congratulated everyone involved.

- 17.7 The Cabinet Member for Growing the Economy commended the report which set out the ethos of adopters and the people working in the adoption service, who wanted to find solutions to problems. He commended them on their work on behalf of the children and people of Norfolk.
- 17.8 Cabinet considered the report and **RESOLVED** to:
- Recommend approval** to full Council of the Statement of Purpose and Functions for the Local Authority Adoption Service to comply with the Care Standards Act 2000.
- 17.9 **Evidence & Reasons for Decision.**
- Refer to Section 4 of the report.
- 17.10 **Alternative Options**
- N/A
- 18 Statement of Purpose of Norfolk Fostering Service 2020-21**
- 18.1 Cabinet received the report by the Executive Director of Children's Services setting out the statement of purpose which focused on the performance review of Norfolk Fostering Service.
- 18.2 The Executive Director of Children's Services again highlighted that it was a statutory requirement to update the Statement of Purpose for the Fostering Service annually. She added that a considerable amount of transformation work had been carried out, the details of which were set out in the report and that this had impacted on and improved the performance of the service. Cabinet also noted that a review was currently being undertaken of the payments and fees offered to carers and that a report would be brought to a future Cabinet meeting to reflect the work.
- 18.3 The Cabinet Member for Children's Services commended the report to Cabinet and advised that the Statement of Purpose for the Fostering Service would also need to be approved by Council. He highlighted the transformation of the fostering service by introducing a rewards system and the OSCAS for showing appreciation of the work foster carers carried out.
- The Cabinet Member highlighted the marketing strategy in engaging people to join the service and become foster carers which had been made more difficult due to covid, and through social media marketing the service had nearly achieved its target for the year, for which he thanked the fostering service and the marketing team.
- 18.4 In response to a question about how far the initiative to increase the size and placement share of the in-house fostering service, the Cabinet Member for Children's Services replied that using in-house foster carers was considerably cheaper than using agency foster carers, and also produced a better system for vulnerable children as the Council was in charge of the whole care system. He added that agencies were still used but recruitment was taking place continually which would also have a positive impact on the budget.

18.5 The Cabinet Member for Adult Social Care, Public Health & Prevention noted that one of the ambitions for 2021 was to recruit 55 new fostering households and 10 enhanced foster carers which he supported as he believed the place for vulnerable children was in a family environment rather than an institution and would make a real difference for vulnerable children.

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

Recommend approval to full Council of the Statement of Purpose and Functions for the Local Authority Fostering Service to comply with the Care Standards Act 2000.

18.7 **Evidence & Reasons for Decision.**

Refer to Section 4 of the report.

18.8 **Alternative Options**

N/A

19 Annual Review of NCC Residential Children's Homes

19.1 Cabinet received the report by the Executive Director of Children's Services reporting on the performance of, and outcomes achieved by, Norfolk's Residential Children's Homes Service.

19.2 The Executive Director of Children's Services highlighted that not all Councils had their own in-house residential children's homes and that Norfolk County Council should be proud of its homes in Norfolk, as the service was a mature, well established and high quality care provider which gave a strong foundation to forge formal partnerships such as the one with the Department for Education and North Yorkshire in producing the "No Wrong Door" initiative. She also highlighted that when it was not possible for children to be placed in family based care, the service offered the best quality residential care.

19.3 The Cabinet Member for Children's Services introduced the report and moved the recommendation, highlighting that residential care was the last resort as everything possible was done to keep children with their families, or with foster carers, or be adopted. All the residential children's homes were inspected by Ofsted, the details of which were included in the report and it had been deemed that the standards went beyond the national standard for children's homes. Cabinet noted that from the figures included in the report, it appeared that some of the homes were not fully utilised; the main reason being it was to cater for those children who did not mix, or found it difficult to mix with other people so it was possible that a 2/3/4 bedroom facility may only be looking after one child, and the quality of service provided in that respect was recognised.

The Cabinet Member praised the staff who had been exceptional throughout the pandemic in offering the best facilities and services for children in the homes, during a very difficult time.

As part of the transformation programme in looking at semi-independent living, Cabinet was advised that 11 homes were now established. These homes offered semi-independent living, but were supervised as part of the inhouse system. It was expected that two more facilities would be coming online by the end of the year.

19.4 The Chairman drew attention to section 4.14 of the report which set out the future development work being carried out on residential children's homes.

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

- **Recommend the approval** of the Statements of Purpose for the Local Authority children's homes to Full Council to comply with the Care Standards Act 2000.

19.6 **Evidence & Reasons for Decision.**

Refer to Section 4 of the report.

19.7 **Alternative Options**

N/A

20 Corporately Significant Vital Signs

20.1 Cabinet received the report by the Executive Director of Strategy & Governance providing it with an update on the Council's current performance towards achieving its strategic outcomes and outlining the actual performance of the Council against its target performance for quarter one of 2020/21.

20.2 The Cabinet Member for Innovation, Transformation and Performance introduced the report and moved the recommendations, highlighting that quarterly health checks allowed Norfolk County Council to review current performance, validate actions being taken to address gaps and consider further opportunities for improvement. He continued that for the current quarter 14 vital signs had met or exceeded the target; 2 vital signs were within accepted tolerance levels and 13 vital signs were below or behind target.

The Cabinet Member highlighted the importance of the vital signs which allowed the Council to measure operational success; maintain financial health; prevent and reduce demand for specialist services; joining up work so similar services were accessible; use digital technology to gain evidence to ensure targets were met. Although many of the targets were set before covid these would be reviewed to align them better with revised priorities after April 2021.

20.3 The Cabinet Member for Communities & Partnerships drew attention to the on-call retained fire-fighter availability, informing Cabinet that there were no performance issues and that a different software system had been introduced which meant the performance data was unavailable.

20.4 The Cabinet Member for Finance advised that the figures included in the report were not the most up to date figures, adding that work was being carried out

with the Executive Directors to reduce the net overspend by the end of the financial year.

- 20.5 The Cabinet Member for Children's Services drew attention to the looked after children numbers which were reducing and also identified that the particular aspect of the transformation programme was working well.

He also drew attention to the percentage of children seen with a child protection order, highlighting that this had improved due to the commitment of staff and the realisation, as soon as lockdown hit, that these children could be at higher risk and had made additional efforts to visit all the children in person. He placed on record his thanks to the staff involved and acting swiftly to ensure they were safe.

- 20.6 The Chairman drew attention to the workforce issues, particularly that the sickness rates were below the target of 3.5%; the new employee retention rate, although fluctuating, was improving on the overall trend; and the HR performance development % of written goals agreed of 75% at August 2020 compared with 48% at the same time in 2019.

- 20.7 Cabinet reviewed the report and **RESOLVED** to:

- **Note** the performance data and planned actions as set out in Appendices 1 and 2 of the report.

21 Risk Management

- 21.1 Cabinet received the report by the Executive Director of Finance & Commercial Services setting out the latest corporate risks.

- 21.2 The Chairman introduced the report and highlighted the following points:

- Corporate risk management continued to be sound and effective, working to best practice.
- Review of corporate risks had taken place with risk owners and reviewers and Corporate Board.
- Risk RM003 – it was proposed to split the risk into two parts.
- Risk RM004 – it was proposed to reduce the score.
- Risk RM007 – it was proposed to de-escalate the risk from corporate to departmental level.
- RM022 – it was proposed to split the risk into two parts.
- RM032 – had been updated to incorporate the areas of current high risk within the covid-19 operational risk register.
- RM032 – it was proposed to close part B of this risk.
- Audit Committee was responsible for monitoring the adequacy and effectiveness of the systems of risk management.

- 21.3 The Chairman asked the responsible Cabinet Members to give a brief update on each of the amended risks, during which the following points were noted:

- 21.3.1 **Risk RM003a – Failure to comply with statutory information compliance requirements.**

The Chairman advised that he was happy with the details included about mitigation.

21.3.2 Risk RM003b – Failure to comply with relevant information security requirements.

The Cabinet Member for Innovation, Transformation & Performance provided the following meanings for the acronyms:

- NIS – Network Information System Regulations. This was a European directive, overseen by the Information Commissioner and breaches could incur heavy penalties.
- PSN – Public Services Network. Norfolk County Council was required to sign up to and be accredited to.
- PCI DSS – Payment Card Industry Data Security Standards. If Norfolk County Council wished to take payments from customers using payment cards, it needed to comply with those standards.

The following work to monitor the risk was being carried out:

- Mandatory Training;
- Monitoring the management information system for breaches;
- Implementing improved security measures and using best industry practice;
- Improved licensing and looking at improved storage and retention to reduce the risk.
- The Head of IMT was also involved in a national cyber security organisation.

21.3.3 Risk RM004 – The potential risk of failure to deliver effective and robust contract management for commissioned services.

The Cabinet Member for Finance advised that there had been a number of changes made by the Director of Procurement over the last 18 months to tighten up procedures and regular monitoring and discussions with pending departments was taking place to monitor.

21.3.4 RM022A – Implications of Brexit for Council staff and services.

The Chairman advised that there was no clear indication yet about what would happen at the end of December, although the Government had said it was confident a deal would be made which could mean some of the risks included would not materialise. He added that there was a lot of work to be done to ensure the risk was well managed.

21.3.5 Risk RM022b – Implications of Brexit for external funding/Norfolk Businesses.

The Cabinet Member for Growing the Economy advised that regular meetings were taking place with MHCLG and the Department for Business, Energy and Industrial Strategy regarding a managed exit from the EU to ensure NCC's liabilities were met.

Although the target was amber, the Treasury had confirmed that funding was assured in the event of a deal for projects committed by 31 December 2020.

21.3.6 Risk RM032a – Effect of covid-19 on NCC business continuity (staff, service users and service delivery).

The Chairman advised that a lot of work was taking place, together with partners, to consider the implications in terms of business continuity, staff, service users and service delivery and finance.

The Chairman added that communications had played a key role as had been seen recently in Great Yarmouth and the work carried out by the comms team to promote the “Hands, face and space” campaign and encourage everyone to follow the guidance, as well as Norfolk County Council’s message of “Protect Yourself, Protect Others and Protect Norfolk”.

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

1. **Agree** the key messages (2.1) and key changes (Appendices A and B) to corporate risks since the last risk management report in July 2020.
2. **Agree** the corporate risks as at September 2020 (Appendix C)

21.5 **Evidence & Reasons for Decision.**

N/A

21.6 **Alternative Options**

There are no alternatives identified.

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

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

Decisions by the Leader & Cabinet Member for Strategy & Governance.

- [Nplaw New Contract](#)
- [Locally Supported Contact Tracing for Covid-19](#)

Decisions by the Cabinet Member for Commercial Services & Asset Management.

- [Acquisition of House, NR20.](#)
- [NWL - Acquisition of House, NR9.](#)

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

- [Costessey, West End – Waiting Restrictions.](#)
- [Greater Anglia Consultation Response.](#)

The meeting ended at 12.35pm.

Chairman

Cabinet
5 October 2020
Public & Local Member Questions

Agenda item 6	Public Question Time
6.1	<p>Question from Claire Kidman Sex-working is a serious problem in my community and other parts of Norwich. Criminalising these women is not a deterrent and puts them at great disadvantage. What street level outreach sexual health, and drug and alcohol services are available to sex-working women, and how much funding does Norfolk County Council provide to tackle this public health problem?</p> <p>Response: Thank you for your question. The Public Health commissioned drug and alcohol treatment service provided by Change Grow Live (CGL) is commissioned to support sex workers, including through outreach. This provision includes additional out of hours provision, of 'Pathways Workers', aligned to the Magdalene Group.</p> <p>Public health commissioned integrated Contraception and Sexual Health services (iCaSH) have been working with the Phoenix project for a number of years now, adopting a system whereby sex workers contacting an iCaSH clinic use a code word, which sees them prioritised for an immediate appointment with a clinician without further triage. Access to medicines and contraception can be met through a postal service; removing barriers to support.</p> <p>The elements of service providing support to individuals are integrated within the core contracts and associated funding of these two services, which stands at £6.5m for the drug and alcohol treatment service and £5.38m for iCaSH in 2020/21..</p>
6.1.1	<p>Supplementary question from Claire Kidman Will the cabinet member commit to providing more funding for outreach services to meet the needs of these women, and how will he use his influence with the Police and Crime Commissioner and Chief Constable to ensure that the police use existing laws to deal with the kerb-crawling men who make my community unsafe.</p> <p>Response: As you identify in your question the issue of sex workers is not in itself a responsibility of the Council. Public Health does have a role to play in supporting those with health and behavioural needs. Funding for the County's drug and alcohol treatment service has been consistent since the current provider was commissioned in 2018 and we will have invested an additional £430,000 in our iCaSH services across 2019/20 and 2020/21. I have asked the public health commissioners to work with providers to ensure that the service is best placed to meet the needs of this very vulnerable group. Through the multi-agency Community Safety Partnership, agencies across Norfolk including the Police, already seek to tackle the issues of vulnerable people and support associated activities affecting the individuals you highlight.</p>
6.2	<p>Question from Nigel Lubbock Poor air quality has a damaging effect on children's health especially when travelling to school. Will the Cabinet Member support and find resources to implement monitoring air quality outside urban schools and making them 'no car zones' if necessary, to keep children safe, as has been done in Hackney, London. This is particularly pertinent now as there is compelling evidence linking poor air quality with increasing coronavirus infections.</p>

	<p>Response:</p> <p>District councils have a legal duty to review and monitor local air quality under the Environment Act 1995. This includes determining where exceedances of government set limits are likely to occur or are already occurring. This Council plays its part by working with our District, Borough and City Council colleagues to devise and implement Air Quality Action Plans (AQAP) where exceedances are occurring.</p> <p>In Norwich, we have implemented a number of transport schemes that have contributed to reducing the problems of poor local air quality. In the past the Borough Council of King's Lynn and West Norfolk has monitored local air quality outside urban schools but did not find any exceedances of the government emission standards. Officers will continue to liaise with District, Borough and City Council colleagues to discuss the possibility of them carrying out new monitoring.</p>
6.3	<p>Question 1 from Jessica Barnard on behalf of Norwich Youth Advisory Board.</p> <p>We were recently made aware that there will be service reviews and budget cuts to Norfolk County Council services, with the public having the chance to take part in an online consultation for this, However, these consultations are often inaccessible to young people. Will you consider holding a consultation meeting with the Norfolk Youth Advisory Boards so that the young people of Norfolk may participate, contribute to these proposals and have their voices heard?</p> <p>Response:</p> <p>Youth Advisory Boards play a key role in enabling young people to inform and shape services with their community. As such, we would expect to work with them to enable young people to contribute to any public consultation.</p>
6.4	<p>Supplementary Question from Norwich Youth Advisory Board</p> <p>If not, how will you support us to have our voices heard on the future of Norfolk's services including children's services and public services?</p> <p>Response:</p> <p>Youth Advisory Boards have previously engaged in a range of consultations through organising opportunities for groups of young people to come together to discuss the issues being consulted on and enabling them to express their views either as individuals or collectively, facilitated by our staff as well as the youth and community workers supporting YABs. In the current context these opportunities will be through digital platforms such as Zoom which are arrangements that young people find easy to use and have been a feature for how YABs are operating during the pandemic.</p>
6.5	<p>Question 1 from Marley Pullinger</p> <p>Urban tree cover reduces the urban heat effect, filters fine particulates, regulates water flow to reduce the likelihood of flood in extreme weather, provides a connection to nature, and absorbs CO2 to improve air quality - all important considerations when more people than ever are staying at home and also contending with climate change; which leads me to my question – in the absence of a county council budget for their care, how will the city's street trees be maintained and as necessary replanted, so that our urban residents continue to benefit from trees near their homes, where the impact is greatest?</p>

	<p>Response</p> <p>Trees are an important part of our highway asset and the streetscene environment, and as such, we are investing in their care. The highways team has a budget this year of £238,000 for the maintenance and replacement of trees within the city and we adhere to the principle of selecting the right tree for the right location, in line with the Council's Tree Planting and Resilience Strategy.</p>
6.6	<p>Supplementary Question from Marley Pullinger</p> <p>What facility is there for the replacement of trees outside of conservation areas going forward?</p> <p>Response</p> <p>The Council adheres to the principle of selecting the right tree for the right location, in line with its Tree Planting and Resilience Strategy. This ensures their long-term health. Trees outside of conservation areas will be replaced with suitable species where they have been felled, subject to suitable locations and sufficient budget being available. In some cases, tree replacement is best co-ordinated with other work such as footway reconstruction, and this can affect timescales.</p>
6.7	<p>Question from Jamie Osborn</p> <p>Recent months have seen a large number of traffic changes and roadworks all overlapping in Norwich. The routes selected as diversions have meant that some residents, including those in sheltered housing, have been exposed to increased air pollution due to greater traffic coming directly past their front doors and windows. It seems that no assessment of the predicted impact of traffic changes on air pollution was carried out, and there has been no monitoring since. How will the county council assess the positive or negative impact of traffic changes if there is no set objective and no monitoring for air pollution?</p> <p>Response</p> <p>The recently implemented traffic schemes are part of the wider transport strategy for Norwich which aims to improve safety, reduce congestion and encourage sustainable modes of transport, which will in turn lead to improvements in local air quality. However, in the very short term we acknowledge that during their construction there may be some traffic management and diversions that cause localised temporary increases in traffic and congestion. Air quality improvements are a key element within the wider context of strategic transport planning, however our ability to fully investigate the impacts of recent schemes implemented through the Government's Emergency Active Travel Fund (EATF) was limited due to the short timescales for consideration and implementation under the government bid criteria.</p> <p>General monitoring of local air quality is the responsibility of district councils under the Environment Act 1995, and there is guidance on which areas should be targeted for monitoring based on factors like traffic levels and the nature of the surrounding area, including building height. The Council plays its part by working with our District, Borough and City Council colleagues to devise and implement Air Quality Action Plans where exceedances are occurring.</p>

Agenda item 7	Local Member Issues/Questions
7.1	<p>Question from Cllr Steff Aquarone. Keeping children at school surely depends on early and prompt testing. We have seen the huge impact that a single positive test can have on hundreds of children's schooling. Does the Cabinet member believe that children should be given higher priority in testing to minimise impact on education?</p> <p>Response: It is acknowledged there is a difficult balance and thus decision to be taken between impacting on children's education and protecting the more vulnerable members of society.</p> <p>The national Test and Trace service is responsible for providing Covid-19 tests for those with symptoms including children. There has been an increase in demand for tests both nationally and locally which has impacted on the accessibility and processing of tests. The education of children is a priority both in terms of learning and wellbeing and to that end Children's Services is working directly with education colleagues to provide prompt advice, guidance and support should they have children experiencing or at risk of having Covid-19. The Department for Education now supports schools should there be cases of Covid-19 and schools can request testing kits from the DfE. Given the importance of education Norfolk County Council will now take the lead for risk assessing single cases in schools which we hope will see fewer children affected in the event of a single case in their school bubble. The Public Health recommendation is that those with Covid-19 symptoms access testing and would be to prioritise the vulnerable such as the clinically unwell, admissions to hospitals, frail elderly and key workers.</p>
7.2	<p>Question 1 from Cllr Dan Roper With half of the deaths from Covid 19 being in care homes, residents having to be socially isolated for months and even now only being allowed to see one constant visitor what do you think should be done to improve the quality of life for care home residents?</p> <p>Response: Thank you for your question. If we had not had nationally imposed restrictions on care home visiting I believe mortality figures in care homes would have been more pronounced than they are.</p> <p>There is reliable evidence that restricting the movement of people into and between care settings reduces the spread of infection. National restrictions on visiting in care homes were relaxed in July, but with a slow increase in COVID-19 prevalence there is a possibility that – either by national guidance from DHSC, or local imposition by the Director of Public Health – restrictions may be re-introduced. Care providers have been preserving important contact between residents, relatives and other social contacts, by encouraging safely distanced visiting in person, virtual communication by phone or video calls. More inventive activity has included drive-by visits and other contacts in the open air, although the opportunities for these will diminish with the change of season. There is a continuing expectation that a range of activities will be offered to residents during pandemic as is the case in 'peacetime'. The regulatory requirement for this has not been relaxed by the Care</p>

	<p>Quality Commission. The majority of care homes are striving hard to maintain social engagement within the constraints imposed by government guidance. It should be emphasised that care home providers are given latitude within the guidance to risk assess access to visitors, and where they can satisfy themselves that it is safe to do so, they can adopt less stringent criteria. Where care homes have COVID-19 situations or outbreaks however, it is expected that guidance will be implemented fully to contain and prevent onward transmission.</p> <p>We are of course working with homes to try and make sure that, within the guidance, they take steps to maximise the quality of life through innovative ways of contacting people, through the provision of essential health and support services, through staff interaction, and through permitted social activity.</p>
7.3	<p>Question 2 from Cllr Dan Roper</p> <p>There is concern that some of the private care homes are not regularly testing their care workers for Covid. What is the council doing to ensure that the care homes are following government guidance?</p> <p>Response:</p> <p>You will be aware of the national guidance making provision for all care homes to regularly test staff (weekly) and residents (monthly). This has been the case since July 2020.</p> <p>A national system was deployed for care home providers to register to obtain tests and corresponding test results. Because the test results are patient records (a clinical diagnosis) these are not shared with parties other than the care home requesting them on behalf of their residents and staff. When positive COVID-19 test results are notified to Public Health England they in turn report these findings to the Council as part of its outbreak management function. The Council must rely upon the self-report and assurances of care providers in this regard. Positive relationships formed between the care market and our Integrated Quality Service in particular, provide some reassurance that testing is conducted and care homes with known COVID-19 situations or outbreaks are monitored closely to ensure relevant testing is conducted by local system NHS teams</p>
7.4	<p>Question from Cllr Tim East</p> <p>The Trussell Trust predicts that nationally at least 670,000 extra people will become destitute in the last three months of the year – a level of poverty that leaves them unable to meet basic food, shelter or clothing needs – if the government withdraws Covid support for low-income households. What will the impact be on Council services and what actions should be taken to mitigate?</p> <p>Response:</p> <p>Even before the crisis, 30% of people on low incomes had said they would struggle within one month if they lost their incomes. We do not know yet what the impact of Covid-19 will be on unemployment, however, current models suggest that there could be around 41,000 more unemployed people in Norfolk than currently by the end of 2020. This could be worse for young people and we know already that over the past months, nationally, 60% of employers stopped recruiting apprentices altogether. Many existing apprentices have been unable to complete their training programmes.</p> <p>Financial insecurity leads to many issues such as poor physical and mental health</p>

in people, as well as an increase in inter-family problems such as domestic violence and drugs and alcohol abuse. For example, during lockdown, we know that domestic violence incidents rose by 25% and safeguarding referrals dropped by a similar %age. We also know that children who are exposed to these adverse experiences may have worse outcomes, so we are preparing for an escalation of children and young people's needs.

Our council is working with a range of partners including the police, district councils and the third sector to strengthen our provision in a range of areas.

- We are running the Norfolk Assistance Scheme in Exchequer Services, where anyone can self-refer or can be referred in by other professionals, we offer financial support and food.
- We are working with partners to ensure that government funding is used to support the most vulnerable and in need
- We proactively are working with our colleagues in the districts to support the "no homelessness in Norfolk" programme of interventions
- We have and continue to invest in and strengthen our early help offering in children's services, working in a targeted way in the community, with families in crisis who need support – also in children's services as a whole to ensure vulnerable children are protected
- We are developing a fully integrated system with health partners to deliver a single model for mental health services to children and young people in Norfolk
- We continue to press government for a sustainable model for funding critical council services, to ensure we are able to continue to support the people of Norfolk
- We are also working with the New Anglia LEP and districts to support our local economy and, through our Norfolk Delivery Plan, help as many businesses as possible to survive, and as many people as possible to stay in work or secure alternative work or training, with a strong focus on social inclusion.

As the answer above outlines, we are proactively working with the people and organisations of Norfolk to try and prevent the further challenges that Covid continues to have upon the County. The question asked was broad and on a tight timeline. If the Councillor wishes to have more detail, then we would be happy to pursue that further for them.

Supporting Statistics on unemployment

Using the 12% additional unemployment scenario modelled by the Office of Budget Responsibility¹ for Norfolk;

- Analysis shows that Norwich is within the top four areas in the country that had the largest increase in the number of unemployment claimants in the past month.
- There are likely to be around 41,000 more economically active people unemployed in Norfolk than currently by the end of 2020.
- Using this model, Norwich, King's Lynn & West Norfolk and South Norfolk are the districts likely to be hit the hardest.

¹ <https://obr.uk/coronavirus-analysis/>

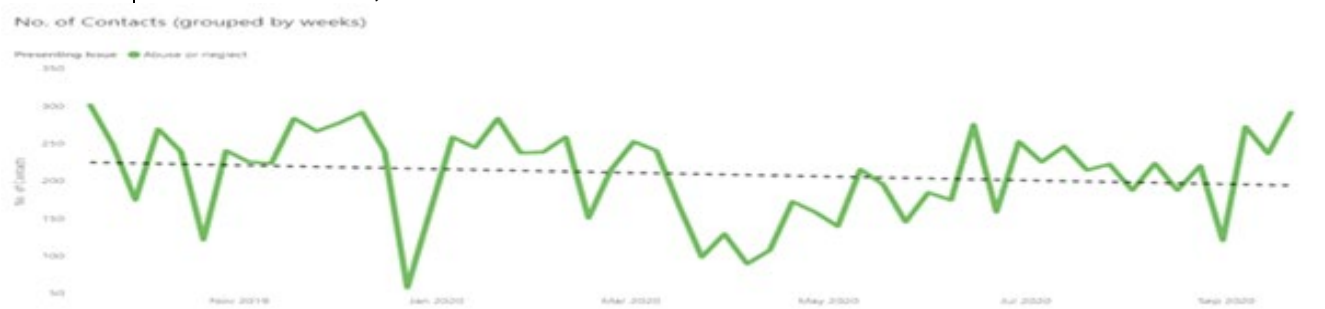
	<ul style="list-style-type: none"> • The sectors in Norfolk likely to be hit with highest unemployment levels are: Wholesale, retail and motor trade; Human health and social activities; Education; Manufacturing; Accommodation and food services; and Administrative and support activities. • Wholesale, retail and motor trade is likely to be heavily hit across all districts, and the hardest hit sector across five districts; with Human health and social activities being the hardest hit sector across two districts. • Using regional CJRS data as a proxy, the top three sectors at risk of higher levels of redundancies following discontinuance of the CJRS scheme are: Accommodation & food services; Arts, entertainment, recreation and other services; and Construction.
7.5	<p>Question from Cllr Eric Seward What benefits have been identified from the Norwich Western Link in terms of improving connectivity to North Norfolk and what are the anticipated economic benefits to North Norfolk from this highways infrastructure project?</p> <p>Response: The Norwich Western Link will provide the missing link in the major road network to the west of Norwich and connect with the national strategic road network. This will enable quicker and more reliable journeys from North Norfolk to the south and west of Norwich giving better access to employment, education, and other facilities and improving response times for emergency services. Important sectors such as agriculture, leisure and tourism as well as other business will also benefit from the travel improvements.</p> <p>Better access to key areas in Norwich such as the Food Enterprise Zone, NNUH, UEA and research areas would also be realised along with improved links to the trunk road network, including the A11 to the south of Norwich and the A47 towards the midlands and the east coast ports such as Great Yarmouth. The improved accessibility to North Norfolk will provide economic benefits, however it is difficult to determine these directly for North Norfolk, as the analysis considers benefits deriving from the transport network as a whole.</p>
7.6	<p>Question from Cllr Brian Watkins If the temporary closures put in places such as St Benedicts, Norwich prove to be successful with lower pollution and safer and better access for pedestrians and cyclists, will the Cabinet member make them permanent and what would he do to overcome any local business concerns?</p> <p>Response: These temporary closures were put in place using government funding from the Emergency Active Travel Fund (EATF) Tranche 1. We have made a submission for funding from Tranche 2 of the EATF, which includes the proposal to make these highway changes permanent, subject to there being local support and the funding being awarded. We hope to hear shortly from the Department for Transport about the outcome of our funding application. Since initial implementation, changes have been made to the initial layout and restrictions following feedback from businesses, residents and other stakeholders. We will continue to listen to local feedback and monitor how the scheme is performing.</p>

7.7	<p>Question from Cllr Tim Adams</p> <p>In the autumn of 2018, there was a peer review into the Adult Social Care Department's handling of services relating to older people across Norfolk. Can the Cabinet member give examples of tangible improvements in performance which have taken place since that time?</p> <p>Response:</p> <p>Thank you for your question. As you will already know the outcome of the peer review was reported to the Adult Social Care Committee on 14 January 2019.</p> <p>The peer review made a number of recommendations, including the implementation of strengths-based social work practice (Living Well), improved the use of technology, further 'market shaping' work with social care providers, improvements to pathways to support older people with mental health needs (including dementia), and improving the availability of alternative options for long term residential care.</p> <p>You will have already seen in our usual performance data, and in areas covered by the review, the following:</p> <ul style="list-style-type: none"> Continued reductions in the rate of permanent admissions of people aged 65 and over to residential care. In 2018/19 Norfolk's result (569 admissions per 100,000 population aged 65+) fell below the average for our 'family group' of similar councils, and the latest 2019/20 result (559 admissions per 100,000 population aged 65+) continued this reduction (benchmarking data is not yet available for 19/20). This reduction take place within the context of growing demographic pressures, and also the expansion of services – such as community-based and accommodation-based reablement – that can provide better outcomes than long-term residential care. Continued high levels of performance for reablement services. In 2019/20, 85.9% of people aged 65+ who left hospital with a reablement package were still living at home 91 days after discharge – a rate that is better than the average for Norfolk's statistical 'family group' of similar councils (family group average is 84.4% in 2018/19), and that represents a small improvement on Norfolk's result in 2018/19 (85.1%). Importantly, this rate of reablement was achieved whilst reablement services responded to an increase in referrals – with 8,064 referrals in 2018/19 rising to 8,970 in 2019/20. Increased numbers of people being supported with Assistive Technology. A new system for recording AT cases was introduced in 2017, with all new cases recorded on this. Investment in this area has seen the number of people receiving AT on the new system rising from around 500 in October 2018 to around 3,000 in August 2020. That people receiving adult social care services are more satisfied with their experience. We undertake an annual statutory survey of social care service users. Whilst the detailed results of this remain embargoed by NHS Digital (in line with usual data release practice), Norfolk's results show an improvement in people's overall satisfaction with their care and support, along with increases in the proportion of people who report that they have as much social contact as they would like, and who report that they have control over their daily life. <p>There are other tangible improvements that relate to the review's recommendations, but that aren't explained within our usual performance and activity data. These include:</p>
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	<ul style="list-style-type: none"> • The implementation of the Living Well social work model • Significant joint working with health services, including Primary Care Networks, to produce data profiles to support planning and risk management across health and social care • The establishment of a programme to develop extra care housing as an alternative to residential care – so that people can continue to receive support whilst living independently within the community. One scheme is about to be opened (Fakenham) with another about to start ‘on site’ and with others in the pipeline.
7.8	<p>Question from Cllr Ed Maxfield</p> <p>We are all aware of the A Level grading fiasco in the summer but the results published by the Joint Council for Qualifications continue to show underperformance of boys at A Level compared to girls, especially in key subjects like English. Would Councillor Fisher ensure a breakdown of the A Level results for Norfolk are provided to the People and Communities Committee and set out the County Council’s strategy for increasing participation in Higher Education by young people from Norfolk?</p> <p>Response:</p> <p>It is not appropriate to analyse this years data to draw any reliable conclusions, or amend our current approaches and so it is not our intention to bring further detail on A level result to the committee.</p> <p>The department for education (DfE) have stated that due to the impact of coronavirus (COVID-19) and the subsequent changes made to the awarding process for examined subjects at Key Stage 4 and Key Stage 5 this year, only a limited amount of educational data will be released on a national basis. The results published by JCQ do indicate similar gender gaps to previous years, but we must be very cautious in interpreting any trends compared to previous results.</p> <p>The DfE have said that they will not hold schools and colleges to account on the basis of exams and assessment data from summer 2020 and that data will not be used by others, such as Ofsted and local authorities, to hold schools and colleges to account. All those working with schools and colleges, such as Ofsted, Department for Education regional teams and local authorities, should use data from previous years when assessing school and college performance (Guidance Coronavirus (COVID-19): school and college accountability). The 2019 results therefore will remain the most accurate reflection of performance available at A Level in Norfolk in 2020.</p> <p>The Education Participation and Infrastructure Service, within Childrens Services have been mounting a number of initiatives this summer to ensure that young people have the advice and guidance that they need to progress positively, such as the You do You campaign and the Higher Attainment Scheme, which over the last 3 years has been working with schools and colleges to increase the number of Norfolk young people progressing to Higher Education</p>

7.9	<p>Question from Cllr Terry Jermy</p> <p>In February this year I was pleased to table a budget amendment calling for the more than 30,000 inefficient Norfolk street-lights to be upgraded to LED. Sadly, the budget amendment was not adopted by the Conservative group at the time but I note the recent Cabinet meeting approved £8.5million to upgrade 15,000 street-lights saving £900,000 a year. What plans are in place to quantify the benefits of upgrading the remaining street-lights to LED?</p> <p>Response</p> <p>As highlighted, our next phase of LED streetlighting upgrades are due to start later this year. This will convert approximately 15,000 of the highest energy using lights, on main roads to LED. Once completed, the Council will have approximately 70% of its total streetlights as LED.</p> <p>While the remaining lights are not LED, they are of a modern specification as they were upgraded under previous phases of the PFI contract or adopted in the years since. They are typically less than ten years old and have many years of useful life left. These are predominantly low power lanterns installed in residential areas. Our aim remains to have 100% of the inventory converted to LED, however, this can only be done at such time that both an environmental and financial business case can be made.</p>
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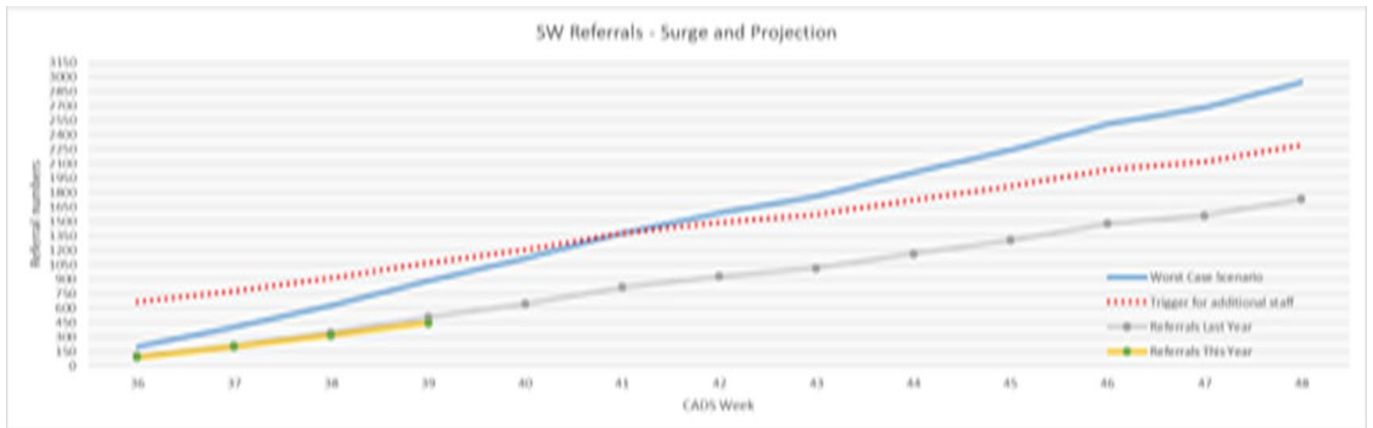
7.10	<p>Question 1 from Cllr Mike Smith-Clare</p> <p>The Serious Case Reviews published on 29th September 2020 have caused deep concern among residents in my division. What has the Cabinet Member for Children's Services done to identify the number of safeguarding referrals made relating to malnutrition since the start of the academic year and if any have been identified, what is he doing to resolve any concerns?</p> <p>Response</p> <p>We closely monitor both volume and type of safeguarding referrals made to Children's Social Care via our front door Children's Advice and Duty Service. Whilst we do not categorise cases on the basis of 'malnutrition' specifically, we would respond accordingly on the basis of a child being at risk of 'neglect' (of which malnutrition may be a feature) and act protectively using statutory powers of intervention.</p> <p>As a broader proxy measure, whilst contacts to CADS concerning neglect have risen since the school return in September, these remain below those of pre-lockdown levels;</p>
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As another broad potentially linked measure, referrals in respect of 'financial/ benefits' issues remains very low as it was pre-lockdown.

7.11	<p>Question 2 from Cllr Mike Smith-Clare Can the Cabinet Member for Children’s Services confirm how many parents and carers have received attendance concern letters since the start of term?</p> <p>Response: Children’s Services does not issue letters of concern directly to parents about attendance concerns. Schools engage with parents if there is a concern about attendance and this is a staged approach, offering support, contacting by telephone, text, email, or letter , and will be determined by their own policies and procedures as to how they go about this. We do not collect or hold this school information. Our attendance team, although normally a traded service for support, is currently following up with schools where attendance overall is looking lower than the average for the county. In Norfolk schools attendance is high at 92%, compared with 85% nationally. Children’s Services intervenes, using legal powers of intervention, where required and as referred by schools. The Local Authority powers to enforce school attendance were temporarily suspended by the DfE during lockdown but have now been reinstated. Since the beginning of term, we have not instigated any new legal action in the Magistrates’ Court nor issued any fixed penalty notice fines for non-attendance to date.</p>
7.12	<p>Question from Cllr Danny Douglas When will Repton Homes start constructing homes for social rent, as opposed to affordable housing, so we can have more cheap rentals for Norfolk’s residents?</p> <p>Response: Building mixed communities is key to Norfolk’s growth and Repton has reflected this in its developments.</p> <p>In our first scheme at Acle There will be a total of 137 homes at the development. 69 homes will be available to purchase on the open market, with 68 being affordable homes. Planning policy would mean the provision of 27 socially rented units, however Repton is delivering additional affordable and shared ownership products . This will bring the totals to 42 for affordable rent and 26 for shared ownership.</p> <p>We are currently in the process of identifying a registered Housing provider for the site and will be announcing the conclusion of that procurement shortly. Initial works to prepare the site for development are underway at Acle</p>
7.13	<p>Question from Cllr Emma Corlett Angry Town Close residents have contacted me about the economic and environmental recklessness of pursuing the Western Link. At Scrutiny Committee Cllr Margaret Dewsbury justified a roundabout on the A140 stating “there has been less traffic recently because things have changed. People are working from home... many seem to want to continue this way of working. Many staff have been made redundant... many have been furloughed and think they will also be made redundant which will mean even less traffic”. Does Cabinet agree these factors and the likely long term shift in work and travel patterns justify pausing the Western Link planning to enable proper demand, economic and environmental analysis?</p> <p>Response:</p>

	<p>As the government has set out, investing in infrastructure improvements will be a vital part of supporting the economy to recover from the effects of the coronavirus pandemic. We want to help our businesses and organisations that rely on good road links to transport goods efficiently, expand their markets and support the visitor economy. In a large rural county like Norfolk, a good and resilient road network is also vital for health and care services, helping emergency services and community health and care workers to get to vulnerable people quickly and reliably.</p> <p>The substantial work undertaken to date on the Norwich Western Link has demonstrated the sound economic benefits determined in accordance with government criteria and great care continues to be taken to ensure that the scheme can be delivered in an environmentally responsible way. In response to the COVID-19 situation, the continuing development of the scheme is following the latest government criteria and requirements that include consideration of changes in traffic patterns and forecasting. This work will inform future economic and environmental studies and the transport assessment in support of the planning application.</p>
7.14	<p>Question from Cllr Chrissie Rumsby</p> <p>At the Norfolk Police and Crime Panel meeting on 30th September 2020 Chief Constable Simon Bailey raised, among his many concerns, the significant increases in online child abuse and domestic abuse during lockdown and his fears of a further exponential increase during a second wave of Covid-19. Does the Cabinet believe that Norfolk County Council has the appropriate resources to tackle these issues and what plans are in place to address any increasing demand on services as a result of a second wave?</p> <p>Response:</p> <p>The impact of COVID-19 on Domestic Abuse is being monitored by the multi-agency Domestic Abuse & Sexual Violence Group (DASVG), which currently meets monthly as part of its COVID-19 emergency response arrangements and ensures a coordinated response across strategic partners.</p> <p>NCC has increased the number of beds available in Refuge accommodation with the commissioned Anchor+ project provides emergency accommodation for those with complex needs in crisis from DA. Further, Operation Encompass enables reporting of police DA incidents through to schools to ensure staff are aware and able to provide proactive support, and partners have increased their monitoring of potential child abuse incidents. including cases of non-accidental injury.</p> <p>Since start of the Autumn school term, police notifications in respect of domestic abuse have not risen significantly and referrals to Children's Advice and Duty Service requiring a social work safeguarding service, which may include children subject to Domestic Violence and online abuse, whilst increasing, are slightly below those seen 12 months ago, and markedly less than those predicted in a worst case scenario surge or where the deployment of additional staff would be required. Nonetheless, a rise is expected over time , and capacity planning has identified a sufficient range of practitioners who can support the frontline teams as and when required</p>



Report to Cabinet

Item No. 8

Report title:	Norfolk Safeguarding Children Partnership Annual Report 2019-2020
Date of meeting:	2 November 2020
Responsible Cabinet Member:	Councillor John Fisher – Cabinet Member for Children and Young People
Responsible Director:	Sara Tough – Executive Director of Children's Services
Is this a key decision?	No

Executive Summary/Introduction from Cabinet Member

The annual report, available on the [NSCP website](#), summarises the work of the Norfolk Safeguarding Children Partnership (NSCP) between 1 July 2019 and 30 June 2020.

It illustrates the delivery by the multi-agency partnership of the statutory requirements for safeguarding children as set under [Working Together 2018](#).

The local authority along with the police and health commissioners form the three statutory partners for safeguarding children.

Publication of an annual report is a statutory requirement.

Recommendations

Cabinet is recommended to:

- a) endorse the content of the report**
- b) proactively share this report with partner organisations with whom they have contact and actively encourage their involvement with NSCP's work**
- c) ask all elected members to proactively promote this report using their social media accounts.**

1. Background and Purpose

1.1 Norfolk's plan for Multi-Agency Safeguarding Arrangements ([MASA](#)), was published June 2019. The new arrangements allowed for more autonomy and changes to strategic leadership. The key changes were summarised as follows:

- Streamlined governance: quarterly board meetings have been replaced by smaller meetings led by Executive Partners with support from leaders from specified partner agencies to ensure continuous oversight and challenge to the arrangements; plans for Leadership Exchange and Learning Events were also written in to ensure ongoing engagement with the wider partnership and continuity of relationships
- Shared functions for data analysis with the Children & Young People Strategic Partnership to enable priority setting

- Enhanced use of performance intelligence through data, audit and observation of practice
- Enhanced independent scrutiny with development of supporting roles for independent chairs of subgroups: three members of the independent scrutiny team to provide challenge and hold partners to account.

1.2 In October 2019, the Health & Wellbeing Board endorsed Norfolk's plan for Multi-Agency Safeguarding Arrangements

1.3 The 2019 – 20 NSCP annual report provides an account of the first year of implementing the new arrangements.

2. Proposals

2.1 The publication of the NSCP Annual Report fulfills the statutory requirement as set out under *Working Together 2018*.

2.2 The report has been approved for publication by the three statutory safeguarding partners. It was presented to the Health and Wellbeing Board on 14 October.

2.3 Proactively sharing this annual report will further fulfil the objectives of the NSCP and promote child safeguarding within Norfolk, across all partner agencies, sectors and localities.

3. Impact of the Proposal

3.1 The NSCP will fulfil the statutory requirement to publish an annual report under *Working Together 2018*.

4. Evidence and Reasons for Decision

4.1 The publication of an annual report is a statutory requirement upon the statutory partners responsible for safeguarding children under *Working Together 2018*..

5. Alternative Options

5.1 N/A.

6. Financial Implications

6.1 None identified.

7. Resource Implications

7.1 **Staff:**

7.1.1 N/A.

7.2 **Property:**

7.2.1 N/A.

7.3 **IT:**

7.3.1 N/A.

8. Other Implications

8.1 Legal Implications

- 8.1.1 The publication of the NSCP annual report is a statutory requirement under *Working Together 2018*.

8.2 Human Rights implications

- 8.2.1 None identified.

8.3 Equality Impact Assessment (EqIA)

- 8.3.1 N/A.

8.4 Health and Safety implications

- 8.4.1 None identified.

8.5 Sustainability implications

- 8.5.1 None identified.

8.6 Any other implications

- 8.6.1 None identified.

9. Risk Implications/Assessment

- 9.1 None identified.

10. Select Committee comments

- 10.1 None

11. Recommendation

- 11.1 Cabinet is recommended to:

- a) endorse the content of the report
- b) proactively share this report with partner organisations with whom they have contact and actively encourage their involvement with NSCP's work
- c) ask all elected members to proactively promote this report using their social media accounts.

Officer Contact

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

Officer name : Abigail McGarry **Tel No. :** 01603 223335

Email address : abigail.mcgarry@norfolk.gov.uk

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

Report to Cabinet

Item No. 9

Report title:	Norfolk Safeguarding Adults Board Annual Report 2019-2020
Date of meeting:	2 November 2020
Responsible Cabinet Member:	Councillor Bill Borrett – Cabinet Member for Adult Social Care, Public Health & Prevention
Responsible Director:	James Bullion – Executive Director of Adult Social Services
Is this a key decision?	No

Executive Summary/Introduction from Cabinet Member

The annual report at **Appendix A** summarises the work of the Norfolk Safeguarding Adults Board (NSAB) during 2019-20.

It illustrates the delivery by the multi-agency partnership of the statutory requirements for safeguarding adults as set out in the Care Act 2014.

The local authority along with the police and health commissioners form the three statutory partners for safeguarding adults, with the local authority holding lead responsibility.

Publication of an annual report is a statutory requirement (14.136 Care Act Guidance 2016).

Recommendations

Cabinet is recommended to:

- a) agree the content of the report, which is ready for publication**
- b) proactively share this report with partner organisations with whom they have contact and actively encourage their involvement with NSAB's work**
- c) ask all elected members to proactively promote this report using their social media accounts. Model Tweets for this purpose are attached at Appendix B**

1. Background and Purpose

1.1 The purpose of Norfolk Safeguarding Adults Board (NSAB) is to help and safeguard adults with care and support needs. It does this by:

- a) assuring itself that local safeguarding arrangements are in place as defined by the Care Act 2014 and statutory guidance
- b) assuring itself that safeguarding practice is person-centred (Making Safeguarding Personal) and outcome-focused
- c) working collaboratively to prevent abuse and neglect where possible
- d) ensuring agencies and individuals give timely and proportionate responses when abuse or neglect have occurred

- e) assuring itself that safeguarding practice is continuously improving and enhancing the quality of life of adults in its area
- 1.2 The vision NSAB activity promotes is for everyone to work together effectively to enable the people of Norfolk to live free from abuse and neglect, and to promote widely the message that safeguarding is everybody's responsibility. This translates into the following three key aims for people are able to live a life free from harm, where communities:
 - have a culture that does not tolerate abuse
 - work together to prevent harm
 - know what to do when abuse happens
- 1.3 This vision requires NSAB to develop and proactively promote a culture which:
 - champions collaboration and commitment
 - works together on prevention strategies
 - listens to the voice of clients and carers to help us deliver positive safeguarding outcomes
- 1.4 The NSAB is responsible for leading adult safeguarding arrangements across Norfolk and oversees and coordinates the effectiveness of the safeguarding work of its member and wider partner agencies.
- 1.5 This vision is founded on commitment for NSAB to develop and actively endorse a culture with its members, partners and the local community that recognises the values and principles contained in Making Safeguarding Personal. It also concerns itself with a range of issues which can contribute to the wellbeing of its community and the prevention of abuse and neglect, such as:
 - a) the safety of people who use services in local health settings, including mental health
 - b) the safety of adults with care and support needs living in social housing
 - c) effective interventions with adults who self-neglect, for whatever reason
 - d) the quality of local care and support services
 - e) the effectiveness of prisons in safeguarding offenders
 - f) making connections between adult safeguarding and domestic abuse
- 1.6 The Care Act 2014 introduced a legal requirement for Safeguarding Adults Boards to complete an annual report once a year, covering its activities. A copy is required to be sent to the chief executive and leader of the local authority, the police and crime commissioner, the chief constable and the local Healthwatch.
- 1.7 Norfolk County Council, Norfolk Constabulary and the NHS (Clinical Commissioning Groups) are statutory partners on NSAB. NSAB has a wider membership covering a range of agencies active in safeguarding adults in the county. These include health provider organisations from both acute and community settings, Norfolk Fire and Rescue, Healthwatch, probation, representatives of the voluntary and independent sectors, prisons, CQC, district councils and the police and crime commissioner's office.
- 1.8 Key issues to note from the reporting period are:
 - a) This report has been made considerably shorter than previous reports. This has been a proactive step to make the report more attractive and accessible to the widest possible audience
 - a) During the year there were **4,174** safeguarding adult concerns raised to the local authority resulting in **1,877** safeguarding enquiries. This represents a 45% conversion rate. (For 2018/19 there were **1,654** completed Section 42 enquiries)

- b) The highest number of completed Section 42 enquiries were concerning physical abuse (776), followed by neglect (623), financial (363) and psychological (346)
- c) The Safeguarding Adults Review Group (SARG) received ten referrals for consideration within the past year
- d) The number of cases referred by partner agencies to be considered for Safeguarding Adults Review has gone up which reflect wider awareness across the partnership of this important function. A Safeguarding Adult Review is one of the key mechanisms to identify learning for safeguarding adults system improvement.
- e) NSAB's capacity has received an important uplift in the period covered by this report. Enhanced business support has improved the efficiency and capability of the board to meet its statutory functions. With financial support from Adult Social Care, all district councils and other key partners NSAB established and successfully recruited to a deputy board manager post. Even though the deputy board manager only came into post during the end of quarter 4 of the period covered by the report, they have already made a significantly positive impact on the effectiveness of NSAB's engagement with both district councils and wider safeguarding partnerships. This enhanced capacity will enable NSAB to take forward vital engagement work to make Norfolk safer

1.9 Key highlights for NSAB during 2019/20 were:

- a) In this year the Board published two Safeguarding Adult Reviews (SARs). The reviews were into the deaths of a female, Ms F, and a male, Mr G, who lived in the same Norfolk care home. Ms F lived with dementia, as did Mr G. The two residents were not related to each other in any way, and their cases are quite different. There were overlaps in several learning themes therefore the board agreed it would be useful for both cases to be reviewed jointly. The report was published in **January 2020**
- b) The establishment of a new combined subgroup of the board – Prevention, Managing and Responding, Learning Lessons and Improving Future Practice (PML) has improved the flow of work from identification to completing. Topics worked on by PML include: *why is the mental capacity act a recurring challenge in adult safeguarding, the Suffolk Safeguarding Adults Framework – can we adopt it for Norfolk? and delivering learning from SARs and making it stick*
- c) NSAB ran **15** seminars / workshops in 2019-20, attended by over **1,130** people
- d) Traffic to both NSAB's website and Twitter feed continued to grow during 2019/20, we had a monthly average of **1,715** users for the website. A more targeted approach to the use of Twitter messaging saw a greater number of **tweet impressions** 544,600 from 940 tweets. (A tweet impression is the total of all the times the Tweet has been seen)
- e) There were 693 unique downloads of the Board Manager's blog this year

- 1.10 NSAB has a range of promotional materials and a growing social media presence. Members of the Cabinet are invited to disseminate this report within their networks to help raise the profile of NSAB's work. If any members would like promotional materials, then please contact us on (0344 800 8020) or nsabchair@norfolk.gov.uk

2. Proposals

- 2.1 The publication of the NSAB Annual Report in order to fulfil the statutory requirement on safeguarding adults boards (14.136 Care Act Guidance 2016).
- 2.2 The report has been approved for publication by the NSAB and its Business Group.

- 2.3 Proactively sharing this annual report will further fulfil the objectives of the NSAB and promote adult safeguarding within Norfolk, across all partner agencies, sectors and localities.

3. Impact of the Proposal

- 3.1 The NSAB will fulfil the statutory requirement to publish an annual report.

4. Evidence and Reasons for Decision

- 4.1 The publication of an annual report is a statutory requirement upon safeguarding adults boards (14.136 Care Act Guidance 2016).

5. Alternative Options

- 5.1 The publication of the NSAB Annual Report is a statutory requirement (14.136 Care Act Guidance 2016). The report has been approved for publication by the NSAB and its Business Group.

6. Financial Implications

- 6.1 None identified.

7. Resource Implications

7.1 Staff:

- 7.1.1 N/A.

7.2 Property:

- 7.2.1 N/A.

7.3 IT:

- 7.3.1 N/A.

8. Other Implications

8.1 Legal Implications

- 8.1.1 The publication of the NSAB Annual Report is a statutory requirement (14.136 Care Act Guidance 2016).

8.2 Human Rights implications

- 8.2.1 None identified.

8.3 Equality Impact Assessment (EqIA)

- 8.3.1 N/A.

8.4 Health and Safety implications

- 8.4.1 None identified.

Norfolk Safeguarding Adults Board

Annual Report 1 April 2019 – 31 March 2020

Did we make a difference?

We think so and here's why



norfolksafeguardingadultsboard.info

 @NorfolkSAB



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Message from Joan Maughan, independent chair



Welcome colleagues to the Norfolk Safeguarding Adults Board (NSAB) annual report for 2019/20.

I cannot help but reflect, as I sit here in splendid isolation, on the massive changes in working circumstances for everyone since the arrival of the Covid-19 pandemic.

The year 2019/20 was a very successful and busy one for NSAB. We have built on our network connections nationally, regionally and locally, to secure a high profile for the work of safeguarding adults in Norfolk.

NSAB colleagues in all disciplines have been kept well informed of all national developments and guidance in relation to safeguarding vulnerable adults through regular board manager blogs and notifications. A range of very well attended learning events have been held for all colleagues and a series of thematic workshops held on people who do not engage with services. A measure of the interest in and success of the learning events has been the speed with which colleagues 'book in'!

NSAB published two particularly contentious Safeguarding Adult Reviews (SARs) last year and as a result the board have especially appreciated the support offered by NPLaw to ensure that our work on SARs remains well within the parameters and requirements of the Care Act 2014.

We are immensely grateful for the support and commitment of our Locality Safeguarding Adult Partnerships (LSAPs) and the subgroups without whom it would be impossible to carry out the aspirations of the board. More about their work within the report.

As many colleagues will know a major problem for the NSAB team over the years has been lack of capacity and I am delighted to report that with the financial support of the partners, including the district councils, Norfolk & Suffolk Foundation Trust, Norfolk Community Health & Care Trust and others we have been able to appoint a deputy board manager, Becky Booth. Becky comes with a wealth of experience and, despite starting work just before lockdown we are really feeling the benefit. With thanks to colleagues in adult social care, we have been able to secure additional resource for support to the board from James Butler. James was initially covering the board coordinator role on a temporary basis. Andrea Smith, board coordinator was seconded to work alongside NCC colleagues to develop the NSAB dashboard. With a successful start, Andrea will continue to maintain and develop the dashboard as she returns to her substantive role.

As we arrived towards the middle of March 2020 everything changed with new arrangements for meetings, getting to grips with the technology, home working and an emphasis on the likely safeguarding concerns arising from the pandemic. On behalf of the board I must congratulate Walter Lloyd-Smith and the rest of the team on their hard work and commitment to 'business as usual' for NSAB and a lot more.

Joan Maughan
Independent chair, NSAB

Message from Walter Lloyd-Smith, board manager



Thinking back over this year, a clear standout feature has been evident, that is the increasing active engagement across our partnership to confront adult abuse – to call it out.

For everyone to have the confidence to ask when something does not look right and know what to do if it is not. I have been immensely proud to be a part of this work to make Norfolk a county which does not tolerate the abuse or harm of an adult.

This willingness of individuals, teams and partner organisations to be engaged with the board's work has made 2019-20 such an exciting and productive year. The work we delivered during 2019-20 is set out in the board's business plan, and the evidence of this activity captured throughout this report.

I would like to record my thanks to Andrea Smith (NSAB coordinator) for all her hard work and support she has given during a very busy year. In August, Andrea moved into a project officer role to lead the development of NSAB data dashboard (see page 17), with James Butler joining the board business support role as cover.

Some of the highlights have been:

- Going live with our new subgroup, PML (see page 19); Listening to Luke and Ryan Hart tell their incredibly impactful story of growing up with coercive and controlling domestic abuse;
- A seminar on safeguarding and homelessness, with Dr Adi Cooper, OBE;
- The positive response to my blogs, there were 693 unique downloads of the blog this year with the top three being:
 - **July 2019 | Self neglect – a surprising conversation starter (152)**
 - **June 2019 | The power of a piece of paper (99)**
 - **September 2019 | 'It's easier to get tickets for Glastonbury ...' (89)**
- Seeing NSAB's Twitter profile continue to grow (see page 22). Working with key partners in support of the **Norfolk Against Scams Partnership** and continuing to develop our links with the Norfolk Safeguarding Children Partnership.

We have also supported practitioners with the publication of a range of guidance, including:

- A Flow Diagram: What happens when I make a safeguarding adult referral? (August 2019)
- Allegations against people in positions of trust (September 2019)
- Making Safeguarding Personal - Best Practice (October 2019)

I am in no doubt that with the enthusiasm and commitment from our safeguarding partners and network, the forthcoming year will be even stronger.

Walter Lloyd-Smith

Board Manager, NSAB

About the board

The Care Act 2014 makes a safeguarding adults board a statutory requirement. The purpose of a board is to help safeguard people who have care and support needs.

The Norfolk Safeguarding Adults Board want to ensure that the person is at the centre of our attention. We will work to ensure that any agencies or individuals respond quickly when abuse and neglect have happened, and we need to ensure that safeguarding practice continues to improve the quality of life of adults in Norfolk.

By law, the board must have three members which are: Norfolk County Council, Norfolk Constabulary and the NHS Norfolk & Waveney Clinical Commissioning Group.

“Our vision is for everyone to work together effectively to enable the people of Norfolk to live free from abuse and neglect, and to promote widely the message that safeguarding is everyone’s responsibility.”

Our aim is for people to live safely in communities that:

- have a culture that does not tolerate abuse in any environment
- work together to prevent harm
- know what to do when abuse happens

To achieve its aims, the board will:

- actively promote collaboration, commitment and a positive approach to information collection, analysis and sharing
- work together on prevention strategies
- listen to the voice of clients and carers to deliver positive outcomes. Norfolk’s diverse communities will be recognised in everything that we do

“NSAB will actively collaborate and develop partnerships that expand the capacity of the board to ensure the people of Norfolk remain safe and the board achieves its outcomes”

About the board

The board has three core duties. They are:

- Develop and publish a **strategic plan** setting out how we will meet our objectives and how our member and partner agencies will contribute
- Publish an annual report detailing how effective our work has been
- Commission Safeguarding Adults Reviews (SARs) for any cases which meet the criteria for these

The membership of the board is made up of the following organisations/agencies:

- Acute hospitals, as represented by Norfolk & Norwich University Hospital NHS Trust
- Adult social services
- Association Representing Mental health Care (ARMC)
- BUILD independent charity
- NHS Norfolk & Waveney Clinical Commissioning Group
- Community health providers, as represented by Norfolk Community Health & Care Trust (NCH&C)
- District councils, as represented by Norwich City Council
- Healthwatch
- Elected councillor from Norfolk County Council
- Norfolk & Suffolk NHS Foundation Trust (NSFT)
- Norfolk Constabulary
- Norfolk Fire & Rescue
- Office of Police & Crime Commissioner for Norfolk
- Probation service
- Public health
- University of East Anglia (UEA)

Our annual highlights

**April
2019**

Over 300 people attend the first of a series of seminars with Luke and Ryan Hart on coercive control and domestic abuse

Two SAR panel meetings for cases F and G

**May
2019**

NSAB attend four Norfolk County Council pension events

200 people attend four seminars with Luke and Ryan Hart on coercive control and domestic abuse

Publication of: **What to do if you believe someone may have died: Guidance for staff in care and nursing homes**

**June
2019**

All LSAP meeting

NSAB attends Learning Disabilities University of East Anglia (UEA) event

60 people attend seminar and relaunch of self-neglect and hoarding strategy

**July
2019**

Symposium for faith leaders exploring safeguarding facilitated by Joan Maughan – NSAB Independent Chair

Continued on next page

Our annual highlights continued...

**August
2019**

Publication of flow diagram: **What happens when I make a safeguarding adult referral?**

First meeting of the new PML subgroup

Joan Maughan delivers safeguarding adult training to UEA student support staff

Data dashboard project starts

**September
2019**

Publication of multi-agency guidance: **Allegations against people in positions of trust**

NSAB safeguarding adults awareness week

Extraordinary NSAB meeting signed off report for SAR cases F and G

40 people attend non-engagement workshop in Aylsham

**October
2019**

NSAB development day considers strategic commitments for the coming year

120 people attend three non-engagement workshops in King's Lynn, Dereham and Great Yarmouth

70 people attend seminar on self-neglect and hoarding strategy

**November
2019**

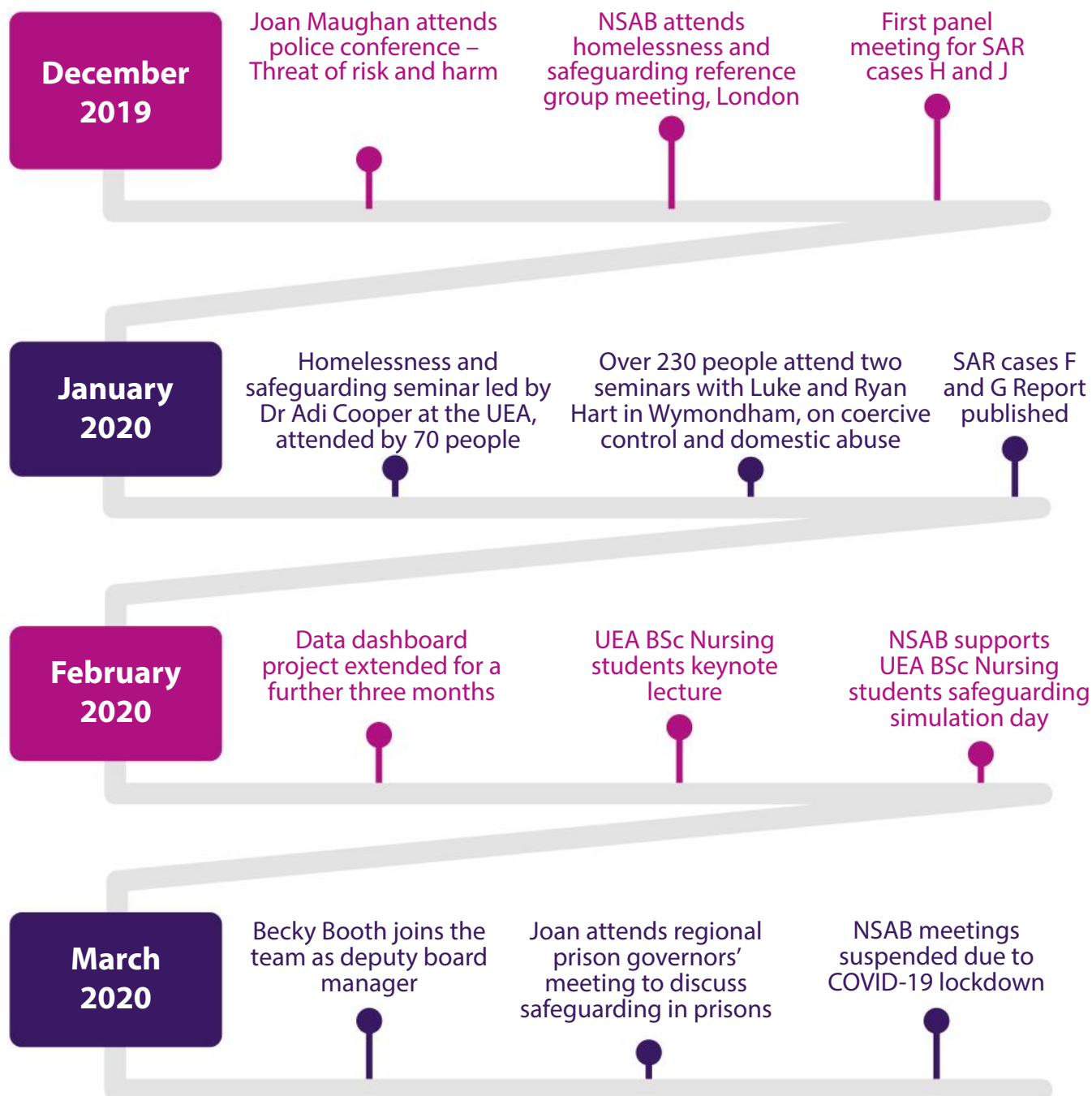
40 people attend non-engagement workshop in Norwich

Safeguarding adults training delivered to UEA clinical psychology students

NSAB attends Domestic Abuse Change Champions conference

Continued on next page

Our annual highlights continued...



Meeting title	Frequency per year
Board	5
Board development day	1
Business group	6
SAR group	7

In 2019/20 the Safeguarding Adults Board received no complaints.

The Board is pleased to be receiving acknowledgements from other Safeguarding Adults Boards, as we continue to share our work nationally.

Safeguarding Adult Reviews published

Section 44 of the Care Act states that we must carry out a Safeguarding Adults Review (SAR) if certain criteria are met. This is so that we can learn lessons where an adult, in vulnerable circumstances, has died or been seriously injured, and abuse or neglect is suspected. It is not to apportion blame to any known individual or organisation.

The board has published two Safeguarding Adult Reviews in the past 12 months. The reviews were into the deaths of a female, Ms F, and a male, Mr G, who lived in the same Norfolk care home. Ms F lived with dementia, as did Mr G. The two residents were not related to each other in any way, and their cases are quite different. There were overlaps in several learning themes therefore the board agreed it would be useful for both cases to be reviewed jointly.

The report was published in January 2020 and can be found on the ***Norfolk Safeguarding Adults Board website***.

There have been ten referrals to the Safeguarding Adults Review Group (SARG) within the last year. One of those met the criteria for a SAR, along with a further case which was received by the review group back in March 2019. The board agreed that these two SARs should be reviewed together as both people were residents in the same private hospital. A panel of professionals from agencies involved in the cases was identified and chronologies gathered.

The first meeting was held in December 2019 and the second meeting was due to be held in March however this unfortunately had to be postponed due to Covid-19. The meetings will continue as soon as it is safe and practical to do so.

Referrals to NSAB	Criteria for a SAR met	Criteria for a SAR not met	Pending decision
10	2 (inc 1 from March 2019)	2	7

Safeguarding Adults Reviews published

Recommendations from the reviews commissioned by the Safeguarding Adults Review group are collated on a composite action plan and monitored during regular meetings to see where progress has been made.

Those recommendations are allocated to the most appropriate person or agency and work is coordinated so that learning is disseminated across the county to all relevant parties.

Examples of progress made over the past year:

SAR E recommendation: Adult social care and the police within adult MASH are to ensure that the national crime reporting standards are met where single agency safeguarding investigations are carried out by an agency other than the police

- ✓ The police are reviewing every adult protection investigation to ensure that no crime has been missed and that any found have been properly recorded

SAR E recommendation: Norfolk County Council are to communicate with care homes about the importance of efficient and timely arrangements for securing residents' medication and appropriate guidance for care home staff

- ✓ Norfolk County Council's quality assurance team have issued communications to care homes to this effect

SAR E recommendation: The Care Quality Commission (CQC) and Norfolk County Council are to ensure robust communications between them about any concerns relating to business continuity, staff supervision, essential facilities and viability of a care home with a clear plan about which agency is supporting and monitoring progress in cases where improvements are required

- ✓ The Association of Directors of Adult Social Services (ADASS) has since published guidance between the CQC and local authorities that covers this



Learning from SAR referrals

Several of the SAR referrals that were received at the beginning of 2019 had, as a theme, people who chose not to engage with services. To try and support partners explore the difficult issue of non-engagement and balancing the questions around mental capacity and best interest, the board held five separate seminars on these themes around the county.

Over **180 people** attended the seminars, and many provided feedback to say that they liked the opportunity to look at case studies and network with colleagues from other agencies. They also valued a mixture of presenters who were described by respondents as being informative and knowledgeable. Overall, 87.5% of respondents who completed our evaluation form said that they would recommend the seminar to a friend or colleague.



Contributions from our three statutory partners

Adult Social Care

Safeguarding services sit within the adult social services department (ASSD), which is led strategically by Executive Director of Adult Social Services, James Bullion. James also sat on the Norfolk Safeguarding Adults Board throughout 2019/20, prior to taking up his role as president of the Association of Directors of Adult Social Services in April 2020

Craig Chalmers, Director of Community Social Work leads our operational safeguarding service via Helen Thacker, Head of Service, for Safeguarding. Safeguarding adults remains a high-profile commitment for ASSD, with increased focus on quality and safeguarding identified as a key priority; safeguarding continues to be discussed at monthly locality accountability meetings. Helen represents ASSD at the SAR group and the department is fully involved in making SAR referrals gathering and analysing information when referrals are received.

During 2019/20 our key achievements have been:

- Working in partnership with NSAB to deliver a series of workshops working with people who don't engage (see page 12).
- Communication of SAR outcomes and learning across the department via briefing notes, Organisation Wide Learning (OWL) briefings, team meetings and consultation processes – five in total (including an extraordinary OWL for SARs F and G and financial safeguarding)



Adult Social Care (continued)

- Ongoing improvement of safeguarding recording on our computer system, LiquidLogic Adults System (LAS) via a committed group of practitioners, managers, system and performance colleagues. Prompts have been introduced to support recording of feedback to referrers and to capture the views of the person at the heart of the enquiry.
- We have utilised a new function in LAS where a chronology can be gathered electronically for some aspects of the safeguarding recording
- Representatives from the department have been instrumental in setting measures and gathering data for the new NSAB dashboard. These measures help the board to focus on its areas of highest priority
- Close work with SafeLives to pilot and evaluate domestic abuse services and roll-out training for our practitioner staff on 'trauma informed practice', 'Domestic Abuse, Stalking and Harassment (DASH) risk checklist' and 'creating a culture of engagement'
- Roll-out of a medication incident decision tool capturing CQC and quality assurance requirements
- Introduction of guidance for staff who record safeguarding concerns on: falls, pressure ulcers and incidents occurring between two residents; sexual abuse; unexplained bruising and reporting individuals who have gone missing
- Support to providers via Norfolk & Suffolk Care Support Ltd to develop safeguarding champions in provider settings
- Upskilling of Living Well 'community connectors' to deliver safeguarding messages
- Engagement in NSAB's new prevention/management/learning subgroup (see page 19)
- Improvement of the process for locality staff to request consultations from the safeguarding team
- Introduction of a new case closure system for safeguarding cases. This has helped speed up the process
- Development of a reporting system, with health and private sector partners, on the use of long-term segregation
- Set up a new meeting schedule with independent hospital sector partners which has improved the consistency of meeting content amongst these services
- Streamlining of the reporting of pressure ulcers with the support of our safeguarding colleagues from health. Triage by health colleagues is happening earlier in the process.

The reporting year ended during the pandemic and the safeguarding service have been instrumental in developing guidance and supporting our staff to continue assisting and empowering those in need of safeguarding at this time.

Norfolk Constabulary

Norfolk Constabulary continues to be committed to active membership of the safeguarding adult board. During the past year we have been represented at executive and board level by Assistant Chief Constable Nick Davison (head of local policing), Detective Chief Superintendent Chris Balmer (head of safeguarding and investigations) and Detective Superintendent Andy Collier (head of safeguarding). The constabulary is also represented at all the key subgroups to the board where we continue to engage with all our partners on the board's priorities.

Alongside other agencies the police represent a bridge across from adult safeguarding into other vital areas of public protection including domestic abuse and child safeguarding.

Our work on the pernicious issue of county lines drug dealing sees both children and vulnerable adults being exploited by the same offenders and we will continue to work across all partnerships to protect victims while targeting offenders. We also recognise the challenges for both victims and perpetrators in accessing services between the ages of 16-25, as they transition from childhood to adulthood.

A highlight of the year from a policing perspective was the events jointly hosted by Norfolk Constabulary and NSAB at Wymondham Rugby Club in January 2020. These two events saw hundreds of members of the police force, along with similar numbers of colleagues from other agencies, take part in seminars led by Luke and Ryan Hart. These powerful events brought home to many the stark realities of coercive and controlling behaviour and underlined the importance of professionals recognising and responding to it when they see it.



Clinical Commissioning Groups (CCGs)

During 2019/20, and in line with the requirements of the Care Act 2014, the CCGs as commissioners of local health services needed to assure themselves that the organisations from which they commission services had effective safeguarding arrangements in place.

This process was overseen by the directors of nursing. In November 2019, the five CCGs moved to a single management team and the safeguarding responsibilities are now strategically led by Chief Nurse, Cath Byford.

Overall responsibility and accountability for safeguarding sits with the accountable officer, Melanie Craig. Cath has revised the nursing structure in which a very senior and experienced nursing team provides a more seamless CCG and health service response to safeguarding.

The CCG adult safeguarding team provide advice and support to colleagues but as a commissioning organisation they also ensure that compliance and quality are closely scrutinised, supported and where appropriate, challenged. The team also supports the safeguarding response and recovery plans for those organisations falling short of these essential standards and their statutory partners within adult social care.

As statutory partners of the NSAB, the CCG maintained a presence at board meetings, significantly contributing to the delivery of the assurance processes of NSAB. The duty to participate in and oversee the health contributions to Safeguarding Adults Reviews and Domestic Homicide Reviews was fully met.

The CCGs reviewed their safeguarding adult resource in line with recommendations outlined in the intercollegiate document **Safeguarding Adults: Roles and Competencies for Health Care Staff**, and increased staffing levels to allow better delivery of safeguarding requirements and duties. A substantive general practitioner post was also agreed and recruiting process commenced.

The CCGs' adult safeguarding team continue to work cohesively and in collaboration with other partner agencies and has a shared commitment to safeguard those at risk of harm and abuse in Norfolk.

On 1 April 2020 the five NHS Clinical Commissioning Groups (CCGs) for Norwich, North Norfolk, South Norfolk, West Norfolk, and Great Yarmouth and Waveney will be merged, forming NHS Norfolk and Waveney CCG.



The board has been working towards the development of a dashboard containing multi-agency data for several years and, in May 2019, adult social services agreed to fund a temporary post to develop one. The project started late August 2019 and was initially to run for six months.

The board agreed that the dashboard would focus on performance and be in line with the NSAB strategic plan, ie focusing on three main areas: prevention, managing and responding and learning lessons. Six suggestions for key performance indicators were put forward to the board and these were taken on for development. In addition, following the board's development day in October, two further key performance indicators were discussed and approved as shown below.

Adult safeguarding dashboard performance indicators

An agreement was reached to publish the dashboard online. Data will be collected on a quarterly basis, to fit in with the NSAB business cycle. To ensure that the first time a board member saw their agency's data wasn't by viewing it on the dashboard, it was agreed that data would be collected for the previous three months.

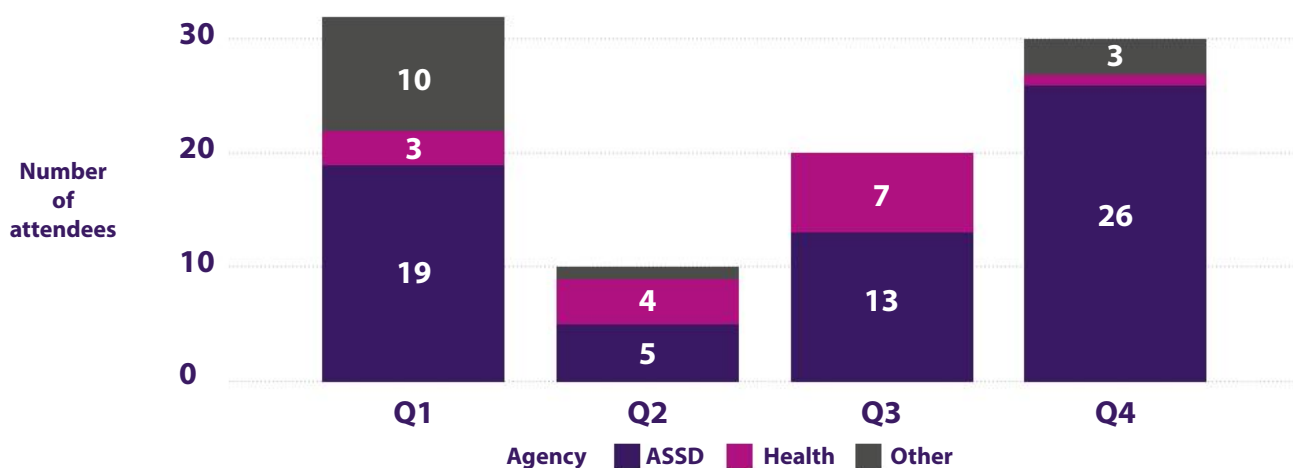


The project was extended for a further three months (until the end of May 2020) to ensure that the dashboard was fully functioning and covered the wishes of the board.

The snapshot below shows what a page of the dashboard looks like. Each indicator has its own page with filters (so that you can select the year of interest, for example), along with a definition of the indicator, some context and then a further box for performance narrative to be added.

Although the dashboard is up and running, and data routines established, Covid-19 has meant that it hasn't been possible to obtain some of the required data. There is still work to do to refine the indicators. The foundation is there, and it is a work in progress to be amended and streamlined in the coming months. Below is an example of one of the indicators.

Number of partners who have attended 'Learning from SARs' training



Definition:

This indicator measures the number of individuals at Norfolk County Council and partner agencies who have attended the 'Learning from SARs' training. Q1 begins in April of the given year.

Good performance means: higher numbers

Measures owner: TBC

Context:

The purpose of the safeguarding adult review (SAR) is for agencies to take learning from the reviews. SARs are undertaken where the service user has died, or experienced serious harm, and there are concerns about how agencies have worked together.

It should be noted that this course is free to Norfolk County Council employees.

Around six of these workshops are offered each year.

Performance narrative: TBA

PML - a different way of working

The year 2019-20 marked an important change to NSAB's subgroup structure.

Like other SABs, we had several subgroups focusing on different streams of work. At the board development day in September 2018 we discussed ways that we could streamline this.

The consensus was that we could do things differently. Work to restructure our eight subgroups saw fruition at the first meeting of our new subgroup - Prevention, Managing, Learning (PML) in August 2019. Our new architecture has reduced eight subgroups to four, using the three 'pillars' in

NSAB's 2018-21 strategic plan.

Three of these subgroups focus on:

- preventing abuse and neglect (Prevention)
- managing and responding to concerns (Managing)
- learning lessons and shaping future practice (Learning lessons)

This new model for Norfolk has in part been inspired by the principles of **Holacracy** – a contemporary organisational methodology which distributes power, increases autonomy and reduces hierarchy.

This exciting approach to our work means that the three subgroups now meet on the same day, in the same room, at the same time to all work on the same safeguarding problem. Trigger questions are used to focus discussion and work on a particular 'knotty' problem we have not been able to solve or improve with extended meeting time our aim is to see a clear output from each meeting.

There have been four meetings from August 2019 to March 2020 and topics worked on include:

- Why is MCA a recurring challenge in adult safeguarding?
- The Suffolk Safeguarding Adults Framework – can we adopt it for Norfolk?
- Delivering learning from SARs and making it stick

'... meet on the same day, in the same room, at the same time to all work on the same safeguarding problem.'

Locality Safeguarding Adults Partnerships (LSAPs)

There are five LSAPs in Norfolk, each aligned with adult social care geographical boundaries. The aim of these local networks is to support NSAB work within their localities to ensure that communities: have a culture that does not tolerate abuse, work together to prevent harm and know what to do when abuse happens.

Central LSAP is based in Norwich and a new chairperson, Laura Coote, was chosen in 2019. Holding meetings at The Forum has provided a useful central meeting point and attendance has improved, with the partnership keen to improve the involvement of voluntary and community sector organisations. This year they have had a range of topical speakers, including female genital mutilation (FGM), modern slavery, dementia and safeguarding and falls prevention in hospital settings. They also supported the distribution of 'No cold calling' leaflets in the Norwich area.

A very successful safeguarding awareness event was held at The Forum on 16 October (photo) with the opportunity to speak directly to people about their experiences and understanding of what safeguarding means.

All those involved found it a meaningful event, a great location (they were near the main entrance) and lots of footfall (a coffee morning was being held at the same time!) Lots of promotional material provided by NSAB was appreciated by members of the public.

Western LSAP meets six times a year, with a wide representation of organisations and agencies from the local area. The new chair, Paula Hall, and deputy, Roy Crane, have worked hard to maintain and build on the energy in this partnership with regular speakers attending to promote learning and awareness. The introduction of safeguarding champions for the area and promotion of the western early help hub are two key areas that have been worked on. They actively support *Safeguarding Friends* (a developing scheme where skilled volunteers visit local care homes to talk about safeguarding to residents, families and staff.) The Safeguarding Friends recruited a third member this year and plan to expand their reach.

To raise safeguarding awareness in the area, the group have created a central point for promotional material which can be easily accessed by members and taken to, or used at, various local events held over the year. Partners provide feedback on what they have done and how it was received. This has proved to be a popular and effective model, which all the LSAPs will hopefully be able to utilise in future. You can also follow @WLSAPKL on Twitter.



Locality Safeguarding Adults Partnerships (LSAPs)

Northern LSAP hold their meetings in North Walsham and have seen some increase in their group membership this year although new chair, Nina Savory, is still looking for a deputy to support the work of the partnership. They have had several guest speakers to present on subjects such as FGM and modern slavery.

Over the last year the group has expressed particular interest in hoarding and professional curiosity as themes they would like to explore further.

NLSAP held a safeguarding awareness event last year at Fakenham Community Centre, with a really good representation of provider organisations. While building access proved a bit of a challenge for footfall, partners also met with members of the public in the market place, and the local foodbank were keen to support distribution of the safeguarding promotional material.

Southern LSAP meetings take place in Long Stratton. They have a good attendance of local partners but are always keen to expand representative groups. They held a community impact day in Diss on 16 October 2019 which participants found enjoyable and was very well supported. This year they have rolled out county lines training across partners and this has already made a real difference in the community.

Eastern LSAP hold their meetings in Great Yarmouth and the positive attendance and engagement from the locality has continued throughout the year. Another new face, Sue Robinson, joined Steven Whitton as deputy to his chair role. As coordinator of the eastern early help hub, Sue has already supported excellent joined up working in the partnership which is key to further improving links with the locality safeguarding children's group and the restructured CCG. The eastern LSAP is also working to improve coordination of events in the area and county to maximise opportunities for raising awareness.

Coercive control and county lines workshops in the area have been well attended and guest speakers well received. The following issues have been identified as areas of interest in the local area: an increase in fire deaths; homelessness; counterfeit cigarettes; county lines. Self-neglect and hoarding remain strong areas of focus.

Website

Over the past year we have had 17,212 users to the website (of these, 16,538 were new visitors.)

The website has an average number of **1,715 users** each month and most users find the site through an organic search ie by entering one or several search items as a single string of text into a search engine. After the Home page, the most popular pages were: News and Training.

A user spends an average 2 minutes and 30 seconds on the website, and the bounce rate has remained close to 40% which would indicate users find what they are looking for quickly.

The most popular news story for the year was that announcing that Luke and Ryan Hart were returning to Norfolk to deliver seminars (January 2020) Also, in January, the news story announcing publication of two new SARs in respect of Ms F and Mr G was very popular.

Our social media presence



NSAB widely use Twitter now for all sorts of communications from the latest social care news, to events that NSAB are hosting, or to promote job vacancies within the safeguarding arena.

During the last year the NSAB has continued to strengthen its profile on Twitter and is now one of the leading SABs on the platform. We have put out 940 tweets, we were retweeted 1,197 times, had 2,279 likes and had 2,655 profile visits.

Our top tweet was promoting the Luke and Ryan Hart seminar in January 2020. It had over 8,500 impressions.

And we had 271 new followers during the year and 1,192 followers at the end of March 2020. If you're a Twitter user and you haven't yet followed us, please do!



@NorfolkSAB



Safeguarding Adults Collection (SAC) Return 2019/20

Safeguarding Enquiries completed by age group and gender, compared with relative proportions of the Norfolk population



Norfolk demographic data – an ageing population

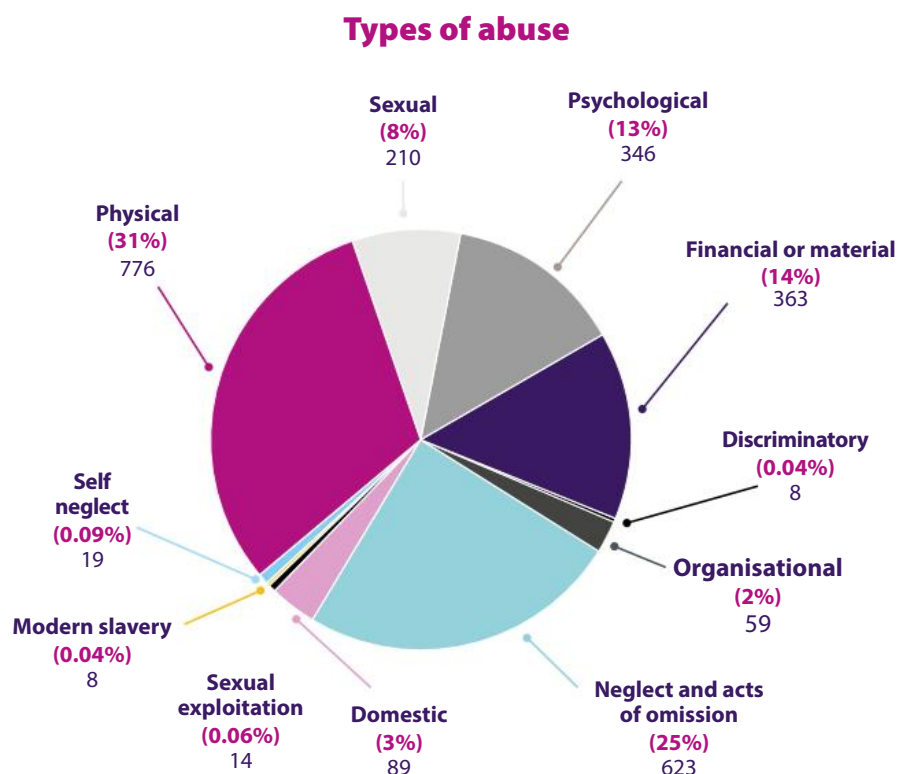
	2019 (est)	2041 (projected)	Source
Population	907,760	1,002,300	ONS via Norfolk Insight (26/08/20)
Age (over 65)	222,666 (24.5%)	305,976 (30.5%)	

Safeguarding Adults Collection (SAC) Return 2019/20

24

Completed Safeguarding Enquiries by Age	
Age	Enquiries
18-64	716
65-84	512
85+	492

Completed Safeguarding Enquiries by Gender	
Male	Female
692	1,028



During the year there were 4,174 concerns raised resulting in 1,877 safeguarding enquiries, some of which are ongoing. This represents a 45% conversion rate. Last year's conversion rate was 59% so there has been a slight drop. This reduction could suggest that more people are contacting us, which is good, but their needs are then being met in different ways.

Men between 18-64 were more likely to be subject to a safeguarding enquiry than women in the same age group, but this changes in the higher age group, possibly as there are fewer men in the population aged 85+. Of the safeguarding enquiries completed, physical abuse has increased by 24% on last year's figure, sexual abuse has increased by 38% and cases of neglect increased by 42%.

Domestic abuse enquiries completed have reduced by 15% on last year's figure and those enquiries completed on organisational abuse have reduced by 13%.

We continue to work with partners to understand the context for changes each year so that we are all able to target specific interventions more effectively. Some change may be down to more or less reporting in certain categories, or changes in the county. For example, some care homes have closed in the last 12 months so there are fewer organisations where neglect may be identified.



Norfolk
**Safeguarding
Adults Board**

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**If you need this information in large print,
or in an alternative version, please contact
Norfolk County Council on 0344 800 8020.**

Model Tweets

Today @NCC cabinet received & debated @NorfolkSAB's annual report 2019-20. Find out more about @NorfolkSAB work see <https://bit.ly/2GtvSwj> Protecting those at risk of abuse & harm is a key priority for all #Norfolk services.

In 2019-20 @NorfolkSAB, published 2 SARs, ran 15 seminars / workshops attended by over 1,130 people. Find out more about #safeguarding adults work in #Norfolk see <https://bit.ly/2GtvSwj>

.@NorfolkSAB's role is to coordinate & direct partnership work to protect those adults at risk of abuse & harm. Find out more about their work during 2019-20 <https://bit.ly/2GtvSwj> Find out how you can support @NorfolkSAB's work <https://bit.ly/3lftoAs>

Below are images which can be used with tweets.



Cabinet

Item No: 10

Decision making report title:	NCC response to Covid-19 – initial lessons learned – progress update
Date of meeting:	2 November 2020
Responsible Cabinet Member:	Cllr Andrew Proctor (Leader and Cabinet Member for Governance and Strategy)
Responsible Director:	Tom McCabe (Head of Paid Service)
Is this a key decision?	Yes
<p>Introduction from Cabinet Member</p> <p>The response to the Covid-19 crisis across Norfolk continues to be remarkable, with Norfolk’s communities, businesses and public services working closely together. Although infection rates in Norfolk have been rising, thankfully they are lower than elsewhere in the country.</p> <p>Working better together has been exemplified by how everyone has helped to contain, and reduce, the recent rise in cases in Great Yarmouth and also in Norwich. The action and communication plans were commended by the Department of Health and can be adapted and used across the county.</p> <p>At the time of writing this report we know that England has the new three tiers of Covid 19 restrictions and Norfolk is in the lowest (medium) tier. But this can change rapidly and it clearly shows that we cannot afford to be complacent as there is still much to do and we all need to continue to play our part to keep Norfolk safe.</p> <p>Revitalising the economy is essential and working with the New Anglia Local Enterprise Partnership and district councils, we are continuing to support Norfolk’s businesses to survive, and help as many people as possible to stay in work or secure alternative work. The whole of the £6.75m Norfolk Strategic Fund has either been spent or allocated including a tourism sector support package. Norfolk had over half of the £32m government grant to the LEP for “shovel ready” infrastructure projects. Nearly £2m has also been granted to Norfolk’s businesses through the LEP’s Business Resilience & Recovery Fund. Norfolk was also awarded £32m from the Transforming Cities Fund.</p> <p>Our detailed planning for winter is well underway so that we can continue to provide the best possible services and support we can for Norfolk, as these challenging times continue.</p> <p>In the meantime, it is important that we all continue to follow the advice and guidelines set out to keep us safe and well – hands, face and space.</p>	

Executive Summary

This report provides an update on progress against the initial lessons learned action plan agreed by Cabinet in August 2020.

Recommendation

- 1. To review and endorse progress against the initial lessons learned action plan set out in Appendix A.**

1. Background

- 1.1. As reported to Cabinet in August, a first de-brief process has taken place to capture initial learning points from key officers who have been involved in the council's response to Covid-19. An action plan was developed to ensure the learning can be progressed, and this action plan was agreed by Cabinet in August.

2. Proposal

- 2.1. Progress against the initial learning action plan agreed by Cabinet in August is set out in Appendix A for Cabinet to review and consider.
- 2.2. In delivering any activity, whether in response to an incident or as part of day to day working, there will be issues and problems that arise, and officers will continue to seek to address these as they arise. For example, as previously reported, changes have been made to work processes to enable activity to continue within the Government restrictions; screening volunteers virtually rather than face to face interviews is one example. The initial de-brief did not seek to capture details of these types of learning points from operational activity, nor details of any other learning points that have already been actioned and addressed, but only sought to identify those where further action would be useful.
- 2.3. The initial de-brief did not attempt to provide a narrative of how the incident unfolded, the actions taken to respond or the impact the incident has had on communities, businesses and services. This is something that can be considered as part of the formal de-brief process, at the right time.

3. Further learning and planning activity

- 3.1. There is a dynamic approach to learning and planning for further response activities in what is a complex and rapidly changing environment. In particular, specific learning exercises are carried out to review and adjust (if needed) new response activities, as they arise. The most notable is an exercise to capture operational learning from the recent response to the Covid-19 local outbreak centred around Banham Poultry, and learning identified is being actioned.

Scrutiny Committee also considered a detailed report on the Banham Poultry outbreak in September.

- 3.2. The Fire and Rescue Service are participating in the review by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) of how fire and rescue services are responding to the pandemic. The HMICFRS have been commissioned by the Home Secretary to carry out the review and the findings are expected to be published in January 2021.
- 3.3. Work is also underway within service departments and the Norfolk Resilience Forum to help ensure appropriate planning and preparedness arrangements for the winter period and any further Covid peaks. A summary of the overall approach being taken in service departments in terms of winter preparedness, in the context of a second peak, is set out below.

3.4. **Adult Social Services**

Cabinet considered a detailed report on Adult Social Services winter resilience planning at its October meeting. A detailed plan that sets out intentions for service delivery and design during the 2020/21 winter period is being developed. The purpose of the plan will be to prepare the organisation to maintain high quality and safe service provision during winter and supporting system partners to deliver effective flow between providers. The developing framework, which aims to address the current risks as well as take into account learning from last winter, has the following four themes:-

- **Meeting people's needs** – ensuring there is appropriate capacity to support people at home and, if needed, in residential care; supporting carers and supporting vulnerable people. The analysis of the last six months had strengthened our planning arrangements. A critical factor is the need to maintain flow in and out of hospitals, and through step down facilities in the community to help people home safely.

We have, with the CCG, undertaken engagement and research to try to understand the impact of COVID on people who use our services and their families. We need to continue to engage and promote a dialogue with people and adapt and design our ways of working so they act on what people tell us.

- **Supporting the provider market** – providers are still dealing with the impact of COVID-19 and there remains a high degree of uncertainty. Whilst huge strides have been made in engaging, supporting and advising the care market, the sustainability and financial resilience of providers is a significant challenge we are managing going into winter. The winter planning seeks to build on good engagement, providing support, education and training and strengthening resilience.
- **Reducing pressures on the NHS** - the health and social care system has seen effective collaboration to ensure good flow through acute and community hospitals. Winter planning will build on this approach. In response to modelling information, and to help support the flow of people out of acute hospitals, commissioners have secured:

- Additional capacity in care homes and in the community
- A new step-down facility established at Cawston Lodge - a former care home (requiring buildings and facilities management, the sourcing of equipment, recruitment and re-deployment of staff and appropriate social work leadership and oversight)
- A community response team established 7-days a week

Commissioning will continue to work with the market to secure capacity needed, whether this is bed or community based.

- **Supporting a resilient and functioning system** – this includes ensuring the right governance structures are in place to take swift and timely decisions; financial stability; support for the workforce

3.5.

Children's Services - As part of our COVID recovery and surge planning process, Norfolk's Children's Services have been preparing for any potential surge in demand and related challenges over the coming winter months and have worked with our partners to see what this might look like for them and how we can work together to plan for it.

Our preparations to address any increases, change in demand or other challenges include;

- Managing a potential surge in demand in children's social care – a system has been established to closely monitor demand to help inform the triggering of contingency plans, to draw in additional identified resources at any given point
- Supporting schools and settings to stay open and manage capacity challenges including:
 - Implementing significant Health and Safety risk assessments for accommodating children and young people back into school, safely.
 - Managing symptoms, prospective and actual cases of COVID, and following local and national expectations.
- Supporting children and school through the return to education process – noting the rise in referrals to the inclusion line and that this transition is proving bumpy for many children and families including:
 - Creating a positive and safe environment for children and young people, which builds the confidence of parents and carers to return children to school
 - Managing the introduction of a modified, recovery curriculum
 - Assessing and identifying children's needs following the absence from school, including social and emotional health, as well as learning.
 - Creating catch up provision to meet needs and identifying further support needed
 - Managing tired and sometimes anxious children and young people, families, and staff is probably one of the greatest challenges

- Supporting our teams – with a particular focus on teams facing increased workloads and where the lack of access to buildings and lack of access to each other makes doing the job much harder than usual – especially social care and trying to strike the right balance between allowing teams to work in the way they need to manage risk vs public health concerns about any social interactions

3.6. **Community and Environmental Services**

CES carries out a wide range of services, including local and community-based work to provide an effective response to Covid-19 and also continue to provide essential Norfolk services. Work is focused around four key areas.

- Supporting Norfolk's businesses and workforce
- Keeping the County moving
- Delivering essential support and supplies to those most in need
- Keeping communities safe, healthy and well

There are a number of winter planning activities underway (or completed), including:-

- Additional resource has been secured to manage and deliver Norfolk's Local Outbreak Control Plan, working with multi-agency partners.
- Putting in place the highways winter maintenance plan to ensure we can keep Norfolk's roads safe, and to ensure essential maintenance works can continue.
- Supporting local public transport networks through the Bus Services Support Grant, with £1.1m additional funding provided to local bus operators.
- Fire and Rescue - created a recovery cell to enable us to ensure that planning is aligned with emerging national and regional recovery planning and to adapt/implement for Norfolk. The service continues to work with emergency service partners.
- Customer Services is now delivering Tier 2 local contact tracing on behalf of public health and continue to be the main point of contact for public support related to Covid
- The Communities Delivery group are playing a key role in outbreak management and working with district council colleagues to engage with communities and target interventions
- Working with the voluntary sector - arrangements are in place to ensure essential food supplies can continue to be sourced and delivered to those who need them. We have also worked with Voluntary Norfolk to ensure those who have volunteered to support response activities can be accessed quickly, when needed.
- Trading Standards staff continue to be out and about supporting businesses to safely operate throughout Covid-19. Significant work has been carried out to assess the range of new powers and requirements placed on the Trading Standards service and they continue to work with other enforcement organisations in a joined up way.

- Work continues to enable communities to access and engage with services digitally, including additional online courses and ways for people to engage with physical and cultural activities.
- Significant work continues to directly support the Norfolk Resilience Forum, including working with multi-agency partners to review countywide plans

3.7. **Finance and Commercial Services and Strategy and Governance**

The focus continues to be on providing crucial support to enable front-line services and ensuring that the organisation can continue to operate in a safe, well-governed and legal way during winter and beyond. This includes supporting employees through a continued period of radical change, developing and delivering effective internal and external communications to support public health messages, ensuring safe use of our property and assets, and supporting services to ensure they can access the resources they need to deliver services to Norfolk communities.

Significant work in the Data and Analytics team to collect, assess and forecast from a wide range of data continues, working with Public Health and multi-agency partners. This is crucial to ensure that we have an accurate picture of the current position and can best organise ourselves to respond. Work also continues to ensure that we can access critical PPE supplies.

3.8. **Key activities**

In addition to the above, a number of key support and enabling arrangements have been put in place to support our staff and managers, including:-

- Staff continue to be supported to work at home where possible. Arrangements are in place for staff to access buildings where there is a business need to do so, or to address wellbeing issues, but the majority of staff continue to work at home. Additional training has been provided to support staff to use the digital technology available to them, and additional support for managers has also been provided.
- A significant exercise has been carried out to engage with all staff across the organisation to understand the benefits and barriers to home working, with around 500 engagement sessions carried out. The findings of these are being collated.
- Many of our staff continue to provide face to face services; many have continued to provide critical face to face services for the duration of the pandemic, and others have returned as we have re-opened services following the easing of lockdown restrictions. For all staff carrying out face to face roles, robust risk assessments have been carried out and appropriate PPE provided, where necessary.
- Additional resource has been (or is being) secured for crucial areas of service to introduce additional resilience and capacity. In particular, resource is being secured for Public Health (including Local Outbreak

Control Plan), Resilience, Contact tracing, Communications and Norfolk Resilience Forum.

- External and internal communications plans continue to be developed and implemented. The importance of targeted communications has been brought into focus recently in Great Yarmouth where some swift targeted communications, along with the efforts of local communities, has enabled the rise in infections to be stemmed, and we have seen rates decrease as a result.
- A programme of internal communications for staff continues, with a weekly all staff message from the Head of Paid Service and three weekly updates for managers, in addition to the arrangements that were already in place before Covid-19.
- Work to transform ways of working to adopt smarter working principles continues, with some elements of the programme accelerated to support staff to work effectively in the current context. In particular, there has been significant work on switching training to digital rather than face to face, digitisation of records and incoming/outgoing mail, and increased use of technology to support staff to work successfully from home. There has been a similar focus on transformation of some service delivery to communities, including switching many of our Adult Education courses to be delivered virtually and supporting families to access cultural and wellbeing support from home. The programme of smarter working continues with a focus on being more flexible about when and where we work, and how we creatively use space and technology to find new and more effective ways of doing things in a modern and business-like way. The HR and Finance Transformation programme which will fundamentally reshape how HR, Finance and Procurement activities are delivered across the organisation also continues.

4. Governance and oversight

- 4.1. Governance and structures to support the response activities are in place, in line with the requirements of the Civil Contingencies Act.
- 4.2. The County Council is a core member of the Local Resilience Forum, a multi-agency partnership focussed on emergency planning and response arrangements. The NRF established a Strategic Co-ordination Group at an early stage in the emergence of the Pandemic (in January 2020) and it continues to meet regularly, chaired by Tom McCabe, Executive Director of CES. A number of operational groups have also been in place for some months to ensure critical activities can continue to be planned and delivered.
- 4.3. The NRF enables a wide range of public sector organisations to jointly consider and respond to current and emerging issues in Norfolk relating to any emergency; Covid-19 as well as any other emergency e.g. flooding, adverse weather etc.

- 4.4. A key element of support to the NRF is the provision of robust data and analytics to ensure the current, emerging and forecasted position can be clearly understood. This is delivered by Norfolk Office of Data Analytics (NODA), led by Norfolk County Council and working with and drawing on information and intelligence from across public services. This capability has proved invaluable.
- 4.5. In line with Government advice, additional arrangements were also put in place in the last few months to specifically support the Local Outbreak Control Plan, including a Health Protection Board and other groups focussed on health related response and planning. The work has been overseen by a Covid-19 Engagement Board made up of local council Leaders and senior officers from other key response organisations, including the Police and NHS.
- 4.6. Some work has been carried out to review the governance arrangements, particularly as the Local Outbreak Control Plan arrangements were a new model. This has included consideration of the findings of the report by Dame Mary Ney DBE titled “Rapid Stocktake of Lessons Learnt and Good Practice in the Management of Local Covid-19 Outbreaks” which included some useful learning and best practice on structures, including political oversight. As a result, some changes are being made to the arrangements.
- 4.7. The Covid-19 Engagement Board will be realigned to the NRF, enabling political oversight of the full range of activities. In addition, the Health Protection Board will be merged with the NRF Strategic Co-ordination Group so that there is a single group co-ordinating all activity. In practice, both groups had similar attendees and there was much cross-over in terms of issues and risks, and bringing arrangements together removes potential for duplication and ensures we can use our collective resources efficiently.

5. Impact of the Proposal

- 5.1. Capturing and progressing learning points now means that they can be factored into ongoing activity to help us to provide the best possible response for Norfolk communities.

6. Evidence and Reasons for Decision

- 6.1. It is usual practice to capture learning at the end of an incident both to ensure the process does not distract those focussed on responding to the incident and so that learning can be considered and captured with knowledge of the full facts. Given the length of the Covid-19 emergency, it will likely be some time before we can undertake a full and formal de-brief process. Therefore, capturing and progressing initial learning points now is crucial to enable us to provide the best possible response to Norfolk communities.

7. Alternative Options

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

8. Financial Implications

- 8.1. There are no direct financial implications arising from this report. As has been reported elsewhere, there have been considerable additional costs for the County Council associated with Covid-19 and we will continue to manage this pressure.

9. Resource Implications

- 9.1. **Staff:** None. The action plan can be delivered within existing resources and lead senior officers for each action have been identified.

- 9.2. **Property:** None.

- 9.3. **IT:** None.

10. Other Implications

- 10.1. **Legal Implications:** The County Council is a Category 1 Responder as defined by the Civil Contingencies Act 2004 and has a responsibility to prepare and plan for emergencies, including assessing local risks and putting emergency plans in place.

- 10.2. **Human Rights implications:** N/A

- 10.3. **Equality Impact Assessment:** COVID-19 has impacted on every individual and family across Norfolk, particularly on people with protected characteristics. New evidence is emerging daily about the nature and extent of this impact. In view of this, the Council is maintaining a dynamic equality impact assessment. An update on the impact of COVID-19 on equality, diversity and inclusion is included in the "Progress on the Council's Equality, Diversity & Inclusion Objectives 2020-2023" report included separately on the agenda for this meeting.

- 10.4. **Sustainability implications:** N/A

- 10.5. **Any other implications:** None identified.

11. Risk Implications/Assessment

- 11.1. Risks associated with Covid-19 have been documented in a Covid-19 Risk Register.

- 11.2. If initial learning points are not addressed it is possible that they could impact on the Council's ability to provide an appropriate response to keep Norfolk communities safe and well.

12. Select Committee comments

12.1. N/A

13. Recommendation

- 13.1. 1. To review and endorse progress against the initial lessons learned action plan set out in Appendix A.

14. Background Papers

- 14.1. Report to 3 August 2020 Cabinet titled “NCC response to Covid-19 – initial lessons learned”

MHCLG report by Dame Mary Ney DBE titled “[Rapid Stocktake of Lessons Learnt and Good Practice in the Management of Local Covid-19 Outbreaks](#)”

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NCC Covid-19 initial de-brief action plan

Learning point	Action	Lead	Indicative timescale*	Progress update
1. Harness the pace and style of activity that a Gold/Silver structure enables for other suitable areas	Consider how we can harness the pace of activity that a Gold/Silver structures enables in other areas and put arrangements in place, with appropriate review methods to ensure it is working as anticipated	Fiona McDiarmid – Executive Director Strategy and Governance	Already actioned for NCC internal recovery planning. Will be considered for other areas as opportunities arise	Complete. Will continue to be considered for other areas as opportunities arise
2. Extend the Gold preparedness model to the Silver Group	Agree an appropriate group of senior managers to Chair Silver on a rota basis	Sarah Rhoden – Assistant Director Performance and Governance (CES)	By end August 2020	Complete – a senior manager from each department (five in total) are now on a rota and meeting regularly in the short term to ensure readiness in the event the Silver group is 'stood up'
	Prepare and issue Handbook to help guide Silver Chairs	Richard Cook – Head of Resilience	By end October 2020	Complete
	Identify and arrange appropriate training for Silver Chairs	Richard Cook – Head of Resilience	By end December 2020	In discussion with Silver Chairs to identify needs.
3. Re-fresh the standing Silver Group membership and terms of reference to enable a focussed group that can make evidence-based planning decisions	Working with Silver Chairs (see action 2), agree refreshed terms of reference and membership	Tom McCabe – Head of Paid Service	By end August 2020	Complete
	Identify appropriate forum for Resilience Representatives to discuss and cascade information	Sarah Rhoden – Assistant Director Performance and Governance (CES)	By end August 2020	Complete. Resilience Representatives continue to receive updates for cascade,

Learning point	Action	Lead	Indicative timescale*	Progress update
				with support of the relevant Silver Chair.
4. Continue to work with the VCSE sector and ensure that we harness goodwill by utilising volunteers for continuing community efforts.	Continue to work with and support the VCSE sector.	Ceri Sumner – Director of Community, Information and Learning	Ongoing	Proactive contact of volunteers who supported first wave to understand willingness and capacity to support as we move forward. Capacity planning and engagement with community groups at a district level
5. Increase the use and awareness of NODA as a single reliable source of data and analytics to NCC and Norfolk Resilience Forum partners	Data dashboard developed specifically for Covid-19 to be made available to a wider group of NCC staff and partners	Andrew Stewart – Director of Insight and Analytics/Head of NODA	Complete	Complete
	Discuss development of NODA concept with Norfolk Resilience Forum Partners	Andrew Stewart – Director of Insight and Analytics/Head of NODA	Ongoing	Complete. NODA is supporting NRF partners to develop sustainable strategic objectives and associated metrics on an ongoing basis. In addition, governance structures are being amended to enable strategic direction for NODA from the Public Sector Leaders Board.
6. Refine the business continuity planning process to include consideration of potential redeployment of	Review business continuity planning process and templates	Sarah Rhoden – Assistant Director	Autumn 2020	Work not yet started in terms of the formal business continuity

Learning point	Action	Lead	Indicative timescale*	Progress update
staff to other activities in the event of an emergency	and agree amendments/updates with standing Silver Group	Performance and Governance (CES)		process. However, service departments (including through the Recovery Group) are actively considering potential redeployment of staff and areas of potential risk in terms of resource for response and critical service delivery, including consideration of critical project priorities.
7. Incorporate consideration of key enabling resource requirements and major project priorities at an early stage in the incident process	Amend Gold handbook to reflect this, and incorporate into Silver handbook	Richard Cook – Head of Resilience	By end October 2020	As 6 above.
8. Incorporate information on metrics and data available into the business continuity planning process	As 6 above.	As 6 above.	As 6 above.	As 6 above.
9. Working with partners, consider how to maintain the richer picture of vulnerability across Norfolk to use to support decision making and strategy development	Work with partners to retain current data access permissions beyond the current Covid-19 data sharing agreement which has expired on 30 September 2020.	Andrew Stewart – Director of Insight and Analytics/Head of NODA	By 30 September 2020	Complete. The shielding patient list (SPL) has moved to be accessed via the NHS Digital Portal rather than the Government Digital Service. The dataset has also been enhanced and will continue to be

Learning point	Action	Lead	Indicative timescale*	Progress update
				available for us to access the latest information.
10. Continue to support and develop leaders and managers to continue to effectively lead and manage our teams remotely and support a high performing and motivated workforce within an increasingly digital environment	Develop and implement plan for leadership development and support through the normalisation phase	Sarah Shirtcliff – Director for People	Already underway	Launched a refreshed management development offer. 750 staff participating in managers and leaders TEAMS forum. Almost 500 engagement sessions and 400 managers trained to deliver workshops on future ways of working. Winter working package to be launched late October including leadership skills, well-being support, working at home tools. Significant programme of digital development.
11. Develop a plan which ensures we have the right level of health and safety capability as a central resource and management capability	Identify the skills and resource model for health and safety expertise to support through normalisation and recovery	Sarah Shirtcliff – Director for People	By end December 2020	We have started our second and national campaign to increase our capability.
12. Train and upskill more staff in import-export procedures and increase the pool of staff with	Identify appropriate staff and training, and put in plans in place to deliver	Al Collier – Director of Procurement	By end December 2020	Completed. Sufficient resource is in place for the short-medium term. Further consideration will

Learning point	Action	Lead	Indicative timescale*	Progress update
knowledge of international procurement				be given to training for additional staff for the longer term.
13. Work with key partners to put multi-agency communication methods in place which support improved engagement in discussions	Work with key partners to identify a way forward	Geoff Connell – Director of IMT and Chief Digital Officer	By end December 2020	Positive progress has been made in ensuring NHS & District colleagues are strategically aligned in relation to Microsoft Teams & Office365 as an enabler for effective joint working.

*Note timescales are indicative. This is because it is important that progressing any actions does not impact or destabilise response, normalisation and recovery activity for Covid-19.

Report to Cabinet

Item No. 11

Report title	Finance Monitoring Report 2020-21 P6: September 2020
Date of meeting	2 November 2020
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 (new capital funding)

Introduction from Cabinet Member

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

Executive Summary

Subject to mitigating actions, the forecast revenue outturn for 2020-21 at the end of period 6 (September) was an overspend of **£3.956m** on a net budget of £430.421m. General Balances are £19.7m and service reserves and provisions are forecast to total **£73.6m**.

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

Recommendations

1. To approve the proposal to dissolve NCC HH Limited as set out in Appendix 1 paragraph 3.4.
2. To recommend to County Council additional prudential borrowing of £1.4m to be available for the purchase of farmland at Outwell and associated costs, subject to approval, as set out in paragraph 4.1 of Capital Appendix 2.
3. Approve the draft capital strategy and prioritisation method as the basis for developing the 2021-22 capital programme, as set out in Capital Annex 2;
4. Note the period 6 general fund forecast revenue overspend of **£3.956m** noting also that Executive Directors will take measures to reduce or eliminate potential over-spends;
5. Note the COVID-19 grant funding received of **£81.291m**, the proposed use of that funding, and the related expenditure pressures resulting in net Covid-19 pressure of **£10.844m**.

6. Note the period 6 forecast shortfall in savings of **£17.382m**, noting also that Executive Directors will take measures to mitigate savings shortfalls through alternative savings or underspends;
7. Note the forecast General Balances at 31 March 2021 of £19.706m, before taking into account any over/under spends;
8. Note the expenditure and funding of the revised current and future 2020-23 capital programmes.

1. Background and Purpose

- 1.1. This report and associated annexes summarise the forecast financial outturn position for 2020-21, to assist members to maintain an overview of the overall financial position of the Council including the financial implications of the Covid-19 pandemic.

2. Proposals

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

3. Impact of the Proposal

- 3.1. The impact of this report is primarily to demonstrate where the Council is anticipating financial pressures not forecast at the time of budget setting, primarily relating to the implications of the Covid-19 pandemic, together with a number of other key financial measures.
- 3.2. The capital expenditure proposals will ensure sufficient capital funding is available for these newly identified purposes, without affecting the remainder of the capital programme or the current year's revenue budget.
- 3.3. The recommendation to dissolve NCC HH Limited reflects the fact that the company has delivered its purpose and ceased trading.
- 3.4. The purchase of additional farmland will provide the headroom to ensure the County Farms Estate will not fall below the policy of maintaining a minimum of 16,000 acres, as specified in the Council's Constitution.

4. Evidence and Reasons for Decision

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

Appendix 1 summarises the revenue outturn position, including:

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

- Payment performance and debt recovery.

Appendix 2 summarises the capital outturn position, and includes:

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

5. Alternative Options

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

6. Financial Implications

- 6.1. As stated above, the forecast revenue outturn for 2020-21 at the end of P6 was an overspend of **£3.956m** linked to a forecast shortfall in savings of **£17.382m**. Forecast service reserves and provisions are forecast to total **£73.6m**, and general balances of **£19.7m**. Grant funding of **£81.291m** has been received to off-set additional expenditure occurred as a result of the COVID-19 pandemic, resulting in net Covid-19 pressure of **£10.844m**.

Within the forecast overspend are significant financial pressures identified in Adult Social Services, Community and Environmental Services, and Finance, mainly relating to Covid-19 related pressures, the majority of which have been offset by additional grant funding received.

Within Adult Social Services, the areas of highest pressures, the main area of forecast overspend is on Older People and Learning Disability services within the Purchase of Care budget. A full narrative is given in Appendix 1.

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

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.

Although the Council is forecasting an overspend for the current financial year, decisions taken by Cabinet as well as actions taken by Chief Officers to mitigate the position over the course of the year will have a significant impact on that position, as will any additional government funding. As context, at 31 March 2020 the Council's general fund was over £19.7m with earmarked reserves (excluding provisions and LMS balances) over £77m.

8.2. **Human Rights implications**

None identified.

8.3. **Equality Impact Assessment**

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

The Council 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.

9. **Risk Implications/Assessment**

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

Unlike many other parts of the public sector such as the NHS, local authorities are required by law to set a balanced budget. As part of their duties, the Executive Director of Finance and Commercial Services has a responsibility to report to members if it appears to him that the authority will not have sufficient resources to finance its expenditure for the financial year. While not underestimating the severity of the current crisis and its impact on the Council's finances, the Executive Director of Finance and Commercial Services believes the current year's forecast gap can be closed through mitigating actions and the possibility of additional central government support for the sector. However, there will be a continuing impact on the medium-term financial strategy and updates are being reported to Cabinet.

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. [Equality & rural impact assessment report](#) (page 450)
[COVID-19 equality impact assessment](#)
[Covid-19 financial implications for Norfolk County Council report](#) (page 152)

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Appendix 1: 2020-21 Revenue Finance Monitoring Report Month 6

Report by the Executive Director of Finance and Commercial Services

1 Introduction

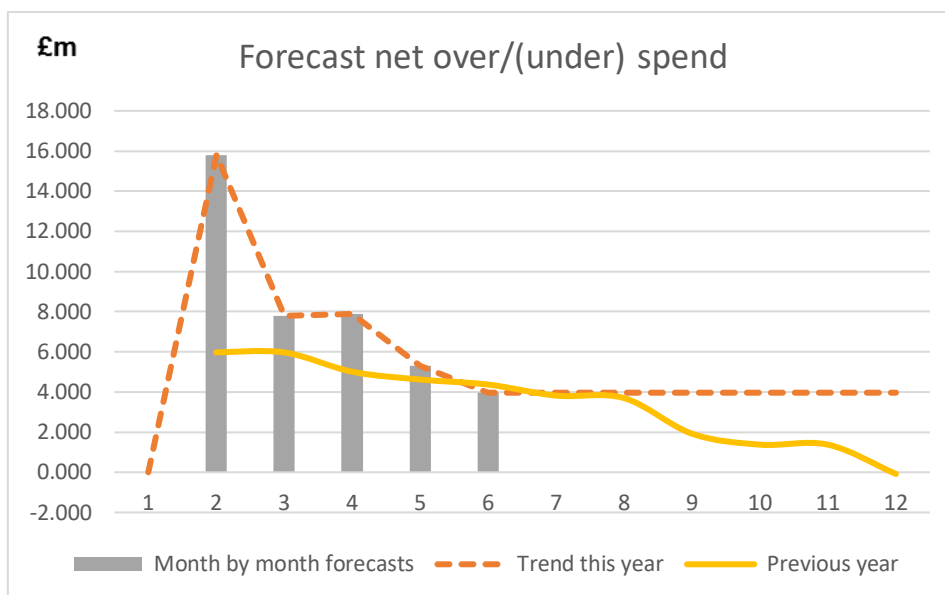
1.1 This report gives details of:

- the P6 monitoring position for the 2020-21 Revenue Budget
- additional financial information relating to the Covid-19 pandemic
- forecast General Balances and Reserves at 31 March 2021 and
- other key information relating to the overall financial position of the Council.

2 Revenue outturn – over/underspends

2.1 **At the end of September 2020** an **overspend of £3.956m** is forecast on a net budget of £430.421m

Chart 1: forecast /actual revenue outturn 2020-21, month by month trend:



2.2 Chief Officers have responsibility for managing their budgets within the amounts approved by County Council. They have been charged with reviewing all their cost centres to ensure that, where an overspend is identified, action is taken to ensure that a balanced budget will be achieved over the course of the year.

- 2.3 Details of all under and over spends for each service are shown in detail in Revenue Annex 1 to this report, and are summarised in the following table:

Table 1: 2020-21 forecast (under)/over spends by service

Service	Revised Budget	Net (under)/over spend	%	RAG
	£m	£m		
Adult Social Services	255.793	4.900	1.9%	R
Children's Services	196.311	-	0.0%	G
Community and Environmental Services	161.799	0.478	0.3%	A
Strategy and Governance	9.362	0.029	0.3%	G
Finance and Commercial Services	32.671	0.978	3.0%	A
Finance General	-225.515	-2.429	1.1%	G
Totals	430.421	3.956	0.9%	R

Notes:

- 1) the RAG ratings are subjective and take into account risk and both the relative (%) and absolute (£m) impact of overspends.

- 2.4 **Children's Services:** The forecast outturn as at Period 6 (end of September 2020) remains at a break-even position, considering the immediate impact of Covid-19, the allocated Covid-19 grants and the re-started transformation programme. At this stage, the department is anticipating that it will spend all of these additional funds and, therefore, the forecast Covid-19 pressures amounting to £6.755m in the areas of Learning & Inclusion (primarily lost trading income and home to school / college transport), and Social Care (primarily delays in savings delivery and support for the market) have been off-set by government grants allocated to the service.
- 2.5 Any surge, or the impact of the second peak that we are now seeing as a nation, could lead to unpredictable demand for social care support and placements, and could disrupt current, stable placements. The department has undertaken modelling of the potential surge that may be seen now that schools have returned to full-time, primarily classroom-based teaching, considering various patterns of demand and impact upon services. At the time of preparing this report, the department has seen a significant rise in referrals both to Family Support teams (through the Childrens' Advice and Duty Service) and to the Inclusion Helpline for schools compared to the same time period last year. It is too early to know if these patterns will be sustained and how they may translate into increased demand on Social Work and, potentially, placements. Therefore, this risk will continue to be kept under close review.
- 2.6 It should be noted that there is a significant degree of uncertainty in relation to expenditure and income for Children's Services as a result of Covid-19. At this stage, up to 6 months delay in lost transformation savings has been projected for those projects directly affected by the Covid-19 response. Given the current national context, there continue to be significant influences beyond the Council's control that will make delivery of savings difficult in light of the ongoing recovery work, ongoing Covid-related restrictions, potential surge in demand and further waves. Again, this risk will continue to be kept under close review.
- 2.7 **Dedicated Schools Grant:** The outturn forecast remains at £10.6m overspend on the High Needs Block, with a small underspend of (£0.2m) on the Schools Block and all other blocks forecast to break-even. Therefore, the net forecast outturn as at Period 6 (end of September 2020) is £10.4m.

- 2.8 Whilst we are in the early stages of the academic year, it is too early at the time of preparation of this forecast to necessarily pick up all changes to school placements. However, the forecast is based upon the best information available at this point in time and, given the uncertainty surrounding expectations upon schools and education providers as a result of Covid-19, it will be subject to review as the situation, and year, progresses.
- 2.9 In comparison to this forecast, 2019-20 saw an overspend of £10.307m within the High Needs Block (HNB) and this forecast represents an increase in expenditure year-on-year compared to 2019-20 of approximately £7m, primarily due to demographic growth and increasing needs seen nationwide, and the full-year effects of last year's pressures, partially offset by in-year savings delivered due to the SEND & AP Transformation Programme. This in-year overspend will be combined with the cumulative overspend of £19.703m brought forward from prior years. This forecast is in line with the latest reset of the DSG Recovery Plan for Norfolk and considers:
- known placements projected forward;
 - demographic growth based upon modelling;
 - the significant pressure seen in 2019-20 for Section 19 related support and post-16 support;
 - ongoing pressure for special school places (2019-20 included a significant increase (approx. £2-2.5m) in independent school expenditure in the last third of the year);
 - presumed continued reduction in expenditure for Alternative Provision following significant work to reduce exclusions alongside schools;
 - savings based upon the special school and SRB places opening during the financial year reducing the demand upon independent provision;
 - specific school-based posts to support inclusion within mainstream schools and to reduce demand for specialist placements.
- 2.10 Whilst there was a HNB increase year-on-year of funding allocation of £11.3m, approximately £5.4m was assumed prior to the Autumn government announcements regarding 2020-21 HNB funding (both 1% growth assumption previously seen in funding allocations alongside ongoing transfer from the Schools Block in line with the 2019-20 that would have required approval from the Secretary of State). Given the government funding announcements in the Autumn, the funding increase above our planning expectations was just under £5.9m.
- 2.11 At the end of the summer term, the government announced additional, DSG funding for 2021-22 onwards. Work has been undertaken to understand the implications for Norfolk and have been built into the latest reset of Norfolk's DSG Recovery Plan, which been shared with Norfolk Schools Forum.
- 2.12 Significant work is being undertaken through the Special Educational Needs and Disabilities (SEND) and Alternative Provision (AP) part of the Transformation programme both to ensure that the right specialist provision is in the right place to meet needs, whilst also progressing work to transform how the whole system supports additional needs within mainstream provision.
- 2.13 During the Covid-19 response, Learning and Inclusion colleagues have been focussed upon supporting the schools of Norfolk (mainstream and specialist) to remain open as appropriate in line with government expectations. This work continues to support schools as they have embarked upon the Autumn term. Significant focus continues to be required from these staff to continue to support schools as the education landscape changes in response to the latest government

announcements. However, focus has also shifted back to the transformation programme work, wherever possible.

- 2.14 In addition, construction work was also paused due to Covid-19, affecting builds in relation to expanding Specialist Resource Base provision and additional special school places. This work has restarted, and the forecast is based upon the current anticipation that the additional places will be open in line with pre-Covid-19 expectations.
- 2.15 The Government made clear its expectations that all children and young people will return to school for the start of the new school year in September, including special schools. There remains considerable uncertainty as to how school budgets have been affected by Covid-19, and there remains a risk that if schools have seen a significant impact this could cause further pressure in terms of schools being unable to meet the needs of children. This could result in increases in exclusion, higher referral rates for Education, Health and Care Plans, higher requests for HNB support into mainstream or special schools.
- 2.16 Recent work has been undertaken to reset Norfolk's DSG Recovery Plan to reflect the latest information available with respect to demand, funding and the SEND & AP Transformation Programme. This Recovery Plan has been shared with Norfolk Schools Forum and will be discussed with the Department for Education at our meeting in November 2020. If, following this meeting, further amendments are required to the plan, these will be undertaken prior to the DSG 2021-22 budget preparation, which will be brought to Cabinet in January 2021 for decision. This report will include the plan agreed with the DfE.
- 2.17 **Adult Social Services:** The forecast outturn as at Period 6 (end of September 2020) was a net overspend of £4.900m after utilising £26.052m of Council Covid-19 grant funding and £22.829m of infection control funding.
- 2.18 The forecast overspend has reduced by £3.262m since our Period 5 position.
- 2.19 As reported in previous monitoring reports, the forecast has been challenging this year, due to changing legislation affecting the number and breadth of people that we are supporting; the funding routes requiring monthly reclaim of costs; the price of care during the pandemic and the difficulty delivering a significant proportion of planned savings. The three key financial risks are described in more detail below.
- 2.20 Hospital discharge – in overall terms we are seeing an increasing number of people being supported with adult social care by the Council. This is predominately due to the hospital discharge arrangements during the pandemic, which mean that self funders and people who would normally have received continuing health care are being supported through council held contracts. The additional costs of this have been funded via monthly claims to NHS England and Improvement (NHSEI), however, from 1 September 2020, adult social care teams and the Norfolk and Waveney Clinical Commissioning Group are in the process of reinstating normal funding arrangements for people discharged before September. We cannot accurately know how many people will remain with NCC funded contracts, as it depends on factors such as continuing healthcare assessments. However, we are estimating we will have a volume of service users slightly above the number at the start of the year. This mainly impacts on purchase of care for older people, with current forecasts showing a £20.3m overspending on expenditure for this budget and a similar amount of additional income. Our forecast is based on being able to continue to reclaim on a reducing basis for these care costs, introduction of charging

for NCC service users and the reinstatement of self funders to private contracts. There are risks related to these assumptions and this has been taken into account within the forecast. If these risks reduce in future months this will enable the overspend position to reduce.

- 2.21 Price of care – although prices have remained stable for service users that were in receipt of care prior to the pandemic, we have seen increasing prices for new care packages, particularly where there is discharge from hospital. Although some of the pressure has arisen through increased acuity of people leaving hospital, it is also due to provider concerns within the market and changes to the business models for self funded care. The price has no doubt been affected by both health and social care needs being part of the discharge model, but the price of care is not financially sustainable for social care alone. Although the risks of this are absorbed within the forecast for this financial year, this presents a significant financial risk for 2021-22.
- 2.22 Delivery of savings - The service started the year having achieved good progress in 2019-20 towards demand management through the promoting independence strategy. However, the outlook for 2020-21 was challenging with a £23m savings target – mostly related to demand management – and therefore strong delivery of the savings programme, in this financial year, was critical for the service. We have forecast that £13.727m of our savings will not be achieved in this financial year and the allocation of the NCC covid grant funding has helped support this. Due to the additional grant funding this will be managed within this financial year, however, there remains a significant risk for next year. As described above, we are expecting that our volume of service users will be slightly higher than at the start of the year, however, due to the level of demand management savings our budget is based on 896 fewer service users across all specialisms. It is increasingly clear that the environment that teams and providers are working within will not be back to normal for the foreseeable future. This will mean that the higher volumes and prices compared to our base budget will not be rectified before the end of this financial year and will therefore increase budget pressures next year.
- 2.23 Covid-19 has meant that our staff have had to work differently in continuing to meet our duties. Financially this has meant that embracing a socially distanced approach to social care has meant that recruitment and staff travel have naturally slowed leading to a reduction in the associated expenditure in this area. Across our 3 core front line areas of the department we have seen the identification of vacancies, combined with a reduction in expenditure for travel and subsistence, for Care & Assessment teams within Community Social Work (£0.489m) and Community Health and Social Care (£0.610m), as well as within Early Help & Prevention (£0.562m). In addition, the reinstatement work and new hospital discharge arrangements mean that social work teams are requiring some additional capacity to manage the temporary but increased workloads. There is some funding from NHSEI to support these costs.
- 2.24 The department recognises the financial pressure the above overspend, and in particular, the under-delivery of 2020/21 savings is having on the Council. The Covid-19 recovery governance includes a specific financial recovery workstream. This is predominately looking at the transition arrangements for the hospital discharge service requirements, to mitigate financial risks and to look at the price of care in the market and opportunities to manage this. The service is working to reinstate approaches that will enable some savings programme work to recommence.
- 2.25 With the Purchase of Care (POC) budget making up 77% of our ASC budget, and being heavily dependent on the individual needs of the 14,000+ people at any one time being supported by this budget, it is perhaps not surprising that this is the area

feeling the financial pressure. The department is looking to achieve savings of £23m in this financial year, and as described in the budget savings section of this paper, it has been extremely difficult in the current climate to deliver against this challenge

- 2.26 The largest area of forecast overspend is with Purchase of Care for Older People. As highlighted above for this financial year, we expect additional Covid funding to meet the majority of these additional costs. Our Living Well ethos requires a different climate to be wholly effective in preventing, reducing and delaying need for formal services. In the first four months of the year many of our care providers were paid fixed (minimum amounts whereby additional services provided are paid for in addition) payment amounts to enable them to have secure cash flow during Covid-19. Whilst this is a vital investment in sustaining a crucial market, it has meant that the spend per month is fixed at a level above which we had initially budgeted. We have also ensured that where providers have been in a position to undertake home support above this level that additional payment have been made. These costs have been offset by adjustments to spend on respite care, which has been significantly lower due to the pandemic. As reported last month, we have now completed the transition from payment based on averages to actuals. The only exception is day services where providers are delivering service below normal capacity to enable social distancing guidelines. This has meant that people continue to not be charged for these services and this has formed part of the claim to MHCLG for lost sales and fee income.
- 2.27 During the pandemic we have seen a combination of additional packages put in place to meet differing or escalating care needs and with our NHS partners have also had to manage a different hospital discharge arrangement, that has also temporarily altered our financial assessment procedures. Whilst we have been recovering the Covid-19 related costs incurred on behalf of the NHS, it has clearly meant a different approach that has required the focus of the service.
- 2.28 Whilst our income related to the NHS has increased due to the Covid-19 reclaims, our general customer contribution levels has decreased. For those that are part of the NHS discharge arrangement, we will not lose out financially in the short term. However, where services are not being fully supplied to the customer, but still being paid for by NCC, such as Day Care, we will not be recovering any financially assessed customer contributions. Our forecast includes £0.253m for income compensation from MHCLG. In addition, we have reviewed our planned phase 2 charging policy around the Minimum Income Guarantee which will reduce our income against the associated saving target.
- 2.29 Outside of purchase of care, our budgets for NorseCare and Independence Matters within Commissioning are both forecast to overspend, due to the expected non-delivery of savings. However, actions are being taken to reduce this variance in-year.
- 2.30 **CES:** Historically CES budgets have been fairly stable throughout the year and we continue to review the financial impacts of Covid-19. The forecast overspend this month is £0.478m, after taking into account Covid-19 grant income of £6.112m, the first claim from the MHCLG income compensation scheme of £1.260m, and the Local Outbreak Control Public Health grant of £3.718m.
- 2.31 The most significant pressure for CES is the ability to achieve planned income which accounted for the majority of the current forecast pressures within Community Information and learning and Culture and Heritage. Pressures on Income also account for part of the services pressure within Highways and Waste.

- 2.32 There is a significant uncertainty in relation to the impacts on income and we will therefore be reviewing and revising these forecasts as the year progresses. Overall, the position is likely to be mitigated when income under the Local government income compensation scheme for lost sales, fees and charges is received. Although this is subject to on-going calculations, the anticipated compensation for April to June is reasonably certain and this is now reflected in the forecasts.
- 2.33 The forecast pressures within Highways and Waste also relates to waste volumes and Impacts of Dutch Incineration tax on the cost of Waste disposal. Although there is limited data we are currently seeing additional waste volumes through kerbside collection and therefore we are currently seeing additional costs of waste disposal and recycling credits. The impacts of the Dutch tax are largely offset by the planned used of reserves.
- 2.34 The service has also incurred additional costs in relation to the re-opening of Household Waste Recycling Centres for traffic management and site security.
- 2.35 The Department is also reviewing any potential areas for savings that will help off-set this pressure which will include reduced spend on travel, printing and other administration areas. There are also likely to be a number of posts that are currently vacant and therefore we have not been able to recruit to, which will deliver a one-off saving.
- 2.36 **Corporate services:** Both the Strategy and Governance and Finance and Commercial Services directorates are forecasting overspends at this stage of the year, primarily relating to central Covid-19 related costs.
- 2.37 **Finance General:** The forecast underspend in Finance General is £2.429m, with an underlying overspend made up of unbudgeted Covid-19 related costs, partly off-set by forecast underspends on the costs of borrowing and additional government Emergency Assistance Grant funding for Food and Essential Supplies. The forecast net underspend this month is mainly due to MHCLG funding which has yet to be allocated to services. The funding will be allocated to services once income compensation claims have been prepared, submitted to and confirmed by MHCLG. Further details are given in Revenue Annex 1.

3 Approved budget, changes and variations

- 3.1 The 2020-21 budget was agreed by Council on 17 February 2020 and is summarised by service in the Council's Budget Book 2020-21 (page 19) as follows:

Table 2: 2020-21 original and revised net budget by service

Service	Approved net base budget	Revised budget P5	Revised budget P6
	£m	£m	£m
Adult Social Services	255.740	255.793	255.793
Children's Services	196.211	196.311	196.311
Community and Environmental Services	163.471	161.799	161.799
Strategy and Governance	9.365	9.362	9.362
Finance and Commercial Services	30.811	32.671	32.671
Finance General	-225.177	-225.515	-225.515
Total	430.421	430.421	430.421

Note: this table may contain rounding differences.

- 3.2 During period 6, there were no budget movements between services. The Council's net budget for 2020-21 has remained unchanged.
- 3.3 On 10 September the Home Office confirmed that the Council would receive a £0.074m one-off ringfenced Grenfell Infrastructure grant, towards delivering outcomes against the relevant findings from the Grenfell Phase 1 inquiry. It is anticipated that the grant will be fully spent, and the service net budget has not been affected.
- 3.4 **Proposal to dissolve NCC HH Limited**
- 3.4.1 NCC HH Limited was incorporated on 27 November 2019. The company is wholly owned by Norfolk County Council, and is a company limited by shares with two directors. It was established to continue the provision of education at Horatio House Independent School which was under threat as a result of the Great Yarmouth Community Trust going into liquidation on 10 December 2019.
- 3.4.2 In accordance with the company business plan, approved by Cabinet on 13 January 2020, immediate alternative education provision was provided to the pupils who were on the school roll of Horatio House until the year 10 students were found alternative placements and the year 11 students completed their GCSEs in June 2020. The school closed on 1 July 2020 and has been deleted from the register of independent schools maintained by the Department of Education. The remaining staff left on 31 August 2020 and the company has ceased trading.
- 3.4.3 The latest financial information from the company for the period to 31 March 2021 shows total income is expected to be £0.485m with expenditure of £0.463m resulting in a small profit of £0.022m before tax. In accordance with the agreement between the County Council and the company, when the accounts have been finalised and audited, any surplus will be returned to the County Council and in the event of a deficit this will be funded by the County Council.
- 3.4.4 As a result of the company having delivered its purpose and ceasing trading, it is proposed that steps should be taken to dissolve NCC HH Limited.

4 General balances and reserves

General balances

- 4.1 On 17 February 2020 Council agreed the recommendation from the Executive Director of Finance and Commercial Services for a minimum level of General Balances of £19.623m through 2020-21. The balance at 1 April 2020 was £19.706m. The forecast for 31 March 2021 is unchanged, before any over or underspends.

Reserves and provisions 2020-21

- 4.2 The use of reserves anticipated at the time of budget setting was based on reserves balances anticipated in January 2020. Actual balances at the end of March 2020 were higher than planned, mainly as a result of grants being carried forward, including Covid-19 support grants, and reserves use being deferred.
- 4.3 The 2020-21 budget was approved on the basis of a forecast reduction in earmarked revenue reserves and provisions (including schools reserves but excluding LMS and DSG reserves) from £73m to £65m, a net use of £8m.

Table 3: Reserves budgets and forecast reserves and provisions (excluding LMS/DSG)

Reserves and provisions by service	Budget book forecast balances 1 April 2020	Actual balances 1 April 2020	Increase in opening balances after budget setting	2020-21 Budget book forecast March 2021	Latest forecast balances 31 March 2021
	£m	£m	£m	£m	£m
Adult Social Services	16.896	20.291	3.395	10.371	12.927
Children's Services (inc schools, excl LMS/DSG)	1.961	6.200	4.239	3.321	2.753
Community and Environmental Services	35.847	40.934	5.087	32.612	39.551
Strategy and Governance	3.042	2.916	-0.126	3.265	2.595
Finance & Commercial Services	2.469	4.301	1.832	2.472	3.311
Finance General	12.915	49.428	36.513	12.915	12.805
Reserves and provisions excluding LMS and DSG balances (see below)	73.130	124.070	50.940	64.956	73.942
Schools LMS balances	12.001	12.361	0.360	4.212	13.650
DSG Reserve (negative)	-18.387	-19.704	-1.317	-18.830	- 28.903
Total	66.744	116.727	49.983	50.338	58.689

- 4.4 Actual overall provisions and reserves (subject to external audit and excluding capital, DSG and LMS reserves) at 31 March 2020 were approximately £50m in excess of 2020-21 budget book assumptions. This is due primarily to £26.8m Covid-19 government grants received in late March, which will be fully used in 2020-21, plus general increases in reserves, including unspent grants and contributions, brought forward after budget setting. The current forecast net total for reserves and provisions at 31 March 2021 (excluding schools LMS and DSG reserves) is approximately £9m higher than was assumed at the time of budget setting due to the increase in grants brought forward.

4.5 Provisions included in the table above

The table above includes forecast provisions of £26.8m comprising £9.9m insurance provision, £12.6m landfill provision (this provision is not cash backed), £4.1m provisions for bad debts, and a small number of payroll related provisions.

5 Covid-19 financial implications

5.1 Details of central government funding announcements, and forecast Covid-19 pressures are set out below. Details were set out in a detailed report to the [6 July 2020 meeting of this Committee](#).

5.2 Covid-19 funding secured to date is as follows:

Table 4a: Covid-19 funding

Funding	Actual/forecast 2020-21 £m
MHCLG tranche 1 (received March 2020)	26.932
MHCLG tranche 2	16.742
MHCLG tranche 3	6.001
Emergency Assistance Grant for Food and Essential Supplies	1.016
Infection Control Fund – first round	12.386
Home to School and College Transport Funding – Tranche 1	0.747
Wellbeing for Education Return Grant	0.146
Local Outbreak Control: test and trace service support grant	3.718
MHCLG - Local government income compensation scheme for lost sales, fees and charges (initial estimate April-July)	2.700
Total previously reported P5	70.388
Adjustment to income compensation scheme estimate	-0.043
Infection Control Fund – second round	10.443
Home to School and College Transport Funding – Tranche 2	0.503
Total to date P6	81.291

5.3 **MHCLG funding:** The three tranches of MHCLG funding listed above are unringfenced, and expected to address additional expenditure, lost income and delayed or irrecoverable savings while assisting those who are in most need of additional support and social care, and those at higher risk of severe illness.

5.4 **Emergency Assistance Grant:** to help those who are struggling to afford food and other essentials due to Covid-19.

5.5 **Infection Control Fund:** “to ensure care homes can cover the costs of implementing measures to reduce transmission”, with 75% passed straight to care homes in Norfolk (regardless of whether they contract with the Council), with the remaining 25% spent on broader infection control measures. In addition to the first-round grant of £12.386m, a second round of Infection Control Grants has been announced, with an additional £10.443m to be received by Norfolk in October and December 2020.

5.6 **Dedicated Home to School and College Transport Funding:** for transport authorities to help provide alternatives to public transport and ensure children and young people can return to full time education through the autumn term. The total Autumn Term allocation for Norfolk County Council is £1.250m, of which £0.747m was previously accounted for.

- 5.7 **Wellbeing for Education Return Grant:** to support pupils' and students' wellbeing and psychosocial recovery as they return to full-time education in autumn 2020.
- 5.8 **Local Authority Test and Trace Service Support Grant:** to fund expenditure relating to the mitigation against and management of local outbreaks of COVID-19 as part of the Council's public health responsibilities.

New / confirmed funding

- 5.9 **Local government income compensation scheme for lost sales, fees and charges.** A scheme has been announced to compensate local authorities for irrecoverable income losses in the financial year 2020-21 due to the impact of COVID-19, as much as 75% of lost income where losses exceed 5% of planned income subject to the details of the scheme. The first claim covering the period to April to July 2020 was submitted to MHCLG due to be submitted to MHCLG on 30 September 2020. The claim of £2.657m represents our current best estimate of the compensation that will be paid by MHCLG. It was allocated to Finance General in period 5 monitoring forecasts and has since been split between services as follows:

Table 4b: income compensation claim April-June

	£m
Adult Social Services	0.253
Children's Services	0.647
Community and Environmental Services	1.260
Strategy and Governance	0.342
Finance and Commercial Services	0.155
	2.657

Additional income compensation will be claimed for the period from 1 August 2020 to 31 March 2021, in accordance with MHCLG guidance. When confirmation of the first claim has been received from MHCLG, an estimate covering the remainder of the year will be made and incorporated into future forecasts.

- 5.10 An additional element of cost mitigation included in forecast over and underspends is the Government's **Coronavirus Job Retention Scheme**. While the scheme has not been used to duplicate other sources of public funding, such as the Covid-19 support grants, the government has recognised that there are exceptional cases where, for example, Local Authorities have needed to close venues such as museums and registry offices.

5.11 A summary of the forecast Covid-19 related cost pressures are as follows:

Table 4c: Covid-19 cost pressures

	Adult Social Services	Children's Services	Community and Environmental Services	Strategy and Governance Department	Finance and Commercial Services and Finance General	Total
	£m	£m	£m	£m	£m	£m
Previously reported	48.598	7.923	13.353	0.560	8.851	79.285
Changes this month	8.354	1.444	-2.481	1.250	4.283	12.850
Total cost pressures	56.952	9.367	10.872	1.810	13.134	92.135
Government support						-81.291
Net Covid-19 pressure						10.844

5.12 Details of cost pressures by services are set out in Revenue Annex 2. The increases and decreases in the majority of services relate to revised estimates of lost sales, fees and charges based on 6 months actual information. Lost income in adult social care and CES highways and public transport is lower than previously expected, but traded income from schools and registrars lost income is higher than previously estimated. The increased cost pressures shown in Finance and Commercial Services and Finance General include additional staff and property costs relating to the Covid-19 response and lost income from County Hall car park. Also within Finance General is the impact of the Council continuing to incur costs sourcing PPE, medical requisites, and cleaning materials for use across our services.

Funding announcements after September/to be confirmed

5.13 On 12 October 2020, the Prime Minister confirmed that there would be a further package of support for local government, of around £1 billion. Specific allocation, including of £5.607m for Norfolk, was announced on 22 October 2020. As this allocation was announced as this report was being finalised, it has not been reflected in the tables and forecasts in this report. Proposals as to how the funding will be used, either in the current year or to support the 2021-22 budget, will be brought to December Cabinet.

5.14 Also in October, addition funding relating to the government's "tiered" approach to breaking the chains of transmission was confirmed. From 12 October 2020, Local Authorities are eligible for a series of payments from the Contain Outbreak Management Fund to support proactive containment and intervention measures. A payment of up to £1 per head of population will be provided to Local Authorities in Local COVID Alert Level Medium. This will be disbursed as soon as public health activities have been agreed. Where Local Authorities move to Local COVID Alert Level High or Very High this financial support will automatically be increased to £3 per person and £8 per person respectively. At the of writing Norfolk is in Local COVID Alert Level Medium, and the funding estimated to be £0.850m. This will be reflected in the future monitoring reports.

Other pressures

- 5.15 There continues to be a high degree of uncertainty about the cost pressure forecasts, and these will continue to be refined. The Council continues to emphasise financial pressures and implications for services in regular returns to MHCLG.
- 5.16 A particular risk relates to Business Rates and Council Tax income. No pressures have been included for 2020-21 with any impact not expected to have an impact on the general fund until 2021-22 and this will be taken into account during 2021-22 budget setting. To assist future budgeting, the government will allow Council's to spread their tax deficits over 3 years rather than the usual one year
- 5.17 The costs and income pressure relating to Covid-19 vary from the overall Council forecast net overspend shown in this report. This is due to non-Covid-19 related under and over-spends, and actions already put in place by Chief Officers to mitigate the financial impacts of the pandemic.

6 Budget savings 2020-21 summary

- 6.1 In setting its 2020-21 Budget, the County Council agreed net savings of £40.244m. Details of all budgeted savings can be found in the 2020-21 Budget Book. A summary of the total savings forecast to be delivered is provided in this section.
- 6.2 The latest monitoring reflects total forecast savings delivery of £22.862m and a total shortfall of £17.382m (43%) forecast at year end.
- 6.3 The forecast savings delivery is anticipated as shown in the table below:

Table 5: Analysis of 2020-21 savings forecast

	Adult Social Services	Children's Services	Community and Environmental Services	Strategy and Governance Department	Finance and Commercial Services	Finance General	Total
	£m	£m	£m	£m	£m	£m	£m
Budget savings	22.897	9.250	5.013	-0.613	1.389	2.308	40.244
Period 6 forecast savings	9.646	6.774	3.898	-0.691	0.927	2.308	22.862
Savings shortfall	13.251	2.476	1.115	0.078	0.462	0.000	17.382

Commentary on shortfall savings

- 6.4 The impact of the COVID-19 pandemic is having a profound effect on the Council's ability to achieve planned budget savings. Further details on the emerging financial implications of COVID-19 including the impact of non-delivery of savings are reflected elsewhere in this report.
- 6.5 Thirty-four savings are forecasting a shortfall, representing a budgeted total savings value of £28.949m and a forecast savings shortfall of £18.295m. This total is before adjustment for forecast savings over-delivery of £0.913m detailed in paragraph 6.6. Commentary on each saving is provided in Revenue Appendix 3.

Commentary on overdelivering savings

- 6.6 Two savings are currently forecast to over-deliver in 2020-21.

Adult Social Services:

ASC035 Investment and development of Assistive Technology approaches, budget £0.500m, over delivery £0.910m: Current projections, tested by the ASTEC Board, suggest we will over-deliver.

In addition, there is a favourable variance of £0.003m on ASC052 relating to the reversal of one-off use of repairs and renewal reserve.

2021-22 to 2023-24 savings

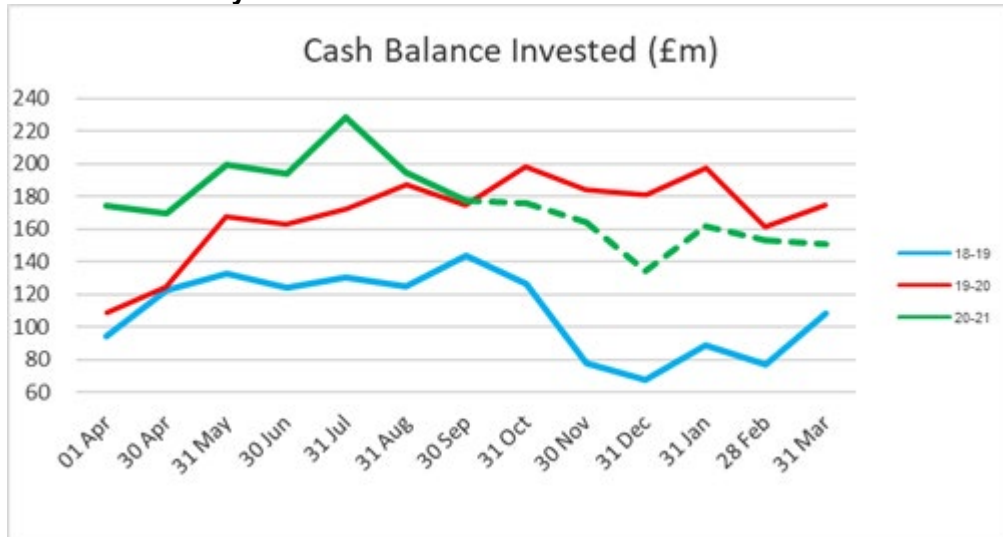
- 6.7 Budget setting in 2020-21 saw the approval of £20.747m savings for 2021-22, £2.383m for 2022-23 and £0.412m savings for 2023-24. Any impacts on the deliverability of these savings, and any 2020-21 savings that are permanently undeliverable, are considered as part of the 2021-22 budget setting process. The Strategic and Financial Planning report to October Cabinet set out details of the

currently proposed delays and reversal of a number of existing savings within the developing 2021-22 Budget; this will continue to be refined with a final position being presented to Cabinet in February 2021 for recommendation to Full Council as part of the overall budget for next year.

7 Treasury management summary

- 7.1 The corporate treasury management function ensures the efficient management of all the authority's cash balances. The graph below shows the level of cash balances over the last two financial years to March 2020, and projections to March 2021.

Chart 2: Treasury Cash Balances

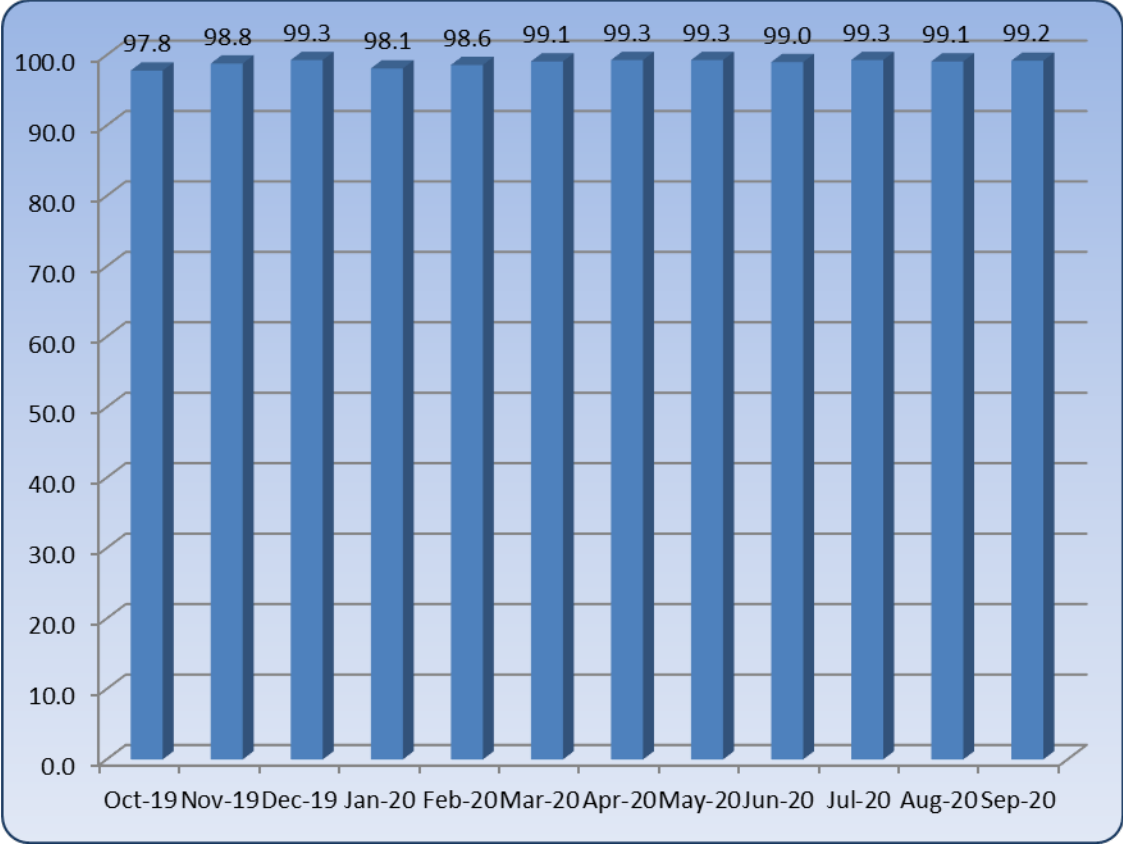


- 7.2 The forecast closing balance is approximately £150m, above average for recent years but a little lower than the balance at 31 March 2020. Balances in the graph above assume £80m will be borrowed to fund capital expenditure in the current financial year, in line with the Council's Treasury Strategy.
- 7.3 PWLB and commercial borrowing for capital purposes was £704.5m at the end of September 2020. Associated annual interest payable on existing borrowing is £29.3m.

8 **Payment performance**

8.1 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. 99.2% were paid on time in September against a target of 98%. The percentage has not dropped below 97% in the last 12 months.

Chart 3: Payment performance, rolling 12 months



*Note: The figures include an allowance for disputes/exclusions.

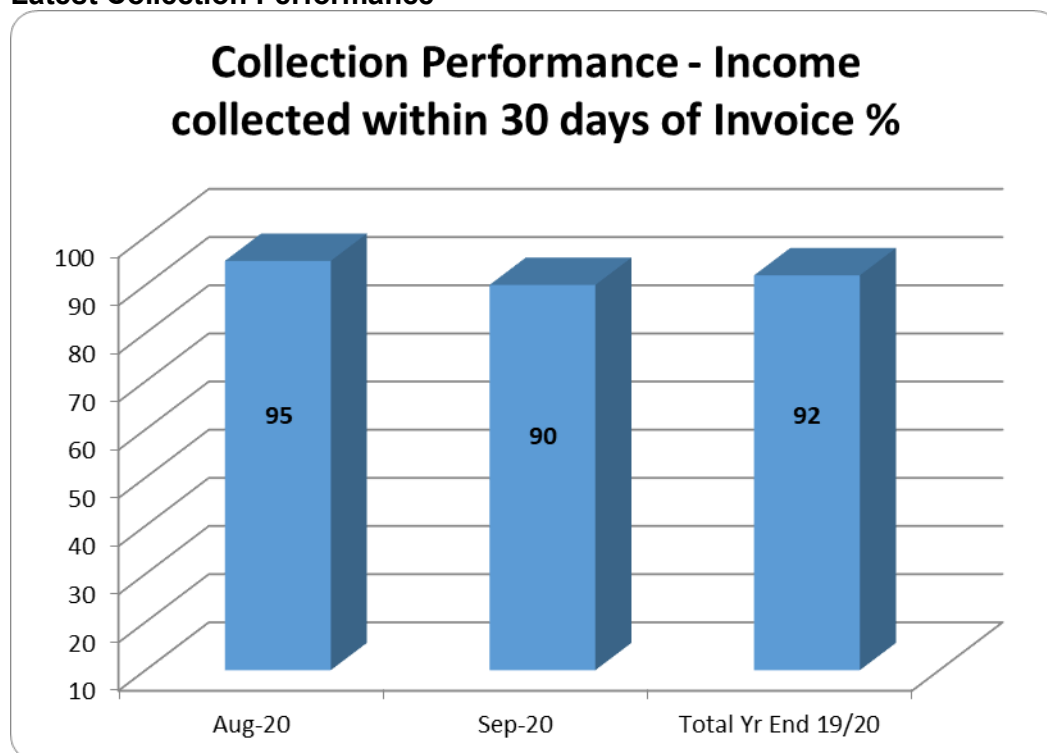
9 Debt recovery

- 9.1 **Introduction:** In 2019-20 the County Council raised over 160,000 invoices for statutory and non-statutory services totalling over £1.4bn. Through 2019-20 92% of all invoiced income was collected within 30 days of issuing an invoice, and 98% was collected within 180 days.

Debt collection performance measures

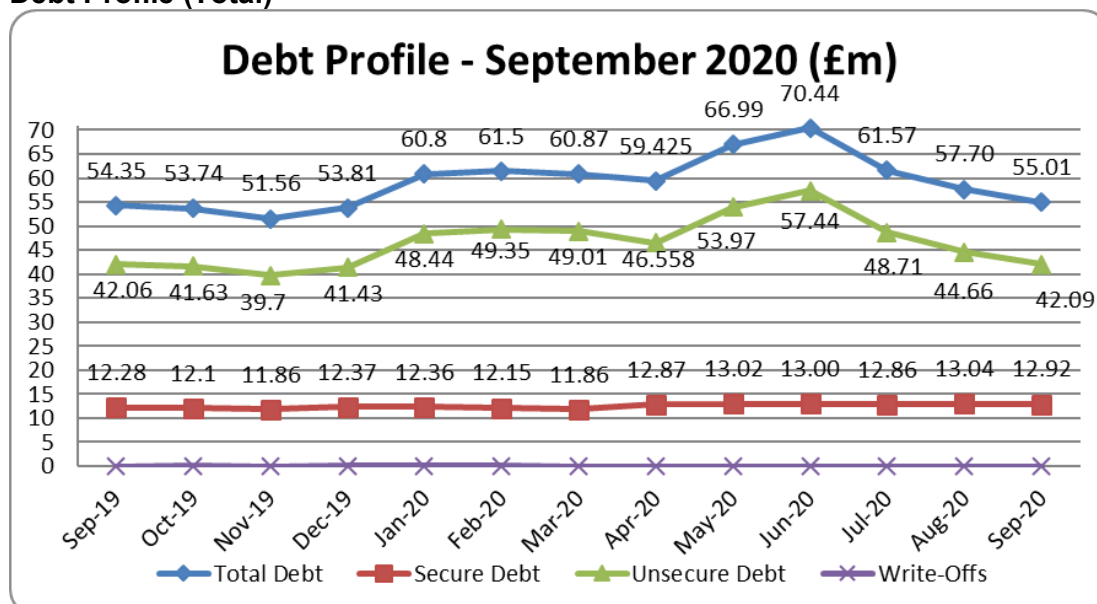
- 9.2 The proportion of invoiced income collected within 30 days for invoices raised in the previous month – measured by value – was 90% in September 2020.

Latest Collection Performance



- 9.3 The value of outstanding debt is continuously monitored, and recovery procedures are in place to ensure that action is taken to recover all money due to Norfolk County Council. The level of debt is shown in the following graph:

Debt Profile (Total)



- 9.4 Of the £42.1m unsecure debt at the end of September, £8.3m is under 30 days. The largest area of unsecure debt relates to charges for social care, £31.9m, of which £11.4m is debt with the CCG's for shared care, Better Care Pooled Fund, continuing care and free nursing care.
- 9.5 Secured debts amount to £12.9m. Within this total £5.2m relates to estate finalisation where the client has died, and the estate is in the hands of the executors.
- 9.6 **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.
- 9.7 Service departments are responsible for funding their debt write-offs. Before writing off any debt all appropriate credit control procedures are followed.
- 9.8 For the period 1 April 2020 to the end of September 2020, 112 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 £6,238.41.
- 9.9 No debts over £10,000 have been approved for write-off since 1 April 2020.

Forecast revenue outturn

Revenue outturn by service

Table A1a: revenue over and (under) spends by service

Service	Revised Budget	Net total over / (under) spend	Over / (under) spend as %	Forecast net spend
	£m	£m		£m
Adult Social Services	255.793	4.900	1.9%	260.693
Children's Services	196.311	0	0.0%	196.311
Community and Environmental Services	161.799	0.478	0.3%	162.277
Strategy and Governance	9.362	0.029	0.3%	9.391
Finance and Commercial Services	32.671	0.978	3.0%	33.649
Finance General	-225.515	-2.429	1.1%	-227.944
Forecast outturn this period	430.421	3.956	0.9%	434.377
Prior period forecast	430.421	5.314	1.2%	435.735

Reconciliation between current and previously reported underspend

Table A1b: monthly reconciliation of over / (under) spends

	£m
Forecast overspend brought forward	5.314
Movements September 2020	
Adult Social Services	-3.262
Children's Services	-
Community and Environmental Services	-2.260
Strategy and Governance	-0.372
Finance and Commercial Services	-0.060
Finance General	4.596
Outturn over/(under) spend	3.956

Covid-19 grant allocation by service

Table A1c: Covid-19 grant received and service allocations to mitigate overspends

	£m
Adult Social Services	49.134
Children's Services	6.755
Community and Environmental Services	11.090
Strategy and Governance	0.674
Finance and Commercial Services	1.515
Finance General	6.120
Rounding	0.002
Covid-19 grant allocated to services	75.290
Government Covid-19 funding third tranche to be allocated	6.001
Covid-19 grant	81.291

Revenue Annex 1 continued

The net underspend is a result of a range of underlying forecast over and underspends which are listed below.

Revenue budget outturn by service – detail

Adult Social Services	Over spend	Under spend	Changes
	£m	£m	£m
Purchase of Care	33.971		-1.346
Commissioned Services	1.424		-0.134
Community Social Work		-0.489	-0.094
Business Development		-0.008	0.008
Early Help & Prevention		-0.562	-0.240
Community Health & Social Care		-0.610	-0.108
Management, Finance & HR		-2.521	-1.095
Use of Infection control grant	22.829		10.443
Covid-19 grant allocation		-49.134	-10.696
Forecast over / (under) spends	58.224	-53.324	-3.262
Net total	4.900		
Children's Services	Over spend	Under spend	Changes
	£m	£m	£m
Learning & Inclusion	2.719		
Social Care	2.640		
Use of Home to School and College Transport Funding	1.250		0.503
Use of Wellbeing for Education Return Grant	0.146		
Covid-19 grant allocation		-6.755	-0.503
Forecast over / (under) spends	6.755	-6.755	-
Net total	-		
<i>Dedicated schools grant</i>			
High Needs Block	10.600		0.900
Increase in net deficit to be carried forward	-	-0.200	-0.200
Increase in net deficit to be carried forward	-	-10.400	-0.700
Forecast over / (under) spend	10.600	10.600	-
Net total	-		

Community and Environmental Services	Over spend	Under spend	Changes
	£m	£m	£m
Community Information and Learning	1.255		-0.226
Culture and Heritage	1.438		-0.797
Fire	0.166		-0.345
Growth and Development	0.796		0.420
Highways and Waste	3.194		-0.858
Performance and Governance		-0.082	-0.192
Director of Public Health	1.083		0.998
Use of Local Outbreak Control: test and trace service support grant	3.718		
Covid-19 grant allocations		-11.090	-1.260
Forecast over / (under) spend	11.650	-11.172	-2.260
Net total	0.478		

Strategy, Finance and Finance General	Over spend	Under spend	Changes
	£m	£m	£m
Strategy and Governance			
Registrars and other net loss of income	0.703		-0.030
Covid-19 grant		-0.674	-0.342
Forecast over / (under) spend	0.703	-0.674	-0.372
	0.029		
Finance and Commercial Services			
Client Property Management	0.759		0.095
Covid-19 related costs - loss of income/recharges	1.321		
Covid-19 related costs - savings delays	0.790		
Finance directorate reduced overheads and costs		-0.377	
Covid-19 grant allocation		-1.360	
Covid-19 income compensation scheme		-0.155	-0.155
Forecast over / (under) spend	2.870	-1.892	-0.060
	0.978		
Finance General (see below for narrative)			
Covid-19 additional costs – including a large proportion of PPE, shielding and homeworking costs.	9.935		0.880
Income: transfers of PPE to partner organisations		-0.121	0.023
In-year reserve is included to meet increase staffing capacity and related costs	1.000		1.000
DEFRA Local Authority Emergency Assistance Grant		-1.016	
Local assistance scheme	1.016		
Extended rights to free travel grant		-0.463	
Members travel		-0.075	-0.007
Interest on balances		-1.600	
Covid-19 grant allocation		-5.104	
Covid-19 grant tranche 3 – to be allocated		-6.001	
Local government income compensation– now allocated to services			2.700
Forecast over / (under) spend	11.951	(14.380)	4.596
Net total		(2.429)	

Finance General forecast over and underspends

Explanations for the Finance General forecast under and overspends are as follows:

Covid-19 additional costs and associated income:

- Covid-19 additional costs: forecast overspend £9.935m
- Income: transfers of PPE to partner organisations: forecast underspend £0.121m
- Covid-19 additional in-year reserve: forecast overspend £1.000m
- Covid-19 grant allocation: forecast underspend £5.104m
- DEFRA Local Authority Emergency Assistance Grant for Food and Essential Supplies £1.016m (see paragraph below)
- Covid-19 grant tranche 3 – to be allocated: forecast underspend £6.001m (see below)

Costs related to Covid-19 pandemic which have not been allocated to service departments have resulted in a forecast overspend, partly off-set by government grants. Expenditure includes the purchase of medical supplies and protective (PPE) clothing to ensure continuity of supply for council staff, care homes, early years providers and others. Some of this PPE is forecast to be transferred to partner organisations at cost. To address costs of meeting pressures from a Covid-19 “second wave”, an in-year reserve is included to meet increase staffing capacity and related costs.

Local assistance scheme / Emergency Assistance Grant (forecast net overspend £nil)

The Norfolk Assistance Scheme helps by providing emergency food, cash and household expenses. Due to the coronavirus situation, a coordinated emergency relief response has been developed for Norfolk people in crisis, which increased scheme spend. In period 3, additional government funding was made available which is being used to provide food and essential supplies for those in the greatest need.

Extended rights to free travel grant (forecast underspend £0.463m)

Additional grant forecast in respect of extended rights to free travel.

Members travel (forecast underspend £0.075m)

Since the start of the financial year, meetings have not been held at County Hall. Members have instead held meetings electronically significantly reducing the costs of travel.

Interest on balances (forecast underspend £1.600m)

The interest payable/receivable budget was prepared on the basis of a number of assumptions including cash flows, interest rates and the amount of borrowing. The cost and timing of borrowing has resulted in a forecast underspend.

Covid-19 grant tranche 3 – to be allocated (forecast underspend £6.001m)

As noted in section 5 of this report, an additional £6.001m of government funding has been allocated to Norfolk County Council. This will be allocated to services once the full implication of other grant funding has been confirmed.

Revenue Annex 2

Impact of Covid-19 – forecast cost pressures

Forecast cost pressures summarised in paragraph 5 of the main report are as follows:

	2020-21 Forecast £m
<u>Identified / forecast costs</u>	
Adult Social Care	
Enhancements to packages of care where not related to hospital discharge (mainly LD and MH and includes care need escalation)	1.450
Additional Block capacity purchased from market	0.500
Provider support payments to cover liquidity/sustainability issues and any additional costs where not specifically related to a person's changing care needs	10.000
Other care market pressures	6.000
Paying for additional day time support to Supported Living/Residential providers whilst the day centres are closed	0.300
Loss of income: Adults: No charges for services not received	0.911
Equipment and Support for our teams (e.g. PPE for in-house teams)	0.035
Support for people experiencing domestic abuse	0.150
Loss of savings: Adults: Savings delivery risk	10.727
Temporary postponed implementation of the second phase of the charging policy implementation (2020-21 cost pressure)	3.000
Equipment - spike in usage and increase in costs	0.200
Weekend or Overtime staff costs	0.550
Vulnerable People Resettlement	0.200
Redeployed interims	0.100
Full use of infection control funding	22.829
Adult Social Care Total	56.952
Children's Services	
Loss of income - Children's Services - Initial estimate primarily relating to trading with schools	2.700
Loss of income - Transport	0.217
Safeguarding campaign - <i>Project Stay Safe</i>	0.010
Loss of savings: Children's: Savings delivery risk	2.640
Maintaining Early Year's Provision	0.500
Post 18s remaining in placements	0.202
Additional contracted provider costs	0.500
Additional respite care costs	0.100
Enhanced Zoom licenses	0.015
Additional frontline agency costs	0.550
CAMHS contract extension	0.010
Other support for the market	0.490
Grant support to charity	0.035
Book fund for Social Work apprentices	0.002
Full use of Home to School and College Transport Funding	1.250
Full use of Wellbeing for Education Return Grant	0.146
Children's Services Total	9.367
Community and Environmental Services	

	2020-21 Forecast £m
Food boxes for older people (NCC provision)	0.700
Waste – Contract costs reflecting 15% increase in residual waste volumes	0.192
Waste – Recycling credits reflecting 15% increase in recyclables / garden waste	0.240
Reopening Recycling Centres – (traffic management, security, volume increase)	0.365
Loss of income: CES including Museums / Libraries	2.471
Loss of income: CES including Adult Education / Records Office	0.351
Loss of income: CES including Highways and Public Transport	1.000
Loss of income: CES including Planning and Development	0.097
Loss of income: CES including Recreation and Sport	0.015
Loss of income: Parking Services	0.500
Loss of income: CES including Centres and Blue Badges	0.378
Loss of income: CES including On-street Parking	0.555
Loss of savings: CES	0.290
Full use of Local Outbreak Control: test and trace service support grant	3.718
Community and Environmental Services Total	10.872
Strategy and Governance	
Norfolk Community Foundation - grant donation	0.100
Joint comms systems for the Norfolk Resilience Forum	0.035
Increased Coroner's costs	0.100
Loss of income: Registrars	1.500
Loss of savings: Strategy and Governance	0.075
Strategy and Governance Total	1.810
Finance and Commercial Services and Finance General	
Emergency Planning Director / Strategic Command Group / MAFG Director costs	0.039
Covid response costs - redeployed staff, property costs	1.000
Mortuary facility vans provided by NORSE	0.004
Corporate procurement of PPE	6.000
Food distribution hub - Site costs	0.050
Re-assignment of FES staff (HR and Finance System replacement) to COVID-19 response	0.375
Homeworking equipment	0.750
Extension of SWIFTS Pool Cars / Enterprise	0.037
Extension of Norfolk Assistance Scheme (NAS)	1.016
Software solution from Agilisys and Microsoft to handle the contacts to vulnerable adults in receipt of Letters and all related activities	0.060
Loss of income across Finance and Commercial Services including IMT Services to Schools, Property and Car Park income	1.253
Loss of savings: Finance and Commercial Services / Finance General	0.790
Additional costs associated with the NCC schools contracts, between NCC and Norse Eastern Ltd	0.750
Vulnerability Tracker App	0.010
Provision for match funding Business Rates Pool to establish Norfolk Strategic Fund	1.000
Finance and Commercial Services and Finance General Total	13.134
Covid-19 financial pressures Norfolk County Council total	92.135

Revenue Annex 3

Commentary on forecast savings shortfalls

Commentaries on savings shortfalls referred to in paragraph 6 of the main report are as follows:

Adult Social Services:

ASC006 Promoting Independence for Younger Adults, budget £5.000m, shortfall £2.247m: Relies on our ability to offer alternatives (including accommodation) which are not currently available. Staff teams set up for dedicated reviewing have been repurposed to directly support COVID response. There is less ability to focus on prevention when in crisis and needs may escalate due to current pandemic.

ASC006 Promoting Independence for Older Adults, budget £5.000m, shortfall £4.000m: Operational teams are focused on the COVID response. Elements of plan to deliver requires governance that has not yet been set up and has been delayed due to programme manager redeployment.

ASC036 Maximising potential through digital solutions, budget £1.000m, shortfall £0.887m: The current climate adds difficulty in restructuring services and has materially impacted pricing structures.

ASC038 Procurement of current capacity through NorseCare at market value: budget £1.000m, shortfall £1.000m: The provider is focused on delivery of safe services in COVID and not on service transformation.

ASC046 Revise the NCC charging policy for working age adults to apply the government's minimum income guarantee amounts, budget £3.000m, shortfall £3.000m: At the outbreak of the pandemic, a decision was taken to mitigate the changes to the Minimum Income Guarantee (MIG) that would have been implemented in April, for four months, recognising the impact that the lockdown would have on people and the services they receive. The cost of this decision was covered by some of the Government's Covid-19 funding that the Council received. Cabinet has decided given the impact to date, and the uncertainty of the future for those affected by the changes, to continue to mitigate the impact of phase 2 of the changes to charging. This would be extended to allow for Government intentions around funding reform for social care to be published. Provided this is done within a reasonable timescale, the mitigation would continue, subject to the financial demands on the Council.

ASC049 Shift to community and preventative work within health and social care system – demand and risk stratification, budget £1.000m, shortfall £0.800m: The pandemic has meant that some areas of work and system changes have been delayed, although work is restarting and there will be potential for more opportunities through collaboration and remodelling of systems there remains risk in this financial year.

ASS001 Expanding home based reablement, which saves money in the long term by preventing unnecessary hospital admissions and supporting more people to swiftly return home from hospital, budget £3.000m, shortfall £0.750m: Service is focused on safe discharge and therefore long-term outcomes may suffer leading to higher ongoing costs.

ASS002 Expanding accommodation based reablement, which saves money by enabling people with higher needs to quickly return to their home from hospital without needing residential care, budget £0.750m, shortfall £0.600m: Provision of new accommodation based reablement beds has been postponed due to pandemic and those we have, have been repurposed to COVID support.

ASS003 Extending home based support for people with higher level needs or dementia so that they can remain in their home especially after an illness or hospital stay, which saves money on residential care, budget £0.200m, shortfall £0.100m: The service is fully focused on supporting discharge.

ASS004 Working better across health and social care teams to help prevent falls, which in turn helps prevent hospital admissions and saves money on residential care, budget £0.140m, shortfall £0.140m: Elements of plan to deliver requires governance that has not yet been set up and has been delayed due to programme manager redeployment.

ASS005 Supporting disabled people to access grants that are available for access to education and support to attend university, budget £0.050m, shortfall £0.050m. This saving will continue to be pursued where possible, but is identified as at risk due to change of focus for many grants and universities.

ASS006 Increasing opportunities for personalisation and direct payments, which will help both increase choice of services and value for money, through more efficient commissioning, budget £0.500m, shortfall £0.200m. Some of the work has been refocused to support the pandemic response and recovery. Although there will continue to be opportunities to increase personalisation, there will be challenges for delivering the value for money aspect of the work.

ASS007 Reviewing how we commission residential care services to save money by making sure we have the right services in the right place, budget £0.500m, shortfall £0.200m. This saving will continue to be reviewed throughout the year, but commissioning actions have needed to focus on the system capacity and to secure adequate capacity as part of the hospital discharge service requirements. Challenges currently faced across the market will make it difficult to deliver savings from these contracts.

ASS008 Developing consistent contracts and prices for nursing care by working more closely with health services, budget £0.190m, shortfall £0.190m. The service is currently working under the Government Hospital Discharge Service Requirements, and the council is contracting for both health and social care nursing contracts. The challenges currently faced across the social care market will make it deliver savings from these contracts in this financial year.

Children's Services:

CHS001 Prevention, early intervention and effective social care – Investing in an enhanced operating model which supports families to stay together and ensures fewer children need to come into care, budget £1.000m shortfall £0.607m: At the start of the financial year, we were unable to work as closely with some families to support resilience during isolation, family support networks reduced, and pressure of people being at home together potentially leading to an increase in domestic abuse. Additionally, resources have been diverted away from transformation activity due to the covid-19 response, resulting in delays to planning and implementation of the programme.

CHS003 Transforming the care market and creating the capacity that we need – Creating and commissioning new care models for children in care – achieving better outcomes and lower costs, budget £3.500m, shortfall £1.869m: It is been harder to move forward new foster carers, people wanting to adopt, and permanency arrangements as social workers have been restricted to essential visiting only where necessary to ensure the safety and welfare of a child. Resources have also been diverted away from transformation activity due to the covid-19 response and, additionally, construction work delays have impacted upon the opening of new semi-independent accommodation for care leavers and solo / dual placements for children looked after.

Community and Environmental Services:

CMM045 Income generation – Norfolk Community Learning Services, budget £0.125m shortfall £0.125m: Closed sites and reduced activities impacting income generation opportunities.

CMM046 Income generation – Library and Information Service, budget £0.111m shortfall £0.111m: Closed sites and reduced activities impacting income generation opportunities.

CMM060 Increased income – Trading Standards and library service, budget £0.070m shortfall £0.070m: Closed sites and reduced activities impacting income generation opportunities.

EDT050 Improved management of on-street car parking, budget £0.350m shortfall £0.350m: Less on street parking during lockdown.

EDT065 Household Waste Recycling Centres – reuse shops, budget £0.050m shortfall £0.050m: Closed sites and reduced activities impacting income generation opportunities.

EDT068 Re-model back office support structure, budget £0.090m shortfall £0.090m: The support services have restructured following the transfer of works to Norse, however we have not been able to deliver the saving in the way that we had originally anticipated.

CES005 Adjusting our budget for recycling centres in line with predicted waste volumes, budget £0.200m shortfall £0.200m: In previous years we had seen reduced waste volumes at HWRC's, however due to the Covid-19 pandemic, based on recent activities we are expecting an increase in volumes.

CES020.1 Income generation across various Community and Environmental Services budgets. (Trading Standards calibration), budget £0.025m shortfall £0.025m: Closed sites and reduced activities impacting income generation opportunities.

CES020.2 Income generation across various Community and Environmental Services budgets. (Trading Standards trusted trader), budget £0.024m shortfall £0.024m: Closed sites and reduced activities impacting income generation opportunities.

CES020.3 Income generation across various Community and Environmental Services budgets. (Norfolk Records Office), budget £0.020m shortfall £0.020m: Closed sites and reduced activities impacting income generation opportunities.

CES020.5 Income generation across various Community and Environmental Services budgets. (Escape Room income), budget £0.015m shortfall £0.015m: Closed sites and reduced activities impacting income generation opportunities.

CES020.8 Income generation across various Community and Environmental Services budgets. (Developer travel plans), budget £0.030m shortfall £0.030m: Closed sites and reduced activities impacting income generation opportunities.

CES020.9 Income generation across various Community and Environmental Services budgets. (Equality and Diversity), budget £0.005m shortfall £0.005m: Closed sites and reduced activities impacting income generation opportunities.

Strategy and Governance Department:

SGD002 Reducing our spending on supplies and services by 5%, budget £0.155m shortfall £0.078m: Current forecasts indicate this saving will not be delivered in full.

Finance and Commercial Services:

B&P002 Property centralisation of budgets, budget £0.400m shortfall £0.100m: Finance and Commercial Services savings at risk of delay due to the Covid-19 pandemic.

DIE001 IMT savings, budget £0.700m shortfall £0.175m: Finance and Commercial Services savings at risk of delay due to the Covid-19 pandemic.

P&R027 Property savings, budget £0.650m shortfall £0.163m: Finance and Commercial Services savings at risk of delay due to the Covid-19 pandemic.

BTP005 Reviewing all of Norfolk County Council's traded services to make sure they are run on a fair commercial basis - IMT Schools, budget £0.099m shortfall £0.025m: Finance and Commercial Services savings at risk of delay due to the Covid-19 pandemic.

Finance General:

BTP001-5 Business Transformation savings: Currently forecasting no variance on the delivery of planned Business Transformation savings. A report will be made to Select Committee, with an updated plan and new business transformation baseline, in January 2021. Any updates to the forecast delivery of savings will be included in future monitoring to Cabinet.

Appendix 2: 2020-21 Capital Finance Monitoring Report

Report by the Executive Director of Finance and Commercial Services

1 Capital Programme 2020-21

- 1.1 On 17 February 2020, the County Council agreed a 2020-21 capital programme of £282.688m with a further £253.909m allocated to future years', giving a total of £536.577m.
- 1.2 Additional re-profiling from 2019-20 resulted in an overall capital programme at 1 April 2020 of £645m. Further in-year adjustments have resulted in the capital programme shown below:

Table 1: Capital Programme budget

	2020-21 budget	Future years
	£m	£m
New schemes approved February 2020	21.497	24.414
Previously approved schemes brought forward	261.650	235.779
Totals in 2020-23+ Budget Book (total £543.340m)	283.147	260.193
Schemes re-profiled after budget setting	94.503	0.598
Other adjustments after budget setting including new grants	7.531	
Revised opening capital programme (total £645.972m)	385.181	260.791
Re-profiling since start of year	-54.481	54.481
Other movements including new grants and approved schemes	77.092	44.065
Total capital programme budgets total £767.130m	407.792	359.338

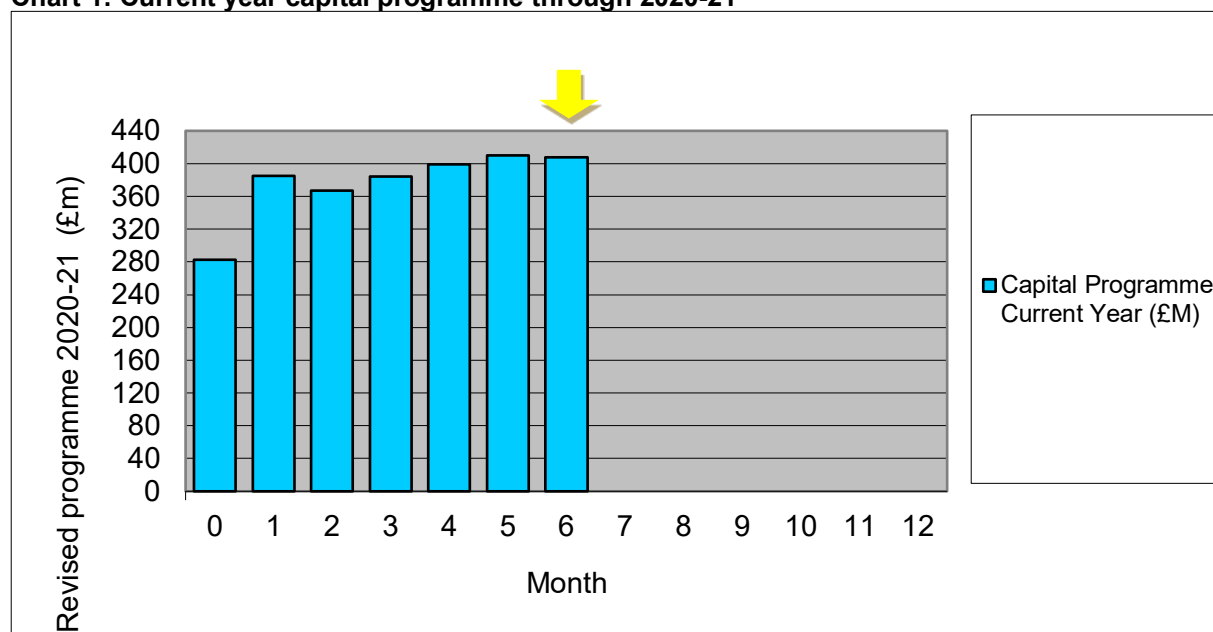
Note: this table and the tables below contain rounding differences

- 1.3 The "future years" column above includes existing and new schemes approved as part of the 2020-21 capital strategy and programme. A draft capital strategy and prioritisation method for use as the basis for developing the 2020-23 capital programme is set out in Capital Annex 2.

Changes to the Capital Programme

- 1.4 The following chart shows changes to the 2020-21 capital programme through the year.

Chart 1: Current year capital programme through 2020-21



- 1.5 Month "0" shows the 2020-21 capital programme at the time of budget approval, with schemes reprofiled after budget setting shown in month 1 followed by the most up to date programme. The current year programme will change as additional funding is secured, and when schemes are re-profiled to future years as timing becomes more certain.

- 1.6 The current year's capital budget is as follows:

Table 2: Service capital budgets and movements 2020-21

Service	Opening program me	Previous report	Reprofil ng since previous report	Other Changes since previous report	2020-21 latest Capital Budget
	£m	£m	£m	£m	£m
Children's Services	122.963	102.289	-2.818	0.904	100.375
Adult Social Care	15.604	23.675	0.000	0.000	23.675
Community & Environmental Services	165.262	211.547	-0.034	0.221	211.617
Finance & Comm Servs	81.252	72.003	0.000	-0.095	72.025
Strategy and Governance	0.100	0.100			0.100
Total	385.181	409.615	-2.852	1.030	407.792
				-1.822	

Note:: this table may contain rounding differences.

Figures relating to the previous report have been amended in this and the following table to correct the services and Strategy and Governance budget between current and future years.

- 1.7 The revised programme for future years (2021-22 to 2023-24 and beyond) is as follows:

Table 3: Capital programme future years 2021+

Service	Previously reported future programme	Reprofil ng since previous report	Other Changes since previous report	2020+ Future Capital Budget
	£m	£m	£m	£m
Children's Services	138.770	2.818	33.486	175.074
Adult Social Care	25.394	0.000	0.000	25.394
Community & Environmental Services	108.694	0.034	0.000	108.728
Finance & Comm Servs	49.741	0.000	0.000	49.741
Strategy and Governance	0.400	0.000	0.000	0.400
Total	322.998	2.852	33.486	359.337
			36.339	

Note: this table may contain rounding differences

- 1.8 The additional funding of £33.486m in Children's Services is made up of the £30m additional prudential borrowing approved at 5 October 2020 Cabinet to underwrite the schools capital programme, plus additional DfE condition capital grant funding and developer contributions.

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	2020-21 Programme	Future Years Forecast
	£m	£m
Prudential Borrowing	204.137	252.460
Use of Capital Receipts	-	-
Revenue & Reserves	0.381	-
<i>Grants and Contributions:</i>	-	-
DfE	46.563	36.234
DfT	99.936	58.117
DoH	8.837	-
MHCLG	0.259	-
DCMS	5.532	0.183
Developer Contributions	0.133	1.940
Other Local Authorities	22.413	8.872
Local Enterprise Partnership	0.869	-
Community Infrastructure Levy	3.349	-
National Lottery	1.099	-
Business rates pool fund	8.113	1.531
Other	3.224	-
Total capital programme	407.792	359.337

Note: this table may contain rounding differences

- 2.2 Significant capital receipts are anticipated over the life of the programme. These will be used either to re-pay debt as it falls due, for the flexible use of capital receipts to support the revenue costs of transformation, with any excess receipts used to reduce the call on future prudential borrowing. For the purposes of the table above, it is assumed that all capital receipts will be applied directly to the re-payment of debt and transformation projects, rather than being applied to fund capital expenditure.
- 2.3 Developer contributions are funding held in relation to planning applications. Section 106 (Town and Country Planning Act 1990) contributions are held in relation to specific projects: primarily schools, with smaller amounts for libraries and highways. The majority of highways developer contributions are a result of section 278 agreements (Highways Act 1980).

3 Capital Receipts

- 3.1 The Council's property portfolio is constantly reviewed to ensure assets are only held where necessary so that capital receipts or rental income can be generated. This in turn reduces revenue costs of the operational property portfolio.
- 3.2 The capital programme, approved in February 2020, gave the best estimate at that time of the value of properties available for disposal in the three years to 2022-23, totalling £14.0m.

Table 5a: Disposals capital programme forecast

Financial Year	Property sales forecast £m
2020-21	10.6
2021-22	1.5
2022-23	1.9
2023-24	1.0
	14.0

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 2020-21	£m
Capital receipts reserve brought forward	1.347
Loan repayments	0.600
Actual property sales to P6 net of associated costs	0.970
Property sales with high chance of completion in year	5.000
Development property with a good chance of completion	4.000
Potential capital receipts	11.917
Forecast use of capital receipts	
Budget 2020-21 to repay debt	2.000
Maximum flexible use of capital receipts to support transformation costs	3.000
Total forecast use of capital receipts	5.000

The timing of sales cannot be guaranteed, particularly as sales activity has been affected by Covid-19.

4 Capital programme, new and amended schemes

4.1 Purchase of farmland, Outwell – £1.4m including associated costs

Norfolk County Council has negotiated the opportunity to purchase a 163 acre block of arable farmland close to the Norfolk County Farms estates at Stow and Marshland and Emneth. The additional prudential borrowing required to fund the purchase price and all associated professional and related fees is not expected to exceed £1.400m

The Council has several planned disposals of farm land for development purposes which will generate useable capital receipts for the Council. This purchase will provide the headroom to ensure the County Farms Estate will not fall below the policy of maintaining a minimum of 16,000 acres, as specified in the Council's Constitution. In addition, the additional land will increase the rental income received by the Council.

Subject to sufficient funding being made available, the decision to purchase the land will be delegated to the Cabinet Member for Commercial Services and Assets.

Capital Annex 1 - changes to capital programme since last Cabinet

			2020-21	2020-21	21-22+	21-22+	
Service	Project	Funding Type	Change (£m)	REPROFILE	Change (£m)	REPROFILE	Reason
Children's	Sprowston Academy	S106		-2.925		2.925	Reprofiled while waiting for updated cost report
	Basic need	External		0.107		-0.107	Reprofiled to cover allocations
	Wymondham Developer contributions	S106			1.030		S106 income received in year
	Watton Developer contributions	S106	0.641				S106 income received in year
	Methwold Developer contributions	S106	0.022				S106 income received in year
	Holt Developer contributions	S106	0.048				S106 income received in year
	Swaffham Junior Academy	External	0.051				contribution received direct from school
EC4822	Condition Funding	Dfe Grant			2.456		Additional funding received 20/21
	ECAPAA	Internal	0.122				Revenue contributions from schools
	ECAPFM	External	0.013				Contributions received from Diocese
	ECAPFM	Internal	0.007				Revenue contributions from schools
	Schools capital budgets	NCC Borrowing			30.000		Borrowing to underwrite schools capital programme approved October Cabinet
Total Children's services			0.904	-2.818	33.486	2.818	
Offices	Accommodation	NCC Borrowing	0.117				Budget transferred from Digital Transformation (below)
Libraries	Hunstanton - East of Cromer Road	S106 income	0.008				S106 income received
	Various	S106 income		-0.027		0.027	Small budget movements
Museums	SeaHenge	NCC Borrowing		-0.007		0.007	Reprofile as per current expectations
Museums	Replacement tils	NCC Borrowing	0.039				Additional borrowing agreed for replacement tils
Highways	Various	External	0.056				Various budget movements including an increase on Long Stratton Bypass of 0.022m & 0.026m for Transforming cities
Total CES			0.221	-0.034	0.000	0.034	
Finance ICT	Digital Transformation	NCC Borrowing	-0.117				Budget transferred to Offices Accommodation - (above)
Finance	Case management system	NCC Borrowing	0.022				Additional borrowing approved for Case Management System
Total Finance			-0.095	-	-	-	
Total			1.030	-2.852	33.486	2.852	

Norfolk County Council

Capital Annex 2: Capital programme planning 2021-24

Introduction

This annex sets out a framework for a Council-wide approach to the Capital Programme.

The three main objectives are to:

- develop a capital programme which can be delivered to plan,
- minimise unaffordable revenue costs, mainly by avoiding unsupported expenditure and
- prioritise schemes to provide a Council-wide comparison and to ensure the best use of scarce resources.

Context

The capital programme is agreed by County Council in February each year as part of Council's overall budget preparation. The programme, which complements the Council's Asset Management Plans, consists of schemes improving and augmenting the Council's existing assets, including the provision of school places, maintenance and development of the County's highways network and improvement of the Council's office accommodation and IT infrastructure.

The progress on the capital programme and the associated sources of funding is monitored on a monthly basis throughout the year and reported regularly to Cabinet.

Government grants, developer contributions and other third party funding is limited so it is important that any system is able to demonstrate that projects are being prioritised on a council-wide basis with a clear focus on deliverability and maximising the use of external funding.

Projects are considered at a high "programme" level to reflect the major external funding streams, the significant planning and prioritisation work already undertaken within Services, and the thousands of individual projects within major capital maintenance programmes for which Council-wide prioritisation would be impractical.

Contents

The following pages summarises the elements capital programme prioritisation:

Capital Annex 2A – Capital programme compilation

Capital Annex 2B – Marking scheme – with marking guide

Capital Annex 2C – Existing schemes and scores

Capital Annex 2D – Draft capital strategy

Norfolk County Council
Capital programme prioritisation 2021-24
Capital Annex 2A - Capital programme compilation

The main objectives in compiling an affordable capital programme are:

- to provide an ambitious and deliverable programme to support the Council's priorities and
- to minimise associated current and future revenue costs.

Funding for capital schemes comes from a variety of sources. Significant capital grants are received annually from the departments for Transport and Education, in the expectation that they will be spend on maintaining and improving schools and highways. Other funding, often relating to specific projects, comes from a variety of sources. Capital receipts can be used to fund capital expenditure, but where there are no unallocated capital receipts and schemes are financially "unsupported", then borrowing is necessary.

Funding unsupported schemes puts additional pressure on what is already a very tight revenue budget, so it is important where possible that if borrowing is required, that a source of income is identified to fund the future borrowing costs.

In developing the capital programme the following are taken into account:

1. Existing schemes and funding sources: a large part of the capital programme relates to schemes started in previous years or where funding has been received in previous years and will be carried forward.
2. Additional capital schemes approved during the year.
3. Prioritising new and on-going schemes on a Council-wide basis to ensure the best outcomes for residents. The prioritisation model is based on the model which has been used for a number of years.
4. The prioritisation process gives a high weighting to schemes which have funding secured. Where non-ringfenced capital grants are received there is an initial assumption that they will allocated to their natural home: for example DfT grants to highways, DfE grants to the schools capital programme.
5. Where a scheme does not have a funding source, priority is given to schemes which do not require borrowing and/or generate financial savings;
6. A capital project marking guide is based on the suggestions made in previous years.

Norfolk County Council
Capital programme prioritisation 2021-24
Capital Annex 2B –Marking scheme – with marking guide

Allocation of resources will be based on ranking. Schemes will be included up to the point that funding is available. This might mean that projects are banded into different funding categories.

	Heading	Reason		Scoring guide - Enhanced	Weighting
1	Statutory or Regulatory Duty	Is there a clearly identifiable requirement to meet statutory or regulatory obligations?	5 4 3 2 1 0	Specific and immediate statutory duty Statutory duty – but flexibility in its application Implied / indirect duty Project may enhance statutory provision Non NCC statutory duty No statutory duty addressed	10%
2	County Council priorities	Does the scheme directly contribute to the Council's vision, principles and corporate priorities?	5 4 3 2 1 0	One or more priorities very strong, or strong & covering a significant area of Norfolk Strong for one or more priorities Direct contribution, limited area Indirect contribution to more than one priority Indirect contribution to one priority No contribution to priorities	20%
3	Cross-service working	Will the scheme fulfil the objectives of more than one departmental service plan?	5 4 3 2 1 0	All Council Services involved in project delivery More than one service driving project Multi-agency (inc Non-NCC) working Direct enabler for other services/capital projects Indirect enabler to enhance cross-service working Single service project	10%
4	Impact on Council borrowing / contribution to revenue budget	Is prudential borrowing / capital receipt required (assume for this purpose that non-ring-fenced grants are applied to the natural recipient)?	5 4 3 2 1 0	No prudential borrowing required 100% : <i>Invest to save return</i> :or direct >75% : <i>or percentage not</i> :benefit >50% : <i>requiring prudential</i> :to revenue >25% : <i>borrowing</i> :budget No income generated / revenue benefit	25%
5	Leverage Value	Does the scheme generate funding from external grants or contributions (excluding non ring-fenced government grants)? The score is based on the percentage of total cost met by external resources.	5 4 3 2 1 0	100% and frees up other funds >80% : <i>percentage of total</i> >50% : <i>project cost met by</i> >20% : <i>funds generated from</i> >5% : <i>external sources</i> No external funding generated	15%

6	Flexibility / Scalability	Extent to which scheme can be flexed to a) provide alternative lower cost solutions and/or b) accommodate future short-term changes in the capital programme priorities.	5 4 3 2 1 0	Fully scalable and flexible, timing and budget Highly scaleable (budget) Partially scaleable (budget) Partially scaleable (timing only) Very limited flexibility No flexibility	10%
7	Avoidance of risk to service delivery	Will not doing the scheme result in a significant drop in the level of service that the Council provides?	5 4 3 2 1 0	Immediate / definite risk to service delivery Medium term risk to statutory service delivery Probable / medium term risk to service delivery Minor effect on statutory service delivery Minor effect on non-statutory service delivery No risk to current service delivery.	10%

Norfolk County Council
Capital programme prioritisation 2021-24
Capital Annex 2C – existing schemes and scores

	Stat or Regulatory duty	CC Priorities	Cross- service Working	Impact on Council borrowing	Leverage Value	Flexibility and Scalability	Avoidance of risk to service delivery	Total Score
	1	2	3	4	5	6	7	
Weighting	10	20	10	25	15	10	10	100
Scheme type / category	Score	Score	Score	Score	Score	Score	Score	
Highways Capital Improvements	3	5	2	5	5	2	5	84
Highways Structural Maintenance	4	4	2	5	2	2	5	73
Highways other DfT grant funded works	4	4	2	5	2	2	5	73
Temporary Classrooms	4	4	1	5	0	3	5	67
Major highways schemes - majority grant funded	3	5	3	2	4	1	5	66
Schools Capital Maintenance	3	4	1	5	0	3	5	65
Living Well - Homes for Norfolk	4	5	3	2	1	5	4	65
Better Broadband for Norfolk	0	5	3	4	4	0	3	64
School Basic Need	4	4	1	5	0	3	3	63
Delivery of CS Sufficiency Strategy	5	3	3	4	0	3	4	62
Highway investment (mainly borrowing)	3	5	2	3	1	2	5	62
Norfolk One Public Estate programme	3	2	4	1	5	5	2	56
Server infrastructure	2	2	3	3	2	3	5	55
Historic buildings maintenance (museums/windmills)	4	4	3	2	0	4	3	54
Technology (transformation)	2	2	3	3	2	4	3	53
Fire appliances/equipment	4	4	0	3	0	2	5	53
Scottow Enterprise Park capital	0	5	4	2	0	3	3	50
Norse and other NCC subsidiaries; loan facility	0	1	1	4	3	5	2	49
Norwich Castle Keep development (non-grant element)	2	4	1	1	5	2	1	48
Farm property capital maintenance	2	1	0	5	0	3	4	47
Community - Equipment and Assistive Technology	3	3	0	3	0	2	5	47
Corporate offices capital maintenance	2	2	5	1	0	5	4	45
Licencing and generic ICT capital improvements	2	2	1	3	2	4	1	45
Fire Property Maintenance	2	2	5	1	0	5	4	45
Social Infrastructure Fund / Environment match funding	0	3	2	0	5	4	0	39
Replacement HWRCs	3	4	0	1	0	1	5	39
County Hall remodelling	0	2	3	3	0	3	2	39
GRT – site Improvements	4	2	3	0	1	2	4	37
Replacement non-critical ICT	0	2	2	3	0	2	3	37
On Street Parking	3	0	0	3	1	3	3	36
Managing Asbestos Exposure	5	1	1	0	0	5	5	36
Repay Debt (Dummy reference bid)	0	0	0	5	0	5	0	35



Capital strategy

2021-22

1 Capital Strategy Introduction

- 1.1 As local authorities become increasingly complex and diverse it is vital that those charged with governance understand the long-term context in which investment decisions are made and all the financial risks to which the authority is exposed. With local authorities having increasingly wide powers around commercialisation, more being subject to group arrangements and the increase in combined authority arrangements it is no longer sufficient to consider only the individual local authority but also the residual risks and liabilities to which it is subject.
- 1.2 The capital strategy is intended to give a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.

2 Purpose and aims of the Capital Strategy

- 2.1 The CIPFA Prudential Code for Capital Finance in Local Authorities (2017) states that authorities should have in place a capital strategy that sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.
- 2.2 The capital strategy is intended to:
- give a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability;
 - demonstrate that the authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability.
- 2.3 The development of a capital strategy allows flexibility to engage with full council to ensure that the overall strategy, governance procedures and risk appetite are fully understood by all elected members
- 2.4 In considering how stewardship, value for money, prudence, sustainability and affordability can be demonstrated local authorities should have regard to the following key areas:
- Capital expenditure
 - Debt, borrowing and treasury management
 - Commercial activity
 - Other long-term liabilities
 - Knowledge and skills.

The Executive Director of Finance and Commercial Services has considered the affordability and risk associated with the capital strategy and where appropriate has taken specialised advice.

3 County Council Strategy and transformation

As a Council, our approach to all work is guided by four key principles:

- Offering our help early to prevent and reduce demand for specialist service;
- Joining up our work so that similar activities and services are easily accessible, done well and done once;
- Being business-like and making best use of digital technology to ensure value for money;
- Using evidence and data to target our work where it can make the most difference.

A vision for Norfolk in 2021, “Caring for our County”, outlines the Council’s commitment to meet the wide range of challenges the Council faces, with a focus on:

- Good Growth: Building communities we can be proud of;
- Making the most of our beautiful County;
- Starting a new relationship with Norfolk families;
- Investing in children and families; and
- Helping our population remain independent, resilient and well.

Together for Norfolk is the County Council’s business plan for 2019-2025. It outlines our commitment to invest in Norfolk’s future growth and prosperity by:

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

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

Our services support our ambitions by ensuring children and young people have the best start in life, protecting vulnerable people, developing strong infrastructure, maintaining a safe road system and helping improve the economy. The Council’s transformation programme, Norfolk Futures, provides the mechanism to realise these ambitions for the County across all of its activities.

We currently have four priorities to help us to deliver the strategy:

1. Safer children and resilient families;
2. Promoting independence for vulnerable adults;
3. Local service strategy;
4. Smarter working.

The Covid-19 pandemic has accelerated changes in the way we work to best use new systems and technology. As an organisation, we will be more flexible about when and where we work, and how we creatively use space and technology to find new and more efficient ways of doing things in a safe, modern and business-like way.

4 Capital expenditure

4.1 Governance process for approval and monitoring of capital expenditure

The Council's capital programme is approved as part of the budget setting process. Prior to the start of each financial year, usually in February, the County Council agrees a future three or four-year capital programme including a list of projects with profiled costs and funding sources.

At the year-end unspent capital funding on incomplete projects is carried forward to the following year as part of the closedown process and reported to the Council's Cabinet, with any changes to the budget approved by County Council. New schemes added during the year which require prudential borrowing are also approved by County Council based on recommendations from Cabinet. Where additional external funding is received by on-going capital projects, this is added to the programme and noted by Cabinet on a monthly basis.

An outturn report each year gives details of actual expenditure and funding.

4.2 Policies on capitalisation

4.2.1 Property, Plant and Equipment

Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Authority and the cost of the item can be measured reliably. The de-minimis level for property, plant and equipment is £40,000.

The Council does not capitalise borrowing costs incurred whilst assets are under construction.

4.2.2 Heritage Assets

Heritage Assets are assets which increase the knowledge, understanding and appreciation of the local area and its history. The recognition of Heritage Assets is consistent with the Council's Property, Plant and Equipment policy, including the £40,000 de-minimis.

Apart from Heritage Assets previously accounted for as Community Assets, Heritage Assets acquired before 1 April 2010 have not been capitalised, since reliable estimates of cost or value are not available on a cost-effective basis.

4.2.3 Intangible Assets

Expenditure on non-monetary assets that do not have physical substance but are controlled by the Council as a result of past events (eg software licences) is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset to the Council.

Internally generated assets are capitalised where it is demonstrable that the project is technically feasible and is intended to be completed (with adequate resources being available) and the Council will be able to generate future economic benefits or deliver service potential by being able to sell or use the asset. Expenditure is capitalised where it can be measured reliably as attributable to the asset.

Expenditure on the development of websites is not capitalised if the website is solely or primarily intended to promote or advertise the Council's goods or services.

4.3 Long-term view of capital expenditure plans

4.3.1 The Council's Service areas consider their capital expenditure plans in the context of long-term service delivery priorities and the Council's vision and plan. Historically, larger government capital grants development and capital maintenance of highways and schools have formed the basis of an affordable capital programme. This is supplemented by other funding sources, specific grants, and prudential borrowing. Long term capital planning includes the following major capital programmes:

4.3.2 **Adult Social Services - Living Well – Homes for Norfolk:** capital investment of up to £29m over 10 years has been approved to accelerate the development of extra care housing in Norfolk, with the aim of reducing unnecessary residential care admissions. Each individual scheme will be subject to a rigorous feasibility and financial assessment. Over a 10-year period it is estimated that the total programme could require between £17m and £29m depending on progress and grant subsidy levels.

4.3.3 **Transport and infrastructure** – In September 2020, the Secretary of State for Transport approved a Development Consent Order application to construct, operate and maintain the Great Yarmouth Third River Crossing and its approaches. Prior to this the Council secured £98m DfT funding towards the £120m anticipated cost. Subject to government approval of a final business case for the project, construction is scheduled to begin in early 2021 with the bridge open for use in early 2023.

Officers are developing strategic schemes (with partners where applicable) which may attract funding. Examples of schemes being taken forward are:

- Norwich Western Link – this project has conditional entry into DfT's 'Large Local Majors' funding programme
- A47 improvements (Highways England has committed £300m to improve the A47 with work set to begin in 2020)
- Long Stratton bypass - following £0.5m funding from the DfT an outline business case is being prepared with a view to securing funding.

As well as smaller road projects, the Norfolk Strategy Infrastructure Delivery Plan covers other infrastructure aspirations including Superfast Broadband, rail, utilities and sustainable walking and cycling infrastructure projects.

4.3.4 Children's Services:

SEND provision: As part of the transformation of Special Educational Needs and Disability (SEND) provision in Norfolk, the Council has allocated £120m to create 500 extra specialist school places. As well as new and extended specialist units in mainstream schools, the programme is due to deliver:

- a new school in Great Yarmouth for young people with social, emotional and mental health (SEMH) needs;
- a complex needs school in the greater Norwich area; and
- a new school for children and young people with autism in North Norfolk.

Schools: The Council has a duty to secure sufficient pupil places to meet the demands of the school-age population. Government capital grants, along with funding from other sources such as developer contributions are used to support the Council's strategic plans for the provision of additional places in areas of population growth, and for improving the quality of existing Council-maintained school buildings. To ensure the programme can deliver the required places, the Council has agreed to underwrite £30m of capital expenditure on the basis that grants and other funding will be used where possible.

4.3.5 Trading through companies / capital loans

The Council controls a number of wholly owned companies and has made loans for capital purposes available to Hethel Innovation Ltd, Repton Property Developments Limited, and companies within the Norse Group. In addition to loans to group companies, the Council has made a small number of capital loans to local housing developers.

These loans are approved as part of the capital programme, and are for capital purposes. Records are maintained to ensure that the loans are not disproportionate in terms of either the overall capital programme, or the Council's net and gross expenditure. Loans are subject to due diligence, and relate to the Council's powers to trade, or to assist third parties who are helping to further the Council's priorities, including housing and economic development.

4.3.6 Capital project prioritisation

4.3.6.1 The Council has to manage demands for investment within the financial constraints which result from:

- The limited availability of capital grants
- The potential impact on revenue budgets of additional borrowing and
- The level of capital receipts generated.

As a result, prioritisation criteria have been developed to assess any capital bids that ensure the Programme is targeted to Council priorities.

4.3.6.2 Capital bids that require support must be supported by a Business Case that demonstrates

- Purpose and Nature of scheme
- Contribution to Council's priorities & service objectives
- Other corporate/political/legal issues
- Options for addressing the problem/need
- Risks, risk mitigation, uncertainties & sensitivities
- Financial summary including amounts, funding and timing

4.3.6.3 The corporate capital prioritisation model was first used for the 2015-16 capital programme and operates at a programme level, with most schemes prioritised at a more detailed level within the major capital programme areas of transport and schools. Prioritisation criteria are reviewed annually to ensure they continue to reflect the changing needs and priorities of the Council.

4.3.6.4 Schemes are considered within the appropriate service to ensure that the capital programme integrates with business and service planning, with revenue implications taken into account. Highways schemes are prioritised within CES. Schools schemes are prioritised through the Children's Services Capital Priorities Group. The majority of non-school property schemes are administered by the Council's Corporate Property team. Other schemes not covered by the major headings above are developed by the relevant chief officer, and where corporate funding is required are considered by the Executive Director of Finance and Commercial Services, who considers the overall affordability of the programme.

4.3.6.5 The Council's capital programme is formed by bringing the various capital programmes together, and ensuring that sufficient funding is available before seeking Council approval.

4.3.6.6 For schemes with no funding source, a benchmark has been applied, being the score for a dummy project of simply re-paying debt. Even for fully funded schemes, the scoring checks that revenue implications are considered, and the project contributes to the Council's objectives.

4.3.6.7 Although the prioritisation model has been broadly applied, it is primarily applicable to new projects and projects requiring the use of borrowing and/or capital receipts to provide funding.

4.4 Overview of asset management planning

4.4.1 Asset management planning

The majority of asset management planning falls under three major areas of capital spend: highways, schools, and corporate property.

4.4.1.1 Highways

As the highways authority for Norfolk, the Council has a responsibility to maintain, operate and improve its highway assets (eg roads and bridges). The landscape is one of increasing financial pressure, significant backlogs of maintenance, accountability to funding providers and increasing public expectations.

The Council's Transport Asset Management Plan identifies the optimal allocation of resources for the management, operation, preservation and enhancement of the highway infrastructure. This plan is developed in the context of longer term local transport plans such as "Connecting Norfolk: Norfolk's Transport Plan for 2026" and Norfolk Strategic Infrastructure Delivery plans. Norfolk's Transport asset management plan 2021-20 – 2024-25 can be found at:

<https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/roads-and-transport/transport-asset-management-plan-full-document.pdf>

4.4.1.2 Schools

Each year the Council rolls forward its approved schools' capital building programme, making revisions to the existing programme and adding new schemes to reflect pressures and priorities.

The member led Children's Services Capital Priorities Group monitors the progress of the capital programme and considers in detail projects of concern, based on a regular risk assessment.

The impact of housing developments on both funding and demand for new and expanded school provision was set out in a Schools Capital Programme report to October 2020 Cabinet which agreed to make borrowing of £30m available to underwrite the programme.

4.4.1.3 Corporate Property

The Council's Corporate Property Team has responsibility for property and asset management, supported by the Corporate Property Strategy Group.

The Council's Strategic Asset Management Framework will set out a plan for property management. The framework will build on the latest published Corporate Asset Management Plan 2016-2019 "One Public Service – One Public Estate" which identifies the key strategic policy and resource influences affecting Norfolk and the Council. The plan can be found at:

<https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/finance-and-budget/corporate-asset-management-plan-2016-to-2019.pdf>

4.4.2 Capital Funding Sources

There are a variety of different sources of capital funding, each having different advantages, opportunity costs and risks attached.

4.4.2.1 Borrowing

The Prudential Capital Finance system allows local authorities to borrow for capital expenditure without Government consent, provided it is affordable taking into account prudent treasury management practice.

As a guide, based on recent long term rates, borrowing incurs a revenue cost of approximately 7% of the loan each year for an asset with a life of 25 years, comprising interest charges and the repayment of the debt (known as the Minimum Revenue Provision or MRP). The Council needs to be satisfied that it can afford this annual future revenue cost.

Local Authorities have to earmark sufficient revenue budget each year as provision for repaying debts incurred on capital projects, in accordance with its MRP policy.

4.4.2.2 Grants

The challenging financial environment means that national government grants are reducing or changing in nature. A large proportion of this funding is currently un-ringfenced which means it is not tied to particular projects. However, capital grants are allocated by Government departments which clearly intend that the grants should be certain area such as education or highways. Sometimes, for major projects such as the Great Yarmouth Third River Crossing, grant funding is not sufficient to meet total costs, and other sources of funding will be sought to fund the gap.

4.4.2.3 Capital Receipts

Capital receipts are estimated and are based upon the likely sales of assets as identified under the Asset Management Plan. These include development sites, former school sites and other properties and land no longer needed for operational purposes. Receipts are critical to delivering our revenue budgets through the direct repayment of debt and, where allowed, the flexible use of capital receipts. Receipts not used for that purpose can be used to reduce future borrowing requirements.

4.4.2.4 Revenue / Other Contributions

The Prudential Code allows for the use of additional revenue resources within agreed parameters. Contributions are received from other organisations to support the delivery of schemes with the main area being within the education programme with contributions made by individual schools and by developers.

4.4.3 Capital Programme overview

4.4.3.1 The Capital Programme should support the overall objectives of the Council and act as an enabler for transformation in order to address its priorities.

4.4.3.2 Over the last three years Norfolk County Council's capital expenditure has been as follows:

Financial year	2017-18	2018-19	2019-20
	£m	£m	
Capital expenditure	225.9	158.5	185.6

Capital expenditure was significantly higher than usual in 2017-18 due to the construction of the £205m Broadland Northway (Norwich NDR).

The Council's 2019-20 capital programme was split by funding type as follows:

Funding type	£m	%
Capital grants and contributions	125.9	68
Revenue and reserves	-	
Capital receipts applied	-	
Borrowing	59.7	32
Total	185.6	100

4.4.4 Costs of past and current expenditure funded through borrowing

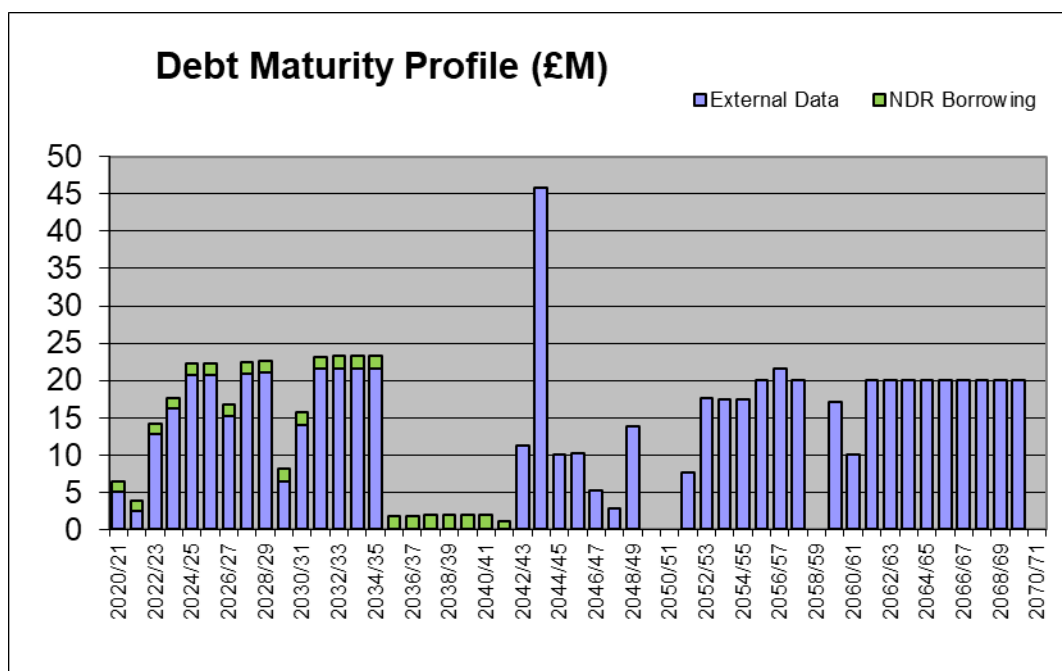
4.4.4.1 Actual borrowing and borrowing requirement

	£m
Borrowing b/fwd 1 April 2020	706
New Borrowing April – November 2020	-
Principal repayments 2020-21 – PWLB loans	-6
Forecast additional borrowing 2020-21	80
Forecast borrowing 31 March 2021	780
Other long-term liabilities (PFI + leases) 31 March 2021	64
Forecast borrowing and long-term liabilities 31 March 2021	844
Capital financing requirement 1 April 2020	828
Borrowing requirement after assumed slippage	123
MRP	-10
Forecast capital financing requirement 31 March 2021	941
Forecast borrowing requirement 31 March 2021	97

(Note: forecasts as at 30 September 2020)

4.4.4.2 Repayment profile of borrowing

The Council borrows in order to fund capital expenditure. This chart shows the repayment profile of borrowing undertaken as at the end of September 2020:



Due to the setting aside of an annual minimum revenue provision (see below), the charge to annual revenue budgets is based on notional borrowing and asset lives, rather than the actual maturities shown in the graph above.

The unusually high repayment due in 2043-44 includes £20m of commercial borrowing. The Council, with its treasury advisors, will consider re-financing options as and when they are offered which may smooth the repayment profile.

4.4.4.3 Interest and MRP costs

This table shows the cost of interest on borrowing and MRP budgeted for 2020-21. MRP (minimum revenue provision) is the amount the Council sets aside each year from revenue in order to service the repayment of debt, and is based on the cost and estimated life of assets funded through supported borrowing to 2008 and prudential borrowing thereafter.

Borrowing revenue costs (as at September 2020)	£m
Forecast external loans interest costs 2020-21	30.0
Calculated MRP 2020-21	27.4
Theoretical revenue costs of borrowing	57.4
Use of capital receipts	-2.0
Use of external contributions	-1.3
Reduction due to previous overpayments of MRP (temporary adjustment)	-15.2
Annual revenue costs of borrowing 2020-21	38.9

Additional borrowing will increase the cost of interest. The current low interest rates compared with the higher rates of borrowing on repaid debt is assisting with the funding of new borrowing costs. On 9 October 2019 the government increased PWLB rates by 1% which, if unchanged, increases the costs of future borrowing by £0.100m pa for every additional £10m borrowed. The rate rise does not affect borrowing for certain approved highways infrastructure projects, and future rates and restrictions on borrowing for investment purposes are subject to an on-going government consultation.

The reduction due to previous overpayments of MRP is likely to be fully used 2020-21. Thereafter, full MRP is accounted for in the MTFS, and all additional debt-funded capital expenditure will increase annual MRP.

4.4.5 Maintenance requirements

Services include the revenue costs of maintenance in their revenue budgets, including the costs and savings relating to capital investment.

4.4.6 Planned disposals

The Council actively manages its property portfolio in accordance with the adopted Asset Management Plan. Property is acquired or disposed of as a reaction to changing service requirements, changing council policies or to improve the efficiency of the overall portfolio.

Assessments are carried out by the Corporate Property Officer (the Head of Property) in consultation with the Corporate Property Strategy Group (CPSG) with decisions taken through Cabinet in accordance with Standing Orders. The Corporate Property Officer reviews options for maximising income from surplus properties usually by open market sale. External advice, for example valuation and/or planning, is taken where appropriate.

4.5 Restrictions around borrowing or funding of ongoing capital finance

Apart from the general requirements on local authorities to ensure that their borrowing is prudent and sustainable, there are no specific external restrictions around the Council's borrowing or funding of ongoing capital finance.

5 Debt, borrowing and treasury management

5.1 Projection of external debt and use of internal borrowing

The Council uses external debt and internal borrowing (from working capital cash balances) to support capital expenditure. As shown above there will be a forecast borrowing requirement at 31 March 2021 of £97m.

Except in the case of specific externally financed projects (such as the Great Yarmouth 3rd River Crossing), new borrowing is applied to the funding of previous capital expenditure, effectively replacing cash balances which have been used on a temporary basis to avoid the cost of 'carrying' debt in the short term. The Council continues to use cash balances for this purpose and will continue to balance the long-term advantages of locking into favourable interest rates against the costs of additional debt.

Based on the capital programme, an allowance for slippage, forecast interest rates and cash balances, new borrowing of £60m in 2021-22 and £60m 2022-23 is anticipated.

Assuming outstanding borrowing of approximately £1bn with a maximum life of 50 years, and annual MRP exceeding £20m pa from 2021-22, a factor in any borrowing decision will be to smooth out the repayment profile such that new borrowing does not cause debt maturing in any one year to exceed £25m, except 2042-43 which for historic reasons includes a large repayment of commercial and PWLB debt.

5.2 Provision for the repayment of debt over the life of the underlying debt

Provision for the repayment of debt over the life of the underlying debt is made through the setting aside of the minimum revenue provision each year. Based on an assumption of between £55m and £70m capital expenditure funded by borrowing each year (in line with an ambitious but realistic capital spend), with assets having an average estimated life of 25 years, forecast provision at the time of writing for the repayment of debt is as follows:

Financial year	MRP	MRP over-payment reduction	Net MRP forecast (Note 1)
	£m	£m	£m
2020-21	27.5	15.1	12.4
2021-22	30.1	-	30.1
2022-23	32.3	-	32.3
2023-24	34.5		34.5

Note 1: impact on revenue budget will be reduced by the use of capital receipts to repay debt, and external contributions to debt repayment.

Note 2: the estimate of annual expenditure is based on the approved capital programme, adjusted for re-profiling based on historic patterns of spend.

5.3 Authorised limit and operational boundary for the following year

The Council's authorised borrowing limit and operational boundary for 2021-22 will be based on the approved capital programme at the time of budget setting.

5.4 Approach to treasury management

The Council's approach to treasury management including processes, due diligence and defining the authority's risk appetite will be set out in the annual Investment and Treasury Strategy, approved annually by the County Council.

6 Commercial activity

Together for Norfolk, the County Council's business plan for 2019-2025, outlines the Council's commitment to invest in Norfolk's future growth and prosperity by encouraging housing, infrastructure, jobs and business growth across the County.

Elements of the capital programme are focussed on these commitments through the provision of capital loan facilities to the council's wholly owned companies.

The Council's capital investments are policy driven. It has no capital or property investments which are held 1) purely to generate a return or 2) out of County.

Non-treasury investments, including loans to companies, and investment properties as defined for statutory accounting purposes, are listed in detail in regular Treasury Management reports.

7 Other long-term liabilities

- 7.1 The Council's other long-term liabilities comprise PFI liabilities (six schools in the Norwich area, street lighting throughout Norfolk, and salt barns) and lease liabilities (for example vehicles and ICT equipment).
- 7.2 The PFI arrangements continue to be monitored to ensure performance is in accordance with contract requirements. All PFI arrangements are subject to member approval. No PFI arrangements are currently being pursued.
- 7.3 All leases are subject to general budgetary constraints, with service departments taking budget responsibility for the length of the lease. Finance leases are arranged through Link Asset Management, the Council's treasury management advisors. From 2021-22, the International Financial Reporting Standard will require more arrangements to be accounted for in the same way as finance leases, including arrangements currently classed as operating leases, as well as service contracts where the Council controls the use of specific assets.
- 7.4 As set out in the Council's annual Statement of Accounts the Council has historically given several financial guarantees for project funding. Since 2008 financial guarantees have to be accounted for as a financial instrument – there are no such guarantees material to the accounts. Any capital guarantees and contingent liabilities are costed and approved as part of the annual capital programme.

8 Knowledge and skills

- 8.1 The Council has a number of specialist teams delivering the capital programme, including schools, transport and the Corporate Property Team.
- 8.2 These teams are supplemented by professional external advisors as necessary, including Norfolk Property Services, professional highways consultants, and external valuers.
- 8.3 The Capital Programme is kept under continual review during the year. Each scheme is allocated a project officer whose responsibility is to ensure the project is delivered on time, within budget and achieves the desired outcomes.
- 8.4 Capital finance monitoring reports are prepared monthly, and presented to Cabinet. New schemes are approved by Cabinet and then County Council. Various Project Boards, specialist teams of officers, and member-lead Working Groups, such as the Children's Services Capital Priorities Group, oversee the co-ordination and management of significant elements of the Capital Programmes.

Cabinet

Item No. 12

Decision making report title:	Progress on the Council's Equality, Diversity & Inclusion Objectives 2020-2023
Date of meeting:	2 November 2020
Responsible Cabinet Member:	Councillor Margaret Dewsbury - Cabinet Member for Communities and Partnerships
Responsible Director:	Tom McCabe – Executive Director, Community and Environmental Services
Is this a key decision?	No

Introduction from Cabinet Member

I feel strongly that one of Norfolk's greatest strengths is the willingness of all our communities to work together to build a better Norfolk. There is much work to do – but if we continue to work [Together, For Norfolk](#), we will achieve our ambition to build a better future for all.

I am pleased to see the progress being made against the Council's equality objectives. This is a snapshot of the work happening across the County Council, and with our partners, but by no means covers everything that we do.

A key milestone has been starting the whole council review of unconscious and structural bias. This is a brave but important step for the County Council and demonstrates that we are open to learning how we can do things better, as well as building on those things that we already do well. I look forward to seeing the initial findings from the review.

It was interesting to learn that the independent national Black History Month charity uses Norfolk County Council's innovative partnership work for Norfolk's Black History Month as an example to inspire other local authorities.

This is the result of a shared vision between the Council and the chair of Norfolk's Black History Month, to use the Council's influence to promote exemplary role models, so that young people in Norfolk have an opportunity to learn about the achievements of Black men and women in science, politics, education and academia.

It is also an opportunity to highlight the achievements of Norfolk's notable figures. One such example is Dr Allen Glayser Minns, who made history in 1904 when he was elected mayor of Thetford and became the first Black mayor of Britain. Each year, Norfolk's Black History Month generates engagement with around 30,000 people who live, work in and visit Norfolk, so it represents a huge opportunity to educate and inform.

Executive Summary

This report summarises progress over the last six months to deliver against the Council's Equality, Diversity and Inclusion Objectives for 2020-2023, and the additional actions agreed by Full Council on 20th July 2020. It also includes a brief update of the impact of COVID-19 on equality, diversity and inclusion.

Overall, progress has been good.

Appendix A sets out the motion agreed by Full Council on 20 July. Appendix B sets out the motion and the EDI Objectives for 2020-2023.

Recommendations

- 1. To review and consider the progress made against the Council's Equality, Diversity and Inclusion Objectives 2020-2023 and the actions set out in the Motion agreed by Full Council on 20 July 2020.**
- 2. To review and consider the latest version of the COVID-19 equality impact assessment (last reviewed by Cabinet on 11 May 2020), which summarises the impact of COVID-19 on people with protected characteristics (see Appendix C).**
- 3. Agree that the COVID-19 equality impact assessment should continue to inform decision-making across the Council wherever appropriate, to ensure that the Council's resilience and recovery effort is accessible and inclusive.**

1. Background and purpose

- 1.1. This report summarises progress made to deliver actions against the Council's Equality, Diversity and Inclusion Objectives for 2020-2023 and the Motion agreed by Full Council on 20 July 2020.
- 1.2. This report does not seek to capture all of the work happening across the County Council that relates to equality, diversity or inclusion. Much of this work will be part of day-to-day working practices. In agreeing the Council's equality objectives for 2020-2023, Cabinet agreed a set of key activity areas alongside the objectives and this report sets out progress against these.

2. Impact of COVID-19 on equality, diversity and inclusion

- 2.1. COVID-19 has impacted on everyone across Norfolk, particularly on people with protected characteristics.
- 2.2. Alongside this, research conducted by Public Health England (PHE) shows that Black, Asian and minority ethnic (BAME) people - and people from other groups - experience clear disparities in COVID-19 health outcomes.
- 2.3. New evidence continues to emerge about the nature and extent of this impact. In view of this, the Council has maintained a dynamic equality impact assessment of COVID-19 throughout the pandemic, to inform decision-making.

- 2.4. In total, the assessment has identified over 105 equality impacts. Work has been ongoing to address these impacts, to ensure that Norfolk's recovery and resilience efforts support the best possible outcomes for all communities.
- 2.5. Looking ahead, the impact of COVID-19 on equality, diversity and inclusion will be significant. This is for four reasons:
- a) The importance of implementing a robust response to the impact on all vulnerable groups. The Council will be working to review the PHE report, *Beyond the data: Understanding the impact of COVID-19 on BAME groups*, to consider how best to address the recommendations, particularly regarding the need to listen to BAME voices and oversee recovery strategies that seek to actively reduce inequalities. Our staff advisory group will also review disparities for other people, such as people with learning disabilities.
 - b) Existing inequalities are likely to deepen and some people may become even more marginalised. People with multiple impairments may face the most challenges.
 - c) The stress on everyone is a major trigger for mental health issues.
 - d) The Council has been required to suddenly shift to a new (remote) model of working. There are many benefits of this - it has the potential to significantly enhance accessibility for disabled and other people - but inevitably, in the short term, there are a range of issues to be worked through.
- 2.6. Cabinet is requested to review and consider the latest version of the COVID-19 equality impact assessment (which it last reviewed on 11 May 2020), attached at Appendix C, and to reconfirm that this impact assessment should continue to inform decision-making across the Council where appropriate, to ensure that the resilience and recovery effort is as accessible and inclusive as possible.
- 3. Progress against the equality, diversity and inclusion objectives for 2020/2023**
- 3.1. There are five objectives for 2020-2023, supported by 28 key activity areas; this includes the actions agreed by Full Council on 20 July 2020. An update on progress is set out in Appendix B. Key highlights are as follows:-
- The scope of the **whole Council review of unconscious and structural bias** is underway.
 - Work has taken place to support Black History Month 2020. Around 95 per cent of the planned programme of activities will be delivered virtually.
 - Work has begun with Black, Asian and minority ethnic (BAME) residents to consider how to ensure that **museum displays promote positive imagery of BAME history** and how to ensure that objects are displayed and interpreted in an appropriate way.
 - A media campaign has been developed to refresh the **Stop Hate in Norfolk Protocol**, and was launched on 5 October 2020. Stop Hate in Norfolk is a

message of unity to encourage everyone to stand together to tackle hate incidents. The campaign will encourage people to report hate incidents, to keep themselves and their local community safe, particularly people with care and support needs.

- **Training for staff and Members** on unconscious bias is being developed. The Cabinet has received and discussed initial proposals for training. Training on white privilege and racism is also being developed, working with BAME colleagues, service users and race equality experts.
- The Council has also engaged its **workforce** in identifying **barriers to equality and shaping approaches to issues**. This has resulted in the establishment of a series of Advisory Networks focussed on specific topics. Initially networks are being set up for Race, LGBT+, Disability and Mental Health and Carers, but this is likely to increase to cover other issues. The Networks will be self-directed, and be supported by an Executive Director Sponsor. The purpose of the networks will be to give ideas, suggestions and advice to help shape future inclusion work across the workforce. Each Advisory Network will select a chair and that person will then also sit on a Strategic Action Group. The Head of Paid Service will chair the Strategic Action Group and it will consider ideas and suggestions from the Advisory groups.

4. Impact of the proposals

- 4.1. The proposals in this report will enable the Council to deliver the priorities in Together, for Norfolk and fulfil its statutory requirements under the Equality Act 2010.

5. Evidence and reasons for decision

- 5.1. As set out in this report.

6. Alternative options

- 6.1. The equality, diversity and inclusion objectives for 2020-23 and the associated key activity areas were agreed by Cabinet in December 2019. Cabinet could decide to change, add or delete an objective or key activity area. This would need to be balanced against the need for the Council to comply with the requirements of the Equality Act 2010.
- 6.2. For the actions relating to the motion agreed by Full Council in July 2020, it would be for Full Council to consider any change, addition or deletion in relation to these specific agreed actions.

7. Financial implications

- 7.1. The actions within this report can be delivered within the existing budget.

8. Other implications

8.1. **Staffing implications** – there is a need to secure additional resource and expertise to ensure that all of the actions agreed can be progressed. Work is underway to address this from within available budgets. Officers have already engaged with a number of independent experts to help progress and develop some actions.

8.2. **Legal implications** – Local authorities have a statutory duty under the Equality Act 2010 to pay ‘due regard’ to the following when exercising public functions:

- Eliminate discrimination, harassment and victimisation and other prohibited conduct
- Advance equality of opportunity
- Foster good community relations.

The Act requires authorities to publish equality objectives and report annually on progress each year. This report is the annual progress update.

8.3. **Human rights implications** – no human rights issues identified.

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

8.4.1. The proposals in this report will promote equality for people with protected characteristics in Norfolk. They will also ensure the Council continues to take full account of equality, diversity and inclusion when planning and commissioning services, and where necessary, put actions in place to address any barriers faced by people with protected characteristics.

8.4.2. The Council continues to manage unprecedented financial challenges, and equality assessments are systematically carried out on the annual budget proposals. These are published on the [Council's website](#) for inspection and scrutiny.

8.4.3. In carrying out an equality assessment, the Council reviews a wide range of evidence before drawing conclusions about likely impacts. This involves reviewing, for example, data about people and services that might be affected, contextual information about local areas and populations and other data sources. Where appropriate, equality assessments are informed by the findings of public consultation, and in particular feedback from people about the impacts that proposals might have.

8.4.4. For information, data and intelligence about Norfolk and its communities, see www.norfolkinsight.org.uk

8.4.5. **Health and safety implications** – none identified.

8.4.6. **Sustainability implications** – none identified.

9. **Risk implications/assessment**

9.1. NCC has monitored potential risks for failure to comply with statutory equality duties. This risk is regularly reviewed by departmental managers.

10. Select Committee comments

10.1. N/A

11. Recommendation

1. To review and consider the progress made against the Council's Equality, Diversity and Inclusion Objectives 2020-2023 and the actions set out in the Motion agreed by Full Council on 20 July 2020.
2. To review and consider the latest version of the COVID-19 equality impact assessment (last reviewed by Cabinet on 11 May 2020), which summarises the impact of COVID-19 on people with protected characteristics (see Appendix C).
3. Agree that the COVID-19 equality impact assessment should continue to inform decision-making across the Council wherever appropriate, to ensure that the Council's resilience and recovery effort is accessible and inclusive.

12. Background papers

- 12.1. [Report to December 2019 Cabinet - Progress on the Council's Equality, Diversity & Inclusion Objectives 2017-2020](#)

Officer Contact

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

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

Full motion:

Council is committed to tackling discrimination and prejudice in all of its forms and recognises our responsibility to lead by example. Council affirms its commitment to continue work to address disadvantage, promote equality and eradicate racism.

In particular Council welcomes the spotlight that the Black Lives Matter campaign has shone on racism. We recognise our role and responsibility, as councillors and Norfolk County Council as a whole, to tackle racism locally, nationally and internationally.

Council notes:

Cabinet agreed on 6 July to Social Value in Procurement alongside the requirements of the Social Value Act and the public sector equality duty requiring public bodies to have due regard to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their duties.

In December 2019 Cabinet agreed to conduct a review of how the Council works and communicates as an organisation in order to identify any unconscious or structural bias in the system.

In moving this work forwards Council resolves

- To Challenge racism through our actions, how we communicate and how we treat those who use services we provide
- To develop a training package on unconscious/structural bias, to equip elected members and staff with the tools to challenge all forms of prejudice and discrimination.
- To incorporate learning and development on white privilege and racism as part of engaging all staff and elected members
- Ask the Corporate Select Committee to undertake a systematic review of Norfolk County Council assets and links to ensure we are not unwittingly endorsing racist views
- To review progress on the work set out in the Council's equality, diversity and inclusion objectives for 2020/23 with a report back to a full Council meeting before the end of 2020.
- Promotion of the Stop Hate in Norfolk campaign
- Request the cabinet member for communities initiate a project to identify those from diverse backgrounds who have contributed to Norfolk and act as exemplary role-models for today, together with ways they can be celebrated. This will be particularly important during Black History Month and beyond to embed as 'business as usual'.

Progress against Equality, Diversity and Inclusion Objectives 2020-2023:

Objective 1: Role model an organisational culture that respects and values difference across our county and in our workforce.

Objective 2: Promote inclusive design and accessibility for disabled people in Norfolk and remove barriers to independence.

Objective 3: Strengthen hate incident recording and reporting protocols and better integrate these within safeguarding practice, to safeguard people in Norfolk from hate incidents.

Objective 4: Develop NCC's reputation as an employer that values difference, attracting and recruiting colleagues from a diverse range of backgrounds for the value they can bring to our organisation.

Objective 5: Support and encourage our colleagues to be the best they can be at work, providing them with an employment deal that is fair and inclusive, helping everyone to contribute to the ambitions of NCC.

ID	Actions	What does success look like?	Current position	Lead	Target date
Objective 1: Role model an organisational culture that respects and values difference across our county and in our workforce.					
1	Continue to engage diverse voices in <i>Together, for Norfolk's</i> ambition for economic growth, managed development and a better future for all, to ensure that it reflects the aspirations of everyone.	<i>Together for Norfolk</i> actively engages all communities, and listens to all diverse voices	<p>The priority over the last six months has been to ensure that residents who experience barriers to accessing information and services, eg people who are D/deaf or blind, who have learning disabilities, are Gypsies, Roma or Travellers, people whose first language is not English or who have no recourse to public funds can engage with the Council to access essential public health information and services to keep safe during the COVID-19 pandemic.</p> <p>Engagement with BAME-led organisations has identified opportunities for enhancing communications, and these are being addressed.</p>	Lead: Assistant Director of Strategy & Governance (Communications)	Ongoing

ID	Actions	What does success look like?	Current position	Lead	Target date
2	Implement Norfolk Fire and Rescue's EDI improvement plan and associated actions in accordance with agreed timescales.	The plan is delivered in accordance with agreed targets and outcomes	<p>The Chief Fire Officer is leading the review of unconscious bias. Norfolk Fire and Rescue Service is chairing a new Equality, Diversity and Inclusion Forum for the Eastern Region.</p> <p>Work has commenced to conduct a dynamic equality impact assessment of workforce selection and recruitment, and promotion and progression. This will include considering the design and marketing of recruitment materials and impact of virtual technology for candidates. The EqlA will be reviewed and developed annually, to include an analysis of why candidates with different backgrounds withdraw or do not pass assessments. Analysis results will be used to identify barriers, adjust policies and procedures and inform actions to increase workforce diversity.</p> <p>Analysis is also taking place of potentially vulnerable groups most impacted by fire risk, to support ongoing development of the Integrated Risk Management Plan.</p>	Lead: Chief Fire Officer	31 March 2021
3	Monitor implementation of the Period Poverty initiative, reporting to Cabinet on the take up of this programme and any changes that should be made.	The impact of period poverty in Norfolk is mitigated.	Many council buildings are currently closed, so liaison is taking place with food banks to identify if there are any shortages of sanitary products. If so, Cabinet will be updated.	Lead: Director of Property	Ongoing

ID	Actions	What does success look like?	Current position	Lead	Target date
4	Continue to ensure that the design, methodology and timing of consultation initiatives are as accessible and inclusive as possible, engaging with groups such as the 'Making it Real' Board, which is chaired and led by disabled people, to seek constructive challenge on how we can maximise accessibility within the constraints set nationally.	People from diverse communities can access and participate in consultation and engagement initiatives and use the materials provided - whether corporate initiatives (such as the budget consultation) or departmental (such as engagement mechanisms/boards for children and young people).	Work is taking place to prepare for the Council's annual budget consultation. Careful consideration is being given to advice and challenge received from different diverse communities, to ensure that the Council maximises opportunities for everyone to have their say on how the Council targets its resources. A particular focus is on promoting accessibility for people with learning disabilities.	Lead: Assistant Director of Strategy & Governance (Communications)	Ongoing
5	Deliver against the commitment of the Leader that all Cabinet members complete the Autism Awareness e-learning and equalities and inclusion training for all members.	Elected members and staff are confident that they understand Autism and how best to promote inclusion for people with Autism.	Autism Awareness e-learning and equalities and inclusion training has been prepared and implemented.	Lead: Director for People	31 March 2021
6	Continue to develop data and analytics to help map the Council's progress as an employer throughout colleagues' working time so that we can learn and improve our inclusive practices.	We have a clear set of data, together with insights from employee survey and inclusion networks	Basic set of workforce data developed - developing this and monitoring will form part of the work of the Advisory Network	Lead: Director for People	31 March 2021

ID	Actions	What does success look like?	Current position	Lead	Target date
7	Invite young people to provide challenge to the Council on progress on equality, diversity and inclusion	Ensure that the Council has opportunities to hear directly from young people about the issues they feel are most relevant to Norfolk today.	Work will commence to progress this action in due course.	Lead: Assistant Director of Strategy & Governance (Communications)	31 March 2023
8	Explore options for ensuring that business information systems incorporate appropriate options for gender honorifics.	Norfolk County Council is compliant with the law and respects the gender diversity of residents and staff.	Work will commence to progress this action in due course.	To be confirmed	31 March 2023

ID	Actions	What does success look like?	Current position	Lead	Target date
Objective 2: Promote inclusive design and accessibility for disabled people in Norfolk and remove barriers to independence.					
9	Explore opportunities for further embedding inclusive design into Norfolk County Council's next customer service strategy, which sets out how the Council will engage with its people and communities.	Norfolk's people and communities can easily engage with the County Council.	<p>Work to develop the Customer Services Strategy is underway, and the draft strategy will be brought to Cabinet for consideration in due course.</p> <p>From 23 September 2020, public sector organisations have had a new accessibility duty for public websites. Significant work has been undertaken to meet the new regulations, including engagement with disability groups. There is a clear commitment to continue to develop and respond to the requirements, published in the Council's Accessibility Statement.</p>	Lead: Director of Community, Information and Learning	31 March 2021
10	Continue to embed heightened levels of inclusive design into County Council buildings and ICT to make good accessibility for service users and staff the 'norm'. Where we identify barriers to accessibility, we will work hard to try to find ways to overcome these. As part of this action, we will offer services the opportunity to assess their accessibility across ways of working, buildings and ICT. We will also implement the results of the survey of the Council's physical	Our public services and workforce environment can be accessed, understood and used to the greatest extent possible by all people regardless of their ability or disability.	COVID-19 has triggered a sudden shift to remote working. This offers significant potential to enhance accessibility for disabled people and others, for example people with caring responsibilities, but there are a range of accessible adjustments to make to address technological issues. This work is underway to ensure that every opportunity is undertaken to maximise accessibility for disabled people, and people with other protected characteristics.	Co-Leads: Director of Property & Director of IMT & Chief Digital Officer	31 March 2021

ID	Actions	What does success look like?	Current position	Lead	Target date
	buildings to inform ongoing development of access statements for the Council's assets.				
11	Deliver the Accessibility Strategy for Schools 2019/2021 in accordance with agreed timelines.	Strategy delivered in accordance with agreed targets and outcomes.	The strategy is being delivered. There has been slippage in meeting some targets due to changes to staffing structures, but all actions should be delivered by the end date of March 2021.	Lead: Assistant Director Principal, Inclusion and Opportunity	31 March 2021
12	Consult with disabled groups in Norfolk on the barriers to access and independence identified by Norfolk's Access Groups, to consider options for addressing these barriers over the short to long term, and work with system leaders to address these barriers.	Norfolk County Council maintains a clear understanding of the key barriers to disabled people's independence in Norfolk.	Chairs of disability access groups have identified the key barriers to independence for disabled people in Norfolk. This now needs to be tested with all disability groups across the county. This work will be carried out in 2021.	Lead: Assistant Director Performance and Governance	31 March 2022
13	Norfolk County Council is currently ranked 1st out of 28 county councils that participated in the National Highways and Transport survey 2019. This is an important survey with a large sample size of 3,300 that helps the Council to understand what local people feel about their	Opportunities identified (if possible) to increase access for disabled people	Work will commence in due course to identify opportunities for improvement	Lead: Director of Highways & Waste	31 March 2022

ID	Actions	What does success look like?	Current position	Lead	Target date
	roads. Whilst we are currently the top performing county overall across traffic levels, condition of highway and highway maintenance, we fell slightly below the average (by no more than two per cent) on ease of access/ disabilities.				
14	Continue to lead digital inclusion for disabled people and other vulnerable groups across business transformation in Norfolk.	Digital inclusion for all in Norfolk	The Council's Digital Inclusion Strategy was agreed on 6 March 2018. Progress on the strategy is being reported through Cabinet.	Director of IMT & Chief Digital Officer	Ongoing

ID	Actions	What does success look like?	Current position	Lead	Target date
Objective 3: Strengthen hate incident recording and reporting protocols and better integrate these within safeguarding practice, to safeguard people in Norfolk from hate incidents.					
15	Continue implementation of and promote the Stop Hate in Norfolk Protocol and campaign, addressing gaps identified in monitoring over the last 18 months.	Norfolk County Council understands the level of hate incidents in Norfolk and trends/ hotspots, so that it can work effectively with other agencies to respond appropriately and keep people as safe as possible. The maximum possible number of local organisations agree to adopt the protocol.	<p>A media campaign to refresh and relaunch the Stop Hate in Norfolk Protocol has been developed and was launched on 5 October 2020.</p> <p>The campaign will encourage all local authorities in the county to sign up to the Stop Hate in Norfolk Protocol, and for people to report any hate incidents, to keep themselves and communities safe.</p> <p>As part of this campaign, the Council has written to public, private and voluntary organisations in Norfolk, urging them to join initiative.</p>	Lead: Assistant Director Performance and Governance	31 March 2021
Objective 4: Develop NCC's reputation as an employer that values difference, attracting and recruiting colleagues from a diverse range of backgrounds for the value they can bring to our organisation.					
16	Review and refresh our recruitment and marketing package to ensure we attract and recruit new colleagues from a diverse range of backgrounds.	Increase in the number of applications received from groups that are typically under-represented, particularly for senior roles. The proportion progressing through the recruitment process reflects the progression of under-represented groups	<p>This will be carried out in collaboration with the Council's new staff Advisory Networks.</p> <p>The staff Advisory Networks have been established.</p>	Lead: Director for People	31 March 2021

ID	Actions	What does success look like?	Current position	Lead	Target date
17	Explore adoption of Inclusive Employers, an employers' benchmarking tool on accessibility, and test ourselves against the standard in 2020/21	Enhance understanding of how the Council performs on equality, compared to others	Self-assessment toolkit developed - based on a maturity model, this will enable the Council to assess itself, by working with the Advisory Networks	Lead: Director for People	31 March 2022
18	Explore adoption of the Government's Race at Work Charter, which gives organisations a clear set of actions to work towards in helping to create equality of opportunity for ethnic minority employees at work.	Enhance understanding of how the Council performs on race equality, compared to others	This will be carried out as part of the self-assessment process	Lead: Director for People	31 March 2022
Objective 5: Support and encourage our colleagues to be the best they can be at work, providing them with an employment deal that is fair and inclusive, helping everyone to contribute to the ambitions of NCC.					
19	Ensure the values of equality, diversity and inclusion are included in the new management and leadership development offer at all appropriate opportunities	Our training offer provides new managers with a clear understanding of a wide range of inclusion issues and equips them with the tools they need to promote diversity and ensure that team members feel that their differences are truly valued.	Review of current training offer carried out with internal and external stakeholders. Understanding Racism training programme developed and first pilot session held.	Lead: Director for People	31 March 2021
20	Embed flexibility into key processes to ensure	TBC	Our dynamic equality impact assessment for COVID-19 identified in April that BAME people may be more	Lead: Director for People	31 March 2021

ID	Actions	What does success look like?	Current position	Lead	Target date
	managers can adapt them to individual needs e.g. induction.		<p>impacted than other groups, and Cabinet has maintained a watching brief on this issue.</p> <p>We identified the need to provide specific advice to managers prior to the publication of the PHE report. We asked managers to consider any additional help and support BAME colleagues may need, for example, ensuring that colleagues are following the most up to date guidance, managing activities to further limit contact with others etc.</p> <p>The report recommends that 'culturally competent risk assessment tools' are developed based on PHE guidance to assist managers to clarify on what basis a manager should decide if a BAME member of staff may need to change their role.</p> <p>Review of induction processes and all other policies and procedures will be carried out as part of the self assessment</p>		
21	Continue to develop our communication and promotional plan to support embedding the revised Equality, Diversity and Inclusion Policy.	A clear communication plan that informs colleagues, members and the community about our EDI strategy and plans. The communication plan will also celebrate diversity and ensure that the benefits of an inclusive culture and the values and behaviours that we expect are clear	Draft communication plan developed, with specific plans for certain events such as National Inclusion week	Lead: Director for People	31 March 2021

ID	Actions	What does success look like?	Current position	Lead	Target date
22	Implement Networks and Groups which are supported and empowered to ensure real life experiences of colleagues are understood and built into our ongoing action plans	Groups in place, terms of reference agreed and clear structures in place to ensure that networks are supported, network members feel empowered and that their views are valued	Groups were launched September 2020.	Lead: Director for People	31 March 2021
23	Talk to our diverse communities about how they view the Council as an employer and address any issues or barriers.	Ensure that the Council has opportunities to hear directly from communities about how they view the Council as an employer to enable any barriers to be addressed.	Work will commence to progress this action in due course.	To be confirmed	31 March 2023
Priorities agreed by Full Council in the Motion on Equality, Diversity and Inclusion on 20th July 2020					
24	Challenge racism through our actions, how we communicate and how we treat those who use services we provide	The Council actively and consciously seeks to address the multidimensional aspects of racism. Elected members and staff take personal accountability and action for tackling racism.	<p>The Council is developing a suite of actions to tackle racism and promote race equality. This includes training (on both unconscious bias, race equality and white privilege, which Full Council specifically requested), and the review of unconscious bias.</p> <p>In addition to this, the Council is working with three independent race equality experts, who are providing objective challenge and an external perspective, to support the Council's work in this area.</p> <p>The Cabinet met with two of the independent race equality experts on 22 September 2020, as part of a wider discussion on unconscious bias.</p>	Lead: Head of Paid Service	On-going

ID	Actions	What does success look like?	Current position	Lead	Target date
25	Develop a training package on unconscious/structural bias, to equip elected members and staff with the tools to challenge unconscious and structural bias. This training was due to be launched earlier this year but was delayed by COVID-19.	Elected members and staff are confident that they understand their own biases, how these may be impacting and how to address this.	<p>Cabinet met with two of the Council's independent advisors on race and disability equality on 22 September 2020.</p> <p>On 22 September, the Cabinet and Corporate Board reviewed 1.5 hours of training material and provided comments and feedback on the key issues covered.</p> <p>Work is underway to shape the training further, to enable implementation of the final version.</p>	Lead: Director for People	31 March 2021
26	Initiate a project to identify those from diverse backgrounds who have contributed to Norfolk and act as exemplary role-models for today, together with ways they can be celebrated. This will be particularly important during Black History Month and beyond to embed as 'business as usual'.	People in Norfolk (and particularly young people) have an opportunity to learn about the achievements of Black men and women in science, the arts, politics, education and academia.	<p>Work has taken place to support Norfolk's Black History Month 2020.</p> <p>The Council has supported a project to promote exemplary role models, so that young people in Norfolk have an opportunity to learn about the achievements of Black men and women in science, politics, education and academia.</p> <p>Work has also begun with Black, Asian and minority ethnic service users (BAME) to consider how to ensure that museum displays promote positive imagery of BAME history and how to ensure that objects are displayed and interpreted in an appropriate way.</p>	Co Leads: Assistant Director Performance and Governance; Director, Culture and Heritage	31 March 2021

ID	Actions	What does success look like?	Current position	Lead	Target date
27	Corporate Select Committee to undertake a systematic review of Norfolk County Council assets and links to ensure the Council is not unwittingly endorsing racist views	The Council ensures that it is not unwittingly endorsing racist views.	A draft scope is being developed and will be brought to Corporate Select Committee by 27 January 2021.	Lead: Director of Property, in consultation with the Director of Culture and Heritage	27 January 2021
28	Continue implementation of and promote the Stop Hate in Norfolk Protocol and campaign, addressing gaps identified in monitoring over the last 18 months.	Norfolk County Council understands the level of hate incidents in Norfolk and trends/ hotspots, so that it can work effectively with other agencies to respond appropriately and keep people as safe as possible. The maximum possible number of local organisations agree to adopt the protocol.	<p>A media campaign to refresh and relaunch the Stop Hate in Norfolk Protocol has been developed and was launched on 5 October 2020.</p> <p>The campaign will encourage all local authorities in the county to sign up to the Stop Hate in Norfolk Protocol, and for people to report any hate incidents, to keep themselves and communities safe.</p> <p>As part of this campaign, the Council has written to public, private and voluntary organisations in Norfolk, urging them to join initiative.</p>	Lead: Assistant Director Performance and Governance	31 March 2021



Norfolk response to COVID-19

Dynamic equality impact assessment

October 2020

Summary

COVID-19 has impacted on every individual and family across Norfolk, particularly on people with protected characteristics.

New evidence is emerging daily about the nature and extent of this impact. In view of this, the Council is maintaining this dynamic equality impact assessment.

This assessment is being used by the Council to inform decision-making during the COVID-19 pandemic and its aftermath, in relation to the breadth of impacts that may be triggered for people with protected characteristics.

It is being continually updated to inform business continuity planning.

Mitigating actions are being developed wherever necessary, and these are summarised in the assessment.

Visit the Council's [coronavirus updates page](#) for the latest health advice and information about disruptions to services, including school closures.

If you are aware of any new impact affecting a protected group, please inform equalities@norfolk.gov.uk, to enable the document to be updated accordingly.

Summary of findings

1. This dynamic equality impact assessment summarises the potential impacts of COVID-19 on people with protected characteristics.
2. The Council is working 24/7 with organisations from the public, voluntary and private sectors to find solutions to the issues summarised in this document.

A broad range of [support, advice and resources](#) has been put in place to address these issues and assist Norfolk's resilience and recovery. Please use these resources and signpost others to them.

3. Guidance and support for colleagues on keeping safe is being continually reviewed. The current position can be viewed [here](#). (Note this link is for internal staff only).
4. There are two types of equality impact for the Council; firstly, relating to the impact of COVID-19 on business continuity; and secondly, relating to the impact of COVID-19 on people with protected characteristics, particularly those who are shielding or potentially vulnerable in another way.

Impact of COVID-19 on business continuity:

5. The potential equality impacts of COVID-19 on business continuity include:
 - It was essential for central Government to pass emergency legislation on COVID-19 at great speed. Inevitably, however, there is a lack of agreement between some people and central Government regarding the detail of this legislation. This could mean that for a temporary period of time, the Council is required to deliver services in a way that some people may not feel is appropriate. The Council may have little flexibility in this, as it will be required to comply with the legislation.
 - A potential lack of capacity to provide services to those who need them in accordance with normal operating procedures.
 - A lack of accessible premises for disabled service users and/or colleagues for interactions to take place, in the event that temporary venues must be used.
 - A lack of accessible equipment for colleagues, in the event of supply chain issues.
 - The need to allocate colleagues or volunteers to support a service user who has a particular issue, without the colleague or volunteer being fully trained in supporting that issue (it should be noted that all staff supporting service users would be fully qualified to do so, and all volunteers will have undergone the appropriate screening and safeguarding requirements, but there could be a situation for example that a team member was required to support someone with multi-sensory impairments, but had not received the latest training on the best way to communicate).

Impact of COVID-19 on people with protected characteristics:

6. The potential detrimental impacts of COVID-19 on people with protected characteristics, particularly those who are shielding or vulnerable in another way, is summarised on pages 4 - 28 below.

7. However, it is important to remember that some issues impact on all groups:

Impacts of COVID-19 that affect everyone with protected characteristics (including shielded and vulnerable people)

- ✓ Existing inequalities may deepen, and some people may become even more marginalised. People with multiple impairments may face the most challenges.
- ✓ The stress on everyone (residents and colleagues) is a major trigger for mental health issues and may exacerbate existing issues. There is particular stress for people on low incomes, who are isolated, in cramped urban conditions, with no access to green space, who may have lost their income.
- ✓ Don't assume the message is getting out there – particularly to people who already experience barriers accessing information, eg people who are D/deaf or blind, who have learning disabilities, are Gypsies, Roma or Travellers, people whose first language is not English or who have no resource to public funds.
- ✓ It will be vital for public agencies to properly discharge duties to pay due regard to equality before making decisions that impact on people's mental health.
- ✓ Anyone who was already vulnerable to domestic or sexual abuse, modern slavery/trafficking, cuckooing or scamming is even more so now. Perpetrators will take advantage of fewer visitors to a potential victim's home.
- ✓ Support for people with protected characteristics may be suspended, leaving many people vulnerable not just to the impact of COVID-19, but also to being unable to deal with benefits, housing, bills, correspondence or feelings.
- ✓ Many people may be wary of opening doors to strangers due to the risk of infection or scamming - this could impact on volunteer/food delivery services.
- ✓ For people who are already lonely, the extra support being put in place such as befriending services etc may create a gap for the person if/when it ends.
- ✓ However much 'in need' someone appears to be, it is vital to respect their independence and dignity – we are 'doing with' not 'doing for'.
- ✓ Be kind – everyone is trying to find their 'new normal'. Safeguard your own mental health as well as everyone else's with the resources available.

See the **next page** for a summary of the potential impacts on people with protected characteristics, particularly those who are shielding or vulnerable in another way.

The legal context and evidence used to inform this assessment is summarised on page 30.

Protected characteristic	Issue	Mitigating action
Blind and partially sighted people	<ol style="list-style-type: none"> Many blind and partially sighted people cannot access web information. Websites are often incompatible with assistive technologies such as screen readers. Remember that PDF documents are not accessible unless you use Adobe Pro. Remember that blind and partially sighted people (and their guide dogs) may be unable to see printed COVID-19 information or social distancing signage, posters, lists on walls, ID badges and name tags etc, unless it is in an accessible format. Blind and partially sighted people may be unable to drive to access services (eg testing) and may have no access to alternatives. Temporary signs etc outside/inside local services/shops can present trip hazards. A blind or partially sighted person may have developed a routine to navigate daily tasks in their community. Changes to familiar things eg queuing systems, shop layouts and items on shelves, can lead to people feeling disorientated and anxious. 	<ol style="list-style-type: none"> Ensure that accessible versions of information are available, and that measures are in place to enable blind and partially sighted people to navigate new social distancing arrangements safely and with dignity. If you don't have Adobe Pro, you can increase the accessibility in some (but not all) versions of Adobe by doing the following: (click Edit > Accessibility > Set Up Assistant to add some accessibility options in the document). Note though that even if you do this, the PDF will still not be fully accessible for people using screen readers. Some basic tips to check that web information is accessible: <ol style="list-style-type: none"> Use clear, formatted headings, to help screen reader users navigate your document or webpage Do not use images of text to convey information as they cannot be read by screen readers Ensure text can be resized and background and text colours can be modified to suit the reading preferences of users Make sure links are written to describe the document or resource they send the user to

Protected characteristic	Issue	Mitigating action
		<ul style="list-style-type: none"> e) Make sure information or explainer videos convey the same information in the audio voiceover as the images on screen f) Use image descriptions to share the information given in an image or photograph g) Ensure downloadable content (Word or PDF) is accessible. <p>4. If changing the layout of buildings (e.g. creating queuing systems to enable social distancing) be mindful of trip hazards</p> <p>5. Don't assume that everyone can read signage.</p> <p>6. Brief employees/volunteers to:</p> <ul style="list-style-type: none"> a) Introduce yourself on arrival. b) Avoid using abstract phrases when communicating (such as "shall I put this food delivery over there?") which may be difficult to comprehend because the concept could be interpreted in a number of ways. c) Feel free to use words that refer to vision, such as 'see' and 'look.' People with sight loss use them. They might 'see' with their other senses, creating mental images of what is being described. d) Be confident to ask if someone needs help and how, particularly if it seems to be needed.

Protected characteristic	Issue	Mitigating action
		<p>e) Ensure written information is available in large print.</p> <p>7. Norfolk Sensory Support can offer advice and training to professionals, carers and families depending on assessed need:</p> <ul style="list-style-type: none"> • Voice: 0344 800 8020 • Textphone: 0344 800 8011 • Fax: 0344 800 8012 • Text: 07767 647670 • Email: information@norfolk.gov.uk
D/deaf people	<ol style="list-style-type: none"> 1. D/deaf people have different levels of signing and literacy skills and utilise a variety of mechanisms for communicating. Poor literacy skills mean that video subtitles are not accessible to all. 2. Remember that face masks, beards and accents affect the ability of people to lip-read and hear – this is causing significant concern to many D/deaf people. Match team members and volunteers to residents carefully. 3. For some D/deaf people, face to face visiting may be the only option, because they have no technology – eg no phone or computer and poor literacy skills - so find out who these people are. 	<ol style="list-style-type: none"> 1. Use INTRAN for interpreting and translation services. 2. Provide key information in a variety of formats, eg British Sign Language (BSL) video, email, SMS text, letter writing and provision of stamps (taking any precautions necessary to mitigate presence of virus on surfaces). 3. Ensure call centres have access to, and know how to use, telephone language and interpreting services. 4. If you believe you need to make a reasonable adjustment to standard PPE face mask, consult the NCC guidance and seek advice from the Council's Health and Safety team first.

Protected characteristic	Issue	Mitigating action
	<p>4. Volunteer projects to make phone contact with residents to combat social isolation may not be suitable for D/deaf/hearing impaired people.</p> <p>5. British Sign Language (BSL) interpreters may not be available for face to face meetings, and some D/deaf people may not be familiar with online interpreting or have the equipment to make it feasible.</p>	<p>5. Consider online BSL interpreter for meetings and information if appropriate.</p> <p>6. Identify whether colleagues/volunteers have BSL knowledge and match them to residents who use BSL to communicate.</p> <p>7. Consider whether team members/ volunteers need access to remote video interpreting if they are likely to come into contact with D/deaf people (for example, if dropping off supplies).</p> <p>8. Link people to trusted national BSL updates happening through D/deaf organisations.</p> <p>9. See here for Public Health England resources in BSL.</p> <p>10. Deaf Connexions has a BSL video production service and can advise on communicating. It provides a D/deaf Facebook group that has links to COVID-19 information and is offering a text information service.</p> <p>11. Other Norfolk D/deaf and hearing organisations such as the West Norfolk Deaf Association are offering similar services to members.</p> <p>12. BSL users can talk to NHS111 using the</p>

Protected characteristic	Issue	Mitigating action
		InterpreterNOW app (registration is required). They can also connect via a <u>PC or laptop</u> .
Specific issues for people who have multiple impairments (e.g. D/deaf/Blind physical/neurological disabilities)	<ol style="list-style-type: none"> 1. People with multi-sensory impairments are particularly vulnerable to loneliness and find it much harder than their non-disabled peers to form friendships and networks because there are far less opportunities to communicate. 2. People who are Deaf/Blind may be heavily reliant on others. BSL may have to be done face to face and very close to the person's face to be understood. Deaf/Blind sign language involves staff and interpreters touching and making shapes on the Deaf/Blind person's hand – increasing the risk of infection/anxiety. 3. If a person has multiple impairments, this can have a significant impact on their ability to access mainstream information and the local environment. They may be very reliant on existing routines or trusted workers to maintain their independence. 	<ol style="list-style-type: none"> 1. If you believe you need to make a reasonable adjustment to standard PPE, consult the NCC guidance and seek advice from the Council's Health and Safety team first. 2. Brief team members/volunteers to understand how to give cues to allow the person to anticipate what is going to happen, who they are with and what is in their environment. 3. Norfolk Sensory Support can offer advice and training to professionals, carers and families depending on assessed need: Voice: 0344 800 8020 Textphone: 0344 800 8011 Fax: 0344 800 8012 Text: 07767 647670 Email: information@norfolk.gov.uk

Protected characteristic	Issue	Mitigating action
Learning disability	<ol style="list-style-type: none"> Public Health England data indicates that people with learning disabilities may be more impacted by COVID-19 and experience reduced health outcomes compared to people who do not have learning disabilities. This means it is particularly important to ensure that people with learning disabilities have access to good information and support about how to stay safe. It may be challenging for some people with learning disabilities/dementias to adhere to isolation or social distancing advice, if they want to be friendly or be with friends. Complex and changing information may be difficult to understand. Some people may need support to interpret information. It takes time for providers to translate information into easy read. There is a risk that due to the pace of change, it takes too long to produce easy read and it quickly becomes out of date. 	<ol style="list-style-type: none"> Where possible, provide information in easy read format, or convey simple messages in videos. Use plain English in all communications. Include an 'alternative format statement' in all information. Signpost people to the translated materials available from central Government. Brief team members and volunteers how to handle a situation in which someone doesn't understand social distancing. Opening Doors, a Norfolk user led organisation run by people with learning difficulties for people with learning difficulties, has created an easy read resource on coronavirus and a stay safe tool. See the Covid-19: guidance on social distancing and for vulnerable people.
Neurodiversity for people with communication barriers	<ol style="list-style-type: none"> Some people may find changes in routine and services very challenging. Their normal routines may not be compliant with national restrictions. This may create stress and anxiety not only for the individual, but also their family members/carers eg: 	<ol style="list-style-type: none"> The National Autistic Society, the UK's largest provider of specialist autism services, has produced autism-friendly guidance on COVID-19. Brief your teams and volunteers that:

Protected characteristic	Issue	Mitigating action
<p><i>[Neurodiverse relates to neurological differences including, for example, Dyspraxia, Dyslexia, Attention Deficit Hyperactivity Disorder, Autistic Spectrum and others.]</i></p>	<ul style="list-style-type: none"> • Some people may unknowingly stick to a routine that involves them travelling to local services/social groups, putting themselves and others at risk. • Someone who needs to be outside to manage their condition may want to go out multiple times a day, which may appear to others to not be compliant with local restrictions in place. The Government guidance recognises this and makes reasonable adjustments. • Someone who is a selective eater may not be able to access their preferred foods due to supply chain or other issues. • Some people may be selective about who they speak to and prefer to have the same care worker via the same medium. They may not welcome new volunteers and appear to be hostile or verbally or physically aggressive. • Some people may struggle to engage with the volunteer networks being set up – they may reject offers of help - and may therefore be at risk of isolation resulting in lack of essentials such as food or medication. <p>2. Nuances in the national guidance may be confusing and stressful to some people, as may frequent updates, however necessary this is to</p>	<ul style="list-style-type: none"> • People on the autism spectrum may have difficulty interacting with others, such as initiating interactions or responding. • When communicating, stick to facts, avoid non-verbal cues and be specific - eg ask “Do you agree?” rather than “What are your thoughts?” • People on the autism spectrum may come across as abrupt. Volunteers may interpret this as rude. Be patient and avoid getting defensive. • Don’t expect eye contact. • Avoid talking too loudly. It may be upsetting to someone on the autistic spectrum. <p>3. Make sure that information is factual and clear about what is expected of people and how they can participate. Avoid nuance.</p> <p>4. Be consistent and avoid changing messages (or provide reasons for the change.</p> <p>5. Find out if food delivery services are able to meet needs of selective eaters.</p> <p>6. Use Norfolk’s many resources for people on the autism spectrum.</p>

Protected characteristic	Issue	Mitigating action
	reflect the changing picture.	<p>7. For information and advice on Dyslexia contact Norwich Indigo.</p> <p>8. Tips for making information dyslexia friendly:</p> <ul style="list-style-type: none"> a) Use Adobe Pro PDF documents with the full accessibility settings turned on. b) Where possible avoid using black writing on white background; even off-white or grey is better. c) Consider using alternative ways of providing information, either graphically or possibly video where appropriate. <p>9. The Herbert Protocol encourages carers to compile useful information which could be used in the event of a person going missing.</p> <p>10. Consider support for parents/carers who may be under additional strain.</p>
Older people, people with mobility issues or long-term health conditions (note, this could include people with other disabilities too, e.g. blind or D/eaf)	<ol style="list-style-type: none"> 1. It is well recognised that older people, people who have long term health conditions or who find mobility challenging may be particularly vulnerable to COVID-19, may experience significantly reduced health outcomes and may be in the shielded or vulnerable groups. 2. For disabled and older people who have spent years building systems to enable their dignity and independence, this can be a frightening, depressing and disorientating time. 	<ol style="list-style-type: none"> 1. The Council's Customer Service Centre (CSC) is functioning as the county's helpline, taking calls on behalf of district councils to make sure residents get access to the services and support they need during these difficult times. 2. The team is prioritising COVID-19 related enquiries and are supporting vulnerable people. This includes calling those registered as vulnerable to make sure they are ok and have all the things they need, making death

Protected characteristic	Issue	Mitigating action
	<p>3. There are natural fears of the impact that COVID-19 may have on their health or that of their loved ones. The thought of being in extended isolation or the prospect of long-term social distancing may also be very troubling.</p> <p>4. Many older people and their loved ones may be concerned about the safety of people in care homes or the NHS ethical debate regarding the use of age as a factor in decision-making about who to prioritise for health care and resuscitation.</p> <p>5. There may be issues relating to lack of access to essential services or supplies, due to global restrictions in the supply chain.</p> <p>6. A reduction in standard of living, quality of life, physical wellbeing and independence because people may lack access to their normal support service or carer.</p> <p>7. Concern about the financial impact, and the ability to afford food for supplies.</p> <p>8. Some people may have less money to pay for day-to-day living.</p> <p>9. Confusion/anxiety about whether social distancing applies to personal assistants/carers.</p>	<p>registration appointments, taking highways calls, dealing with requests for food, medication and supplies and supporting key workers with school provision.</p> <p>3. The Council is continually updating its advice and support for people at home.</p> <p>4. Remind staff/volunteers that however much 'in need' someone appears to be, it is vital to respect their independence at all times – we are 'doing with' not 'doing for'.</p> <p>5. Develop an exit strategy if or when volunteer support ceases, to manage impact on people who were already lonely and who found temporary befriending/support services a welcome relief.</p> <p>6. Stay abreast of Norfolk Adults Safeguarding Board's COVID-19 updates.</p> <p>7. Urge people to continue to report all safeguarding concerns for children or adults including home fire risks through the usual channels.</p> <p>8. Remember, if you're a professional, ie working with a child or young person in a formal or voluntary setting and not a family member or</p>

Protected characteristic	Issue	Mitigating action
	<p>10. Some disabled people with adaptations in their home to enable independence are facing challenges because their adaptations have become faulty (eg a broken stairlift), and they cannot get an engineer to visit/the spare parts will take longer than normal to arrive.</p> <p>11. Supermarket shopping schemes are at set times mostly in the morning, which may not be compatible with a carer's or personal assistant's hours.</p> <p>12. They may have no transport options and be isolated at home.</p> <p>13. Some people isolating at home with worsening COVID-19 symptoms may not call for medical help early enough when they enter the second, more severe phase of the virus, possibly reducing their chances of survival.</p> <p>14. Many people will be missing their family members, children and grandchildren.</p> <p>15. For those struggling with existing conditions, such as cancer treatment, this may be a particularly upsetting and uncertain time.</p> <p>16. High risk of isolation, and longer-term implications of no contact with others, especially</p>	<p>member of the public, you can contact the Children's Advice and Duty Service on their direct line: 0344 800 8021.</p> <p>9. See the information page for help with transport.</p>

Protected characteristic	Issue	Mitigating action
	<p>if living alone with no access to social media/ communication technologies.</p> <p>17. Issues relating to mental health for people in long term isolation.</p> <p>18. Increasing pressure on carers who may have to provide additional support.</p> <p>19. Conversely, for people who are already lonely, the extra support being put in place such as befriending services etc, may create a gap for the person if/when it ends.</p> <p>20. Some people may be particularly vulnerable to scammers posing as volunteers – there is a link between scamming and ‘mate crime’.</p> <p>21. These impacts may be exacerbated for people living in rural areas, where there may be a higher cost of living, less transport options (or very costly transport options, that may not be affordable) or less access to services and carer support.</p>	
Mental Health	<p>1. The stress on residents and colleagues is enormous. There are particular stresses for people with protected characteristics, on low incomes or who have lost their income, in cramped urban conditions with difficult neighbours, with no access to green space. It</p>	<p>1. Use the HR resources available to safeguard your own mental health as well as everyone else’s. Contact HR Direct for advice and guidance.</p>

Protected characteristic	Issue	Mitigating action
	<p>will be important for local authorities to properly discharge their duties to pay due regard to equality before making decisions that – directly or indirectly – may impact on people’s mental health.</p> <p>2. The current climate of fear, anxiety, social isolation, food/medicine shortages, lack of money and job insecurity is a major trigger for mental health issues and may exacerbate existing issues.</p> <p>3. Many managers are under huge pressure, and so are their teams. Virtual working presents excellent opportunities to enhance accessibility, but it also presents some challenges. For example, some people may be distracted or conflicted by a challenging home environment, personal responsibilities or noise; they may lack access to child care; it is harder to read someone’s body language via video conference. Managers may find it more difficult to identify when staff are upset or anxious, which may mean that it is not always possible to quickly intervene when required.</p> <p>4. Some people may find it frightening to see people in face masks.</p>	<p>2. The Norfolk and Suffolk NHS Foundation Trust (NSFT), providers of the Norfolk well-being service and mental health care services have launched First Response, a new 24/7 helpline offering immediate advice, support and signposting for people with mental health difficulties. The helpline is open to social care colleagues as well as other healthcare professionals who may need advice when working with individuals who are undergoing mental health difficulties or who need to refer someone. It is also available to members of the public of any age.</p> <p>3. If you are experiencing something that makes you feel unsafe, distressed or worried about your mental health, call the helpline on 0808 196 3494. If you want to remain anonymous and would prefer that the person answering your call doesn’t see your telephone number, you can turn off your caller ID in your phone’s settings.</p> <p>4. Brief team members and volunteers to identify ‘red flags’ that people may need help or support – such as:</p> <ul style="list-style-type: none"> • Feeling sad or down • Confused thinking or reduced ability to concentrate

Protected characteristic	Issue	Mitigating action
	<p>5. Everyone is affected by the potential for reduced medical services and cancelled appointments. For people who are impacted by a high suicide rate (eg men, people who identify as transgender etc) this could be particularly detrimental.</p> <p>6. Someone who relies on their medication to maintain good mental health may not be able to access this and may not feel confident to ask for help.</p>	<ul style="list-style-type: none"> • Excessive fears or worries, or extreme feelings of guilt • Extreme mood changes of highs and lows • Withdrawal from friends and activities • Significant tiredness, low energy or problems sleeping • Detachment from reality (delusions), paranoia or hallucinations • Inability to cope • Problems with alcohol or drug use • Major changes in eating habits • Excessive anger, hostility or violence • Suicidal thinking. <p>5. Libraries have increased their collection of ebooks to help provide everyone in Norfolk with ways to read while the libraries are shut. Click here to find out more.</p> <p>6. Mind has a range of general information and support available online.</p>
Sex	<p>1. There is evidence to suggest that COVID-19 may pose a greater risk to men than women; the reasons may be cultural or biological. This does not mean that some women are not also highly vulnerable, depending on their circumstances, and the lack of information about the virus means that information is changing all the time.</p>	<p>1. The Council's Leadership team is communicating regularly and directly with all managers and staff, to convey key messages and ensure that colleagues feel supported and understand how to keep themselves, their loved ones and service users as safe as possible. Recognition is being given to the impact of</p>

Protected characteristic	Issue	Mitigating action
	<ol style="list-style-type: none"> 2. Many people are grappling with the pressures of trying to work from home, whilst also juggling childcare or caring responsibilities. This is a very difficult balancing act (especially for lone parents). Managers should remember that some members of their team may feel under considerable pressure to appear to be coping and maintain performance. 3. The national restrictions and increase in home working have significantly increased the risk of domestic abuse. This may be exacerbated by loss of income, increase in anxiety leading to drug/alcohol abuse and anger/frustration. Perpetrators will take advantage of fewer visitors to a potential victim's home. 4. Shortage of care services (childcare, healthcare, elderly care) may have a disproportionate impact on women as providers of unpaid care work. 5. It has been reported nationally that some personal protective equipment is designed for male bodies rather than female bodies (this has not been an issue for Norfolk County Council). 	<p>national restrictions and social distancing rules for those who are juggling parenting and caring responsibilities alongside work commitments, and those who live alone who may find the continued social distancing particularly difficult.</p> <ol style="list-style-type: none"> 2. A wide range of measures have been implemented to support managers and colleagues. These include changes to working arrangements, health, safety and wellbeing advice, technology tips, webinars, regular 121 meetings, reflection time, launch of myNet, Norfolk Support Line (0800 358 6758), access to the Critical Incident Response Team and more. These are brought together on the coronavirus section on myNet (available to internal colleagues only). 3. A Manager Outreach Support Team has also been established. HR and Health and Wellbeing professionals are contacting frontline managers to provide proactive support to check in with how they are doing and if they need specific help on any HR, well-being or health and safety issues. 4. The Council has updated Health and Safety Guidance for staff working remotely and with the community during the COVID-19 crisis. This includes information including a video on

Protected characteristic	Issue	Mitigating action
	<p>6. Girls may be at increased risk of forced marriage, FGM and abuse during school closure.</p> <p>7. Period Poverty may increase.</p>	<p>Personal Protective Equipment (PPE). Extensive consultation has taken place with managers to ensure that PPE needs are understood across the workforce.</p> <p>5. The Council has accelerated some of its planned technology upgrades and successfully rolled out Microsoft Teams – staff are getting used to remote meetings, using laptops to make calls, and the new intranet (myNet).</p> <p>6. People are encouraged to remind themselves, their peers and colleagues that this is a ‘new normal’, and they are not expected to have superpowers (eg responding instantly to emails, whilst also feeding two children or supporting an anxious elderly relative). Flexibility and understanding is key.</p> <p>7. Leaders, decision-makers and managers should regularly share examples with colleagues about how they are navigating the new work/family balance – to give people around them permission to be open about the challenges they are facing and show that ‘we are all in this together’.</p> <p>8. Support disabled team members to find reasonable adjustments to enable work from home.</p>

Protected characteristic	Issue	Mitigating action
		<p>9. Reassure team members who may be taking special precautions due to their pregnancy or maternity status, a disability, long term illness or age that they will not be disadvantaged in their career by following advice to stay at home.</p> <p>10. Take regular breaks and find time to 'switch off'.</p> <p>11. See the resources available in Norfolk on domestic abuse, and sign post and report any concerns.</p> <p>12. Identify whether donations of sanitary items for people in need are in sufficient supply.</p>
Black, Asian and minority ethnic people (BAME)	<p>Research conducted by PHE shows that BAME people experience clear disparities in Covid-19 health outcomes (<i>Beyond the data: Understanding the impact of COVID-19 on Black, Asian and minority ethnic (BAME groups)</i>). It is not clear precisely why this is. Explanations have been proposed that include racial discrimination – for example:</p> <ul style="list-style-type: none"> • BAME people may be less empowered to, for example, insist on safe working and PPE, less able to access the health care they need, etc. • It has been highlighted in the national media that some BAME people may be reluctant to voice concerns about COVID-19 (eg refuse 	<p>1. The Council's guidance to managers and colleagues has been updated in light of increased understanding about the different groups of people who may be most vulnerable to COVID-19, including BAME people, and PHE advice.</p> <p>2. The Council's procurement team successfully purchased more than adequate PPE. In view of this the Council can be very confident that any BAME colleagues in frontline health and social care roles have access to the PPE they need.</p>

Protected characteristic	Issue	Mitigating action
	<p>to work in a potentially compromising situation, such as giving medical care to a COVID-19 patient without full personal protective equipment), due to fears that this will count against them and lead to racism later on in their career.</p> <ul style="list-style-type: none"> • They may be more likely to live in poor housing or face other disadvantage. • They may have higher rates of some underlying health conditions which could make them clinically vulnerable such as type 2 diabetes. <p>There may be other factors at play, and so the Government has asked for further analysis to be undertaken.</p> <p>Some BAME people (particularly those newly arrived from abroad) may be employed in sectors with an increased level of exposure to others (eg caring/social work/medical etc), or in the 'gig economy' or zero hours contracts, which means they may be particularly impacted financially by the national restrictions.</p> <p>There is an increased risk of hate incidents towards BAME people, particularly people who are perceived to be from countries with a high incidence of COVID-19.</p>	<ol style="list-style-type: none"> 3. It is understandable that known risk factors may cause increased anxiety. Managers are asked to oversee appropriate risk assessments and consider the impact of any anxiety and consider the help and support that can be provided, for example, regularly reviewing and ensuring that colleagues are following the most up to date guidance, scheduling work activities so that they do not work in a self-isolating household. 4. Contact made with Norfolk's BAME groups, to check whether there may be any gaps in information about how to stay safe, or any other issues that should be addressed to help keep people safe (there are 80+ BAME community groups in Norfolk). 5. Ensure that COVID-19 materials in relevant languages are disseminated through local BAME networks – see here on YouTube. 6. Encourage victims of hate incidents to report it – and make sure that staff and volunteers know how to report hate incidents on behalf of others.

Protected characteristic	Issue	Mitigating action
Gypsies, Roma and Travellers (GRT)	<ol style="list-style-type: none"> 1. Gypsy, Roma and Traveller (GRT) people may be at increased risk of COVID-19 as they are more likely to have a long-term illness, respiratory issue or disability. 2. Self-isolation is likely to be impossible to maintain in small caravans and sites with close interaction between families. 3. Regular handwashing is likely to be difficult on unauthorised encampments, especially if access to normal services eg leisure centres/retail etc is restricted. 4. The majority of GRT people on sites and encampments have poor literacy skills and need assistance to read letters and emails. 5. There are some very vulnerable families on sites and encampments in Norfolk - either due to their vulnerability to COVID-19 as a result of being in a 'shielded' cohort or because they may not understand Public Health guidance. Some of these sites are managed by Norfolk County Council, some directly by district councils or housing providers. 6. Many young people on sites may not have access to the internet and may be unable to participate in online learning. They may not have 	<ol style="list-style-type: none"> 1. Don't reply on posted letters, social media or emails as a way of communicating important information with the GRT community. Update the relevant Traveller site manager too and ask them to update residents/occupants of unauthorised encampments. 2. Make sure that unauthorised encampments have access to clean water, handwash, sanitation/portaloos and food. 3. Monitor tensions with the local community. 4. Reduce site visits to 'essential only' and observe social distancing rules but remain aware of the increased risk of welfare issues/domestic abuse in some families at risk. 5. Only seek to evict an encampment if it is on unsafe or sensitive land. 6. For advice on engaging or supporting Gypsies, Roma or Travellers in Norfolk, contact Norfolk County Council's Gypsy, Roma and Traveller Service.

Protected characteristic	Issue	Mitigating action
	<p>the space/support necessary in their family group to enable them to learn online, even if they do have access to the internet.</p> <p>7. Many families are not registered with GPs so may have limited access to health care.</p> <p>8. Many men within the GRT community are self-employed, and report that the national restrictions have led to loss of income. Due to strong cultural norms about GRT men as 'providers', coupled with a high suicide rate for GRT men, this could trigger mental health issues.</p> <p>9. There are high levels of domestic abuse in the community – increased stress on families may trigger safeguarding issues.</p>	
English not as a first language/no recourse to public funds/migrant workers/asylum seekers/refugees	<p>1. Local BAME groups have advised that for people whose first language is not English, it may be very difficult to understand their employment rights or to effectively challenge employers about any concerns regarding how to return safely to work.</p> <p>2. People whose first language is not English may lack access to translated materials and advice.</p> <p>3. Consider the public sector equality duty regarding use of interpreters to enable public</p>	<p>1. Think carefully before you translate information into different languages about who you need to target and how you will ensure people can find it. People who are not confident English language speakers are unlikely to scroll through complex and unintelligible web pages to find PDF documents or videos in a language they can understand. Use local networks to get the message out directly.</p> <p>2. Signpost people to the translated materials available from central Government.</p>

Protected characteristic	Issue	Mitigating action
	<p>bodies to fulfil their duties – this does not mean that the local authority pays for or provides interpreters for non-council business (eg medical appointments), nor does it mean that the person is expected to provide their own interpreter, and a child should never be expected to act as an interpreter for their parent or other family member.</p> <p>4. Don't assume that people who have recently arrived from abroad have no recourse to public funds (NRPF) – this is particularly relevant for EEA migrants because there is a widespread perception amongst professionals to treat a foreign national as having NRPF until proven otherwise, whereas all migrants should be approached from the perspective that they may have recourse, but check their immigration papers/passport to establish if there is an endorsement or restriction saying otherwise. If their passport/visa/ residence card doesn't say "No Public Funds" then they have recourse.</p> <p>5. People newly arrived from abroad or with no resource to public funds may lack the social networks for support or the funds to access technology and social media to stay in touch with friends and relatives. They may be particularly vulnerable, trapped and isolated.</p>	<p>3. Norfolk County Council has created a coronavirus toolkit with a range of information in different languages.</p> <p>4. The Refugee council has published information on the temporary changes to policy for asylum seekers and refugees, and the support available.</p> <p>5. Share important information with BAME voluntary groups and networks such as the Norwich Integration Partnership, Gyros and Access - Supporting Migrants in East Anglia (but remember they are voluntary groups with limited capacity and resources – do not overburden them with information they do not need or will not find useful to pass on to their users).</p> <p>6. Encourage victims of hate incidents to report it – and make sure that staff and volunteers know how to report hate incidents on behalf of others.</p> <p>7. A message of acknowledgement to all colleagues/residents who have families overseas during this difficult time may reassure people we are thinking of them.</p> <p>8. Use INTRAN for interpreting and translation</p>

Protected characteristic	Issue	Mitigating action
	<p>6. Some young people of school age newly arrived from abroad may not have access to the internet and may be unable to participate in online learning. They may not have the language support necessary in their family group to enable them to learn online, even if they do have access to the internet.</p> <p>7. The UK refugee resettlement programme and many aspects of the asylum process are paused. This means that the local asylum-seeking population may grow, as new asylum seekers enter the system before current applicants have left.</p>	<p>services</p> <p>9. Contact Norfolk's People from Abroad Service, which offers a specialist social work service to help support assessments in relation to people who are citizens of other countries; or British citizens who are returning following a period of settled residence abroad: Tel: 01603 222111 or Email: nrpf@norfolk.gov.uk.</p>
Faith/religion or belief	<p>1. The suspension of religious services meant that for some time, people were unable to worship collectively. Following the lifting of some national restrictions, some services have resumed in safe ways, but many people may still be unable to access their normal place of worship, which may be causing distress and reduced access to faith-based support.</p> <p>2. Important dates on the faith calendar, such as Easter Sunday and Ramadan 2020, when families traditionally join together to fast, pray or eat together, were unable to happen, causing great strain for people of faith.</p>	<p>1. Show solidarity with and thanks to faith communities for their sacrifice in cancelling profoundly important times of worship.</p> <p>2. Reassure people of faith that there is a multi-agency plan to ensure that there will continue to provide a dignified end of life service that does everything possible to respect the traditions of each faith.</p> <p>3. Engagement is taking place with faith groups to find out more about how the restrictions may impact on their community.</p> <p>4. Contact Norfolk County Council's mortality pathway inbox mpcq@norfolk.gov.uk if you have</p>

Protected characteristic	Issue	Mitigating action
	<ol style="list-style-type: none"> 3. People of faith may be worried about whether they will be able to honour the funeral customs of their faith if they lose a loved one to COVID-19. 4. Due to the national restrictions in place to minimise the infection rate of COVID-19, it may not be possible to honour some traditions. 5. Marriages and other important civic ceremonies have tight restrictions, which may cause upset and anxiety. 	<p>any questions or concerns about end of life issues that could be impacted by COVID-19.</p>
Younger people	<ol style="list-style-type: none"> 1. Young people at risk of abuse, harm or neglect are particularly vulnerable during this period of national restrictions, as they may be less visible to professionals. 2. School closures are likely to have had profound economic and social consequences for the most vulnerable children. Some children's education may be damaged and their mental health may suffer, family finances may be affected, key workers may need to stay home to look after children and vulnerable children may suffer most. Children with special educational needs may be particularly affected. 3. The long-term impact of prolonged isolation on younger people, especially single children with 	<ol style="list-style-type: none"> 1. The Council and statutory agencies in Norfolk are mobilised to monitor and support all young people identified as vulnerable. 2. The Council published a selection of fun and educational activities hand-picked by teaching and learning advisors from Early Years right through to post-16 and virtual schools teams from across the Eastern region, for those looking after children. The resources cover activities and learning for pre-school; primary, secondary, special educational needs and disabilities, post-16. 3. Encourage parents and carers to monitor online safety wherever possible.

Protected characteristic	Issue	Mitigating action
	<p>no siblings and teenagers, may lead to poor mental health and wellbeing.</p> <ol style="list-style-type: none"> Some young people don't see that they are at risk and may not keep themselves or others safe. Young people may not have access to accurate news and information and/or may become overwhelmed by false news. Online safety risks may increase as isolated young people seek more interaction online. 	
Lesbian, gay, bisexual, transgender (LGBT)+	<ol style="list-style-type: none"> Some LGBT+ people have said that three factors may make LGBT+ people more vulnerable to COVID-19: the prevalence of smoking in the LGBT+ community; higher rates of HIV and cancer; and barriers to healthcare that mean some LGBT+ people may be reluctant to seek medical treatment. Being LGBT+ does not cause mental health problems, but homophobic bullying, not feeling able to be 'out' with family or employers, rejection from family, harassment at work and poor responses from professionals are common mental health triggers. The current national restrictions with restricted access to social and support networks could exacerbate mental health triggers or potential for domestic abuse. 	<ol style="list-style-type: none"> Encourage victims of hate incidents to report it – and make sure that colleagues and volunteers know how to report hate incidents on behalf of others. Signpost LGBT youth to organisations who provide safe means for LGBT young people to stay in touch. Blah is still operating digitally to provide a safe place, away from the scene so that young LGBT people can have the opportunity to talk about issues affecting them Some trans networks are also continuing to provide services

Protected characteristic	Issue	Mitigating action
	<ul style="list-style-type: none"> 3. School/youth group closures could impact badly on LGBT young people – especially if not ‘out’ in family. 4. Risk of isolation, self-harming etc. 5. The organisers of Norwich Pride took an admirable decision early into the crisis to cancel Norwich Pride in July 2020, in order not to distract public agencies from their COVID-19 business continuity planning. 	<ul style="list-style-type: none"> 5. Show solidarity with and thanks to LGBT+ communities for their sacrifice in cancelling important events like Pride, as a contribution to the Norfolk effort. 6. Ensure that important events like Norwich Pride are marked, even if the event itself does not take place.
Carers	<ul style="list-style-type: none"> 1. Additional responsibilities and anxieties for carers, who are not only trying to manage their own anxieties and personal challenges, but that of the person for whom they are caring. 2. Some carers may be providing palliative care for loved ones, with reduced access to emotional support from others due to social distancing. 3. Suspension of community support groups and day services means less respite and increased pressure. 4. Carers are in a high-risk group as they are likely to be caring for people that are most vulnerable to COVID-19. 	<ul style="list-style-type: none"> 1. The Council is continually updating its advice and support for people with caring responsibilities. 2. Use the Norfolk support for carers information. 3. County, city, borough and district councils have created new permits which will allow free parking on-street and in council-run car parks for key workers and community volunteers helping people across Norfolk. 4. Brief team members and volunteers to identify ‘red flags’ that people may need help or support.
Homeless people (not a protected	<ul style="list-style-type: none"> 1. No access to sanitation/washing facilities 	<ul style="list-style-type: none"> 1. Norfolk is coordinating a multi-agency response to manage homelessness in the county.

Protected characteristic	Issue	Mitigating action
group but potentially very vulnerable)	<ul style="list-style-type: none"> 2. Inability to self-isolate/maintain social distancing. 3. More at risk of illness/ill health. 4. Difficulty in getting information and advice. 5. Increase locally in tensions amongst the homeless community who have experienced a drop in income from reduced city centre footfall. 	<ul style="list-style-type: none"> 2. Report concerns through normal statutory homelessness and safeguarding channels 3. Raise issues through the high-risk communities cell.
Rural/urban communities	<ul style="list-style-type: none"> 1. People in urban areas have less access to green space to exercise – may be in cramped housing 24/7, suffering difficult neighbours/antisocial behaviour etc. Impact on mental health may be greater (although note there are many issues impacting on people in rural areas too). 2. Groceries from small rural stores or pharmaceutical items from rural GPs may no longer be available due to panic buying or service closure, placing people with limited mobility or who have no access to transport in difficulty. 3. Potential for social isolation (issues may differ in urban/rural areas). In new housing developments in rural areas, some vulnerable people could be overlooked, if not known by neighbours/have no relatives. 	Use the support, advice and resources being put in place by Norfolk agencies and community organisations and signpost others to it to raise awareness

Protected characteristic	Issue	Mitigating action
	<p>4. Some rural communities may be particularly economically affected – eg there is the potential for entire small communities such as those that depend on tourism to lose all income.</p> <p>5. Closure of car mechanics during national restrictions could negatively impact rural communities who are dependent upon vehicles to access food and essential services.</p>	

This document was produced by Norfolk County Council. It is being continually updated. If you have any questions or have a suggestion to add to this document, please contact equalities@norfolk.gov.uk

The legal and policy context

1. Public authorities have a duty under the Equality Act 2010 to consider the implications of proposals on people with protected characteristics. The Act states that public bodies must pay due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Actⁱ;
 - Advance equality of opportunity between people who share a protected characteristicⁱⁱ and people who do not share itⁱⁱⁱ;
 - Foster good relations between people who share a protected characteristic and people who do not share it^{iv}.
2. The full Act is available [here](#).

Evidence used to inform this assessment

- The Women and Equalities Committee has launched an inquiry to monitor the impact of the emergency legislation on people with protected characteristics.
- Central Government's equality impact assessments
- Cabinet report for 11 May 2020 on COVID-19 response, proposals and contextual information, as set out elsewhere on the agenda
- Demographic factors set out in [Norfolk's Story - 2019](#).
- Business intelligence and management data, as quoted in this report
- Equality Act 2010 and Public Sector Equality Duty codes of practice

ⁱ Prohibited conduct:

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have, or because they associate with someone who has a protected characteristic.

Indirect discrimination occurs when a condition, rule, policy or practice in your organisation that applies to everyone disadvantages people who share a protected characteristic.

Harassment is “unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual”.

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

ⁱⁱ The protected characteristics are:

Age – e.g. a person belonging to a particular age or a range of ages (for example 18 to 30 year olds).

Disability – a person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Gender reassignment – the process of transitioning from one sex to another.

Marriage and civil partnership**Pregnancy and maternity**

Race – refers to a group of people defined by their race, colour, nationality (including citizenship), and ethnic or national origins.

Religion and belief – has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (such as Atheism).

Sex – a man or a woman.

Sexual orientation – whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

iii The Act specifies that having due regard to the need to advance equality of opportunity might mean:

- Removing or minimizing disadvantages suffered by people who share a relevant protected characteristic that are connected to that characteristic;
- Taking steps to meet the needs of people who share a relevant protected characteristic that are different from the needs of others;
- Encouraging people who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such people is disproportionately low.

iv Having due regard to the need to foster good relations between people and communities involves having due regard, in particular, to the need to (a) tackle prejudice, and (b) promote understanding.



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Cabinet

Item No: 13

Decision making report title:	Adult Social Care Market Position Statement and Quality Account 2021-2024
Date of meeting:	2 November 2020
Responsible Cabinet Member:	Cllr Bill Borrett – Cabinet Member for Adult Social Care, Public Health and Prevention
Responsible Director:	James Bullion, Executive Director of Adult Social Services
Is this a key decision?	No
If this is a key decision, date added to the Forward Plan of Key Decisions.	N/A

Introduction from Cabinet Member

Executive Summary

Norfolk County Council (the Council) is committed to stimulating a diverse, active market for adult social care where innovation is encouraged. We want to develop strong relationships with the people that we commission services for and the providers who will deliver them.

The Market Position Statement for 2021-2024 has been developed at a time of significant uncertainty. Like all authorities, Norfolk is having to operate within an extremely challenging environment which has been significantly impacted upon by Covid-19 and the continued uncertainty about how this will develop over the coming year.

The Market Position Statement (included within **Appendix 1**) is intended as summary of the Norfolk Adult Social Care (ASC) market as it currently stands.

It also, this year, incorporates the Quality Account, which in the past has been a separate report. Covid-19 has had a significant impact on the way that all services have been delivered including the Council's Quality Assurance Team. Care Quality Commission (CQC) and Provider Assessment and Market Management Solution (PAMMS) audits were paused from March 2020, Quality Team staff were re-deployed to work with Public Health supporting them with their outbreak management and prevention work. With relatives visits and all but essential clinical input suspended, there had been very limited oversight of quality within the homes. This has been flagged as a key risk and the Quality Team are now reverting back to their normal roles.

The rapidly changing market and the risk to provider quality mean that the Market Position Statement and Quality Account need to be live documents. The Council is establishing an Editorial Board that will meet quarterly to update the Market Position Statement and Quality Account. It is the Council's intention to have these key documents as on-line versions, making it easier for providers to go directly to the information that is most relevant to them.

More detailed information about current quality in the sector can be found in **Appendix 2 – Evidence and statistics in support of the Market Position Statement 2021-2024.**

Recommendations

Cabinet is recommended to:

- a) consider and approve the **Adult Social Care Market Position Statement Update – 2021-2024 (Appendix 1)** for publication

1. Background and Purpose

- 1.1. The Care Act (2014) introduced new duties for local authorities to facilitate and shape a diverse, sustainable and quality market, emphasising that local authorities have a responsibility for promoting the wellbeing of the whole local population, not just those whose care and support they currently fund. This is known as market shaping.
- 1.2. The Market Position Statement Update is a key document to support the Council's market shaping responsibilities. The Council has always had broad responsibilities to promote the wellbeing of its citizens and, as a strategic commissioner of services, has a direct impact in shaping the care market upon which thousands of people rely.

2. Proposals

- 2.1. The Market Position Statement for 2021-2024 has been developed at a time of significant uncertainty. Like all authorities, Norfolk is having to operate within an extremely challenging environment which has been significantly impacted upon by Covid-19 and the continued uncertainty about how this will develop over the coming year.
- 2.2. In Norfolk, by the end of July 2020, 35% of care homes (121) had reported an outbreak of Covid-19 and there were 153 deaths from Covid-19, or suspected Covid-19. This accounted for 15.6% of the total deaths in care homes, which was lower the national average of 25.8%. The fear of the second Covid-19 spike is impacting upon the confidence of families in placing loved ones in care homes which is adding further pressure into an already unstable market.
- 2.3. In addition to Covid-19, the Council is also facing the ongoing challenges of ...
 - a) **an ageing population** - people are living longer and increasingly living more years with ill health requiring care and support
 - b) **difficulties in the recruitment and retention of a social care workforce** with the skills, competencies and capacity needed to deliver the care and support that people require
 - c) the need to change from health and social care systems that have been primarily focused on, and resourced, to support people when they became ill, to systems that have a **focus on ill-health prevention and improving wellbeing**
 - d) the need to **deliver more with less resource** requiring us to think differently about the types of services commissioned and how we use system wide resources most effectively
- 2.4. All of these factors mean that what we commission from the market needs to change. There has to be a far greater emphasis on prevention and early help, delivering our vision to support people to be "independent, resilient and well". Our Ageing Well and discharge to assess programmes will, through a reablement and home first model, seek to improve initial short term step down care for people discharged or avoiding hospital admission. This will require more collaboration between social care and health care provision to maximise reablement opportunities particularly in the first six weeks following discharge.

- 2.5. To support this, we will prioritise investment on services and support that prevent, delay and reduce the need for formal care. We will promote the use of digital solutions in place of, or in support of, formal care where this is appropriate and safe. The Council understands, however, that the most appropriate care for an individual can be in a residential or nursing home, and that these are still people's homes.
- 2.6. This signals a significant change in the shape of the current market and, if not delivered in partnership with our providers with them as trusted and equal partners, there is a risk of market instability. The emergence of the Norfolk Care Association (NORCA) and our joint care Market Board will enable us lead this change together
- 2.7. Through the development of an Integrated Care System we will work with our health partners to jointly commission services. This will enable us to use health and social care resources to best effect, reducing duplication and investing the money in services that will support the achievement of our stated priorities. We need to increase the capacity within our care at home market to support our Home First priority, in particular the availability of enhanced home support, to enable more complex needs to be met at home particularly in the period immediately after a hospital stay.
- 2.8. The Council has secured £30m capital investment to support providers to expand the provision of Extra Care Housing across Norfolk building the capacity required to meet expected demand. The Council is keen to work with existing or new providers in meeting this aim.
- 2.9. We need to work with our residential home providers supporting them with training and appropriate resources to develop more enhanced residential provision in place of standard provision. We will review with our providers how best to contract with them to provide greater certainty of income but equally what we will need them to deliver in return.
- 2.10. As a provider of care, the County Council will review its own provision and role in the market with the services that it delivers being treated no differently than those commissioned from the independent and VCSE sectors. The Council's services will be required to deliver the same level of quality of service at the most affordable price.
- 2.11. The Market Position Statement and Quality Report (included within **Appendix 1**) is intended as summary of the Norfolk Adult Social Care (ASC) market as it currently stands. Covid-19 has had a significant impact on the way that all services have been delivered including the Council's Quality Assurance Team. Care Quality Commission (CQC) and Provider Assessment and Market Management Solution (PAMMS) audits were paused from March 2020, quality team staff were re-deployed to work with Public Health supporting them with their outbreak management and prevention work. With relatives visits and all but essential clinical input suspended, there has been little oversight of quality within the homes. This has been flagged as a key risk and the Quality Team are now reverting back to their normal roles.
- 2.12. Whilst the number of care services rated Outstanding has reached an all time high, the number rated inadequate have remained relatively stable compared with 2019/20. The overall quality rating picture remains relatively unchanged.
- 2.13. Quality concerns across the Norfolk care market have been shaped by workforce deficits; specifically challenges in the supply of strong leaders to fill Registered Manager positions. The Council's European Social Fund offer will address this by promoting the development of aspiring health and social care leaders across the County.
- 2.14. The rapidly changing market and the risk to provider quality mean that the Market Position Statement and Quality Account need to be live documents. The Council is establishing an Editorial Board that will meet quarterly to update the Market Position Statement and Quality

Account. It is the Council's intention to have these key documents as on-line versions, making it easier for providers to go directly to the information that is most relevant to them.

- 2.15. More detailed information about current quality in the sector can be found in **Appendix 2 – Evidence and statistics in support of the Market Position Statement 2021-2024.**

3. Impact of the Proposal

- 3.1. The Market Position Statement becomes the Council's public summary statement on the state of the Adult Social Care Market and Council initiatives to address issues within it. It is a key document to guide commissioners and providers to adapt and respond to changing patterns in demand and need.

4. Evidence and Reasons for Decision

- 4.1. Please see **Appendix 1** attached 'Adult Social Care Market Position Statement and Quality Account – 2021-2024'
- 4.2. The Care Act (2014) introduced new duties for local authorities to facilitate and shape a diverse, sustainable and quality market known as market shaping. The Market Position Statement is a document that analyses the care market from these perspectives and presents the steps that the Council is taking to meet its responsibilities under the Care Act. The document is a key piece of analysis to support the Council and its partners who undertake market shaping in the care market.

5. Alternative Options

- 5.1. No alternative options have been identified

6. Financial Implications

- 6.1. There are no direct financial implications in publishing the Market Position Statement 2021-2024 as the costs are contained within existing budgets.

7. Resource Implications

7.1. Staff:

- 7.1.1 None identified.

7.2. Property:

- 7.2.1 None identified.

7.3. IT:

- 7.3.1 None identified.

8. Other Implications

8.1. Legal Implications

- 8.1.1 None identified

8.2. Human Rights implications

8.2.1 None identified

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

8.3.1 The purpose of the Market Position Statement is to support local authorities to meet Care Act duties to facilitate and shape a diverse, sustainable and quality market to meet presenting needs.

8.4. Health and Safety implications (where appropriate)

8.4.1 None identified

8.5. Sustainability implications (where appropriate)

8.6. Any other implications

8.7. None identified.

9. Risk Implications/Assessment

9.1. The challenges that local authorities face in relation to demographics, finance, securing the required workforce etc mean that there are potential risks of market instability if not well managed.

10. Select Committee comments

10.1. None

11. Recommendations

11.1. Cabinet is recommended to:

- a) consider and approve the Adult Social Care Market Position Statement Update – 2021-2024 (Appendix 1) for publication

12. Background Papers

12.1. None

Officer Contact

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

Officer name:	Gary Heathcote	Tel No.:	01603 973863
Email address:	Gary.heathcote@norfolk.gov.uk		

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MARKET POSITION STATEMENT 2021-2024

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Norfolk's Market Position Statement

Introduction

Norfolk County Council is committed to stimulating a diverse, active market for adult social care where innovation is encouraged. We want to develop strong relationships with the people that we commission services for and with you, the providers who will deliver them. Through regular dialogue we will work together to reshape current services so that we can achieve our stated priorities and improve the outcomes for our residents.

Like all authorities, Norfolk is having to operate within an extremely challenging environment. We have:

- **An ageing population** - people are living longer and increasingly living more years with ill health requiring care and support
- **Difficulties in the recruitment and retention of a social care workforce** with the skills, competencies and capacity needed to deliver the care and support that people require
- The need to change from health and social care systems that have been primarily focused on, and resourced, to support people when they became ill, to systems that have a **focus on ill-health prevention and improving wellbeing**
- The need to **deliver more with less resource** requiring us to think differently about the types of services commissioned and how we use system wide resources most effectively
- to manage the impact of COVID 19 and the continued uncertainty of how this will develop over the coming year(s)

Our vision is "to support people to be independent, resilient and well". To support this we will prioritise investment on services and support that prevent, delay and reduce the need for formal care. We will promote the use of digital solutions in place of, or in support of, formal care where this is appropriate and safe. People tell us that when their health and care needs change they want to stay living in their own homes for as long as possible. When it is no longer possible for them to remain at home, they want to know that the service will be of good quality with staff skilled in meeting their needs.

As a provider of care the County Council will review its own provision and role in the market with the services that it delivers being treated no differently than those commissioned from the independent and VCSE sectors. The Council's services will be required to deliver the same level of quality of service at the most affordable price.

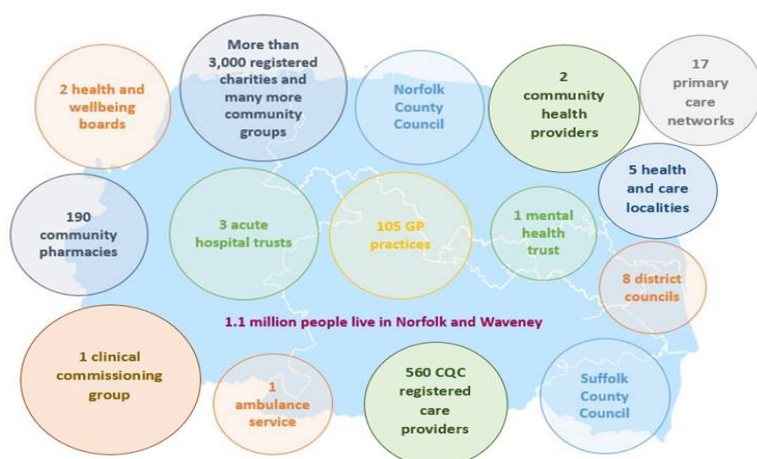
Through the Integrated Care System we will work with our health partners to jointly commission services. This will enable us to use health and social care resources to best effect, reducing duplication and investing the money in services that will support the achievement of our stated priorities.

Norfolk as a place

Norfolk is the fifth largest shire county in England, with a population of nearly 900,000 – forecast to grow to more than a million by 2036. Alongside this growing population, it also has a buoyant job market and high levels of employment. It is recognized that this buoyant employment market makes it more difficult for social care providers to recruit and retain the staff that they need to meet service demand.

Norfolk has a balance of urban and rural/coastal districts with Norwich the most urban and North Norfolk the most rural. 60% of the population aged over 65 live in a rural/rural coastal area which, aligned with the difficulties of recruiting and retaining a social care workforce, brings challenges for providers to deliver the care and support required by people living in these areas.

Local health and care organisations are working together to build healthier communities in Norfolk and Waveney. The care market in Norfolk comprises:



Working together will ensure that our joint resources are spent in ways that support our vision to promote independence, health and wellbeing and to ensure that people are able to access the right services, in the right place at the right time.

Key Messages

- The Norfolk population is growing; people are living longer and the type of care that people need is changing. By 2030 it is predicted that the population of Norfolk will have risen from 914,819 in 2020 to 963,762 by 2030; the largest increase is in the over 75 age group. **This means that how people look after themselves and how health and care services work together to care for people also needs to change**
- Norfolk CC and its partners will not be able to afford to support this increase in the population, within the resources available, if we do not continue to operate and commission differently. Services are under pressure so we need to continually look at ways to:
 - manage demand
 - reshape what we offer and what we commission
 - secure new investment to help us to deliver the reshaping required
- We want people of all ages to enjoy good health and wellbeing. This means preventing avoidable illness and tackling the root causes of poor health and wellbeing
- Our services will focus on helping vulnerable adults live independently. We will use technology to help keep people at home and focus more on what people can do rather than what they can't

- To manage demand we want to deliver more services through community hubs and we will invest in smarter information and advice to connect with their communities and combat loneliness and isolation
- The priorities detailed within this document articulate how we will re-shape what we offer to residents and what we want to commission going forward
- As a Council we will work with our health partners to secure the investment that will be needed to re-shape services to meet our stated priorities

The Norfolk Approach

Our Vision

Our vision – “to support people to be independent, resilient and well”

To achieve our vision, we have a **strategy – Promoting Independence** – which is shaped by the Care Act with its call to action across public services to prevent, reduce and delay the demand for social care. It is also a positive response towards managing what is a difficult financial climate for public services. It does not see a retreat to a statutory minimum but ensures that we manage demand and have a sustainable model for the future, at the core of which is quality social work which builds on the strengths of individuals.

Promoting Independence is at the core of Norfolk County Council’s strategic plan “Together for Norfolk”. This ambitious plan aims for the County to be a place where we put people first, where everyone works together to create a better place to live.

Our Guiding Principles

- Every effort will be made by the Council to meet a person’s care needs without resorting to formal care services. Offering help early to prevent and reduce demand for specialist services
- Where formal care services are required these will focus on returning the person to a level of independence where the need for formal care services is removed or reduced
- Where people need longer term services, the focus will still be on enabling the person to retain as much independence as they can while ensuring that they remain safe
- All services should be high quality, deliver value for money, offer choice and be sustainable
- Being business like and making the best use of digital technology to achieve value for money
- Using evidence and data to target our work where it can make the most difference

Our Priorities

In pursuit of delivering our Promoting Independence strategy, the Council is focussed on six priorities:

- 1) Safeguarding people
- 2) Strong partners for integrated working
- 3) Strengthen social work so that it prevents, reduces and delays need
- 4) Supporting the social care market
- 5) Accelerate the use of technology
- 6) A positive working culture which promotes people’s independence and uses public resources fairly

The Norfolk Offer

For residents: Norfolk County Council will

- Support and encourage people to access mainstream facilities in the community. This offer will be supported through the development of the Norfolk Directory and via commissioned provision such as social prescribing, peer support etc
- Offer information, advice and support through community hubs – providing help at the right time to prevent and reduce the need for more intensive support
- Support people to not feel lonely and isolated supported through commissioned provision that includes wellbeing advisors, life connectors, and peer support services
- Improve digital access to services making better use of technology, innovation and on-line services
- Actively promote direct payments and individual service funds to give people the greatest freedom and flexibility to meet their needs
- Continue to work with the market to ensure the availability of good quality accommodation options and care at home services
- Develop services that help avoid unnecessary admissions to hospital or residential care and enabling people to return home safely from hospital
- Support people with complex needs to live as independently as possible, with choice and control over their lives and the services that they access
- Aim to prevent individuals and families from becoming homeless wherever possible

For providers: Norfolk County Council will:

- work with NorCA to improve the way that we engage with the market helping us to better understand the provider perspective
- work creatively with all of our partners to develop cost effective solutions that can both prevent and reduce the need for formal care and enable people to get the right services at the right time when they do need formal care and support
- provide Quality Service Team support to providers helping them to improve and sustain the provision of service quality
- provide the support that providers need around the recruitment and retention of staff. This includes:
 - continuation of the investment in Norfolk Care Careers website
 - continuing with the 1:1 consultancy advice and support
 - continuing to link with Health colleagues on the Step into Health Programme and links with Military community families

- through the European Social Fund Developing Skills in Health and Social Care project, we will be providing access to a range of fully funded qualifications in health and social care. The aim of the project is to empower people working in the sector to develop new skills and progress with their careers
- do all that it can to support providers to have access to the best information about the County so that they are able to develop robust business plans and implement sustainable business models
- with our health partners we will enable providers to have the support of community nursing teams, helping to upskill and build the confidence and competence of social care staff in managing higher levels of acuity of need within a person's own home or in residential/nursing home care. Support is offered via services such as the Enhanced Health and Wellbeing in Care service
- update the market position statement quarterly, flagging where commissioning intentions and provider opportunities have changed
- The care sector digital support programme will help providers to identify and implement technology enabled services including the scaling up of the use of assistive technology
- The council's external funding team will work with providers to identify new investment opportunities that support technological solutions and skills development for the sector

Norfolk County Council's offer to Unpaid Carers

Through Promoting Independence, the Council is committed to supporting unpaid carers to maintain their own health and wellbeing, and to feel confident in their caring role.

It is estimated that there are approximately 99,500 unpaid carers in Norfolk who selflessly give up their time to look after family or friends. The estimated value of the care provided by unpaid carers still varies from around £500 million to £1.9 billion per year

In 2018-19, 4,310 unpaid carers who were caring for adults accessed Council delivered and commissioned services. These were information, advice and signposting, or services such as respite or direct payments to enable them to have a break from their caring role.

To better support Norfolk carers' health and wellbeing, projects are underway focussed on:

- Redeveloping our carers services to be primarily delivered by Carers Matter Norfolk
- Co-producing a carer's offer for carers breaks and respite
- Rewriting the policy and guidance for operational staff
- Developing a co-produced Health and Wellbeing Board wide carers strategy

In response to feedback from adult carers on our current service offer, we have developed a social outcomes contract for services to adult carers.

In partnership with Bridges Outcome Partnerships (an established not-for-profit social enterprise) we have been awarded £4.1m from the Life Chances Fund. This funding, alongside existing NCC

and NHS funding through the Better Care Fund, will be used to transform and improve the system offer to carers.

The enhanced service for carers began on 1 September 2020 and while the main points of contact for carers: the advice line, carer connectors and the organisations providing services to carers will not change, the services provided by them will be enhanced.

The new service will mean that carers no longer have to seek support and assessments from different places. This reflects the feedback from carers who have told us that services for carers are fragmented and often carers are unable to receive the support they need early enough in their caring journey, resulting in unnecessary stress and a lack of wellbeing for the carer.

This change in service will be closely monitored and evaluated, with the ambition that carers are able to say that they have a better quality of life, improved health and wellbeing, and are more satisfied with their support from both Carers Matter Norfolk and Norfolk County Council.

The challenges we face

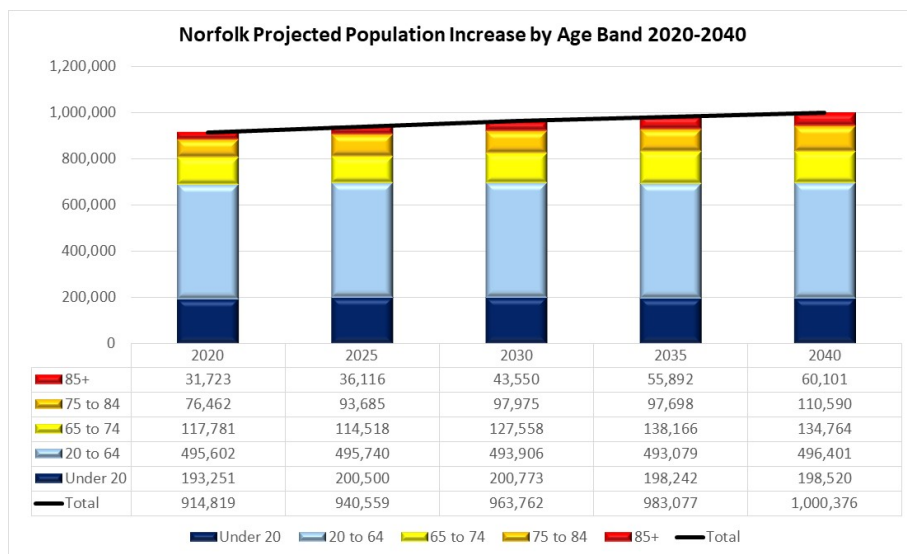
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Continuing Demographic Pressures

Population Increase

One of the main drivers of demand for social care services is population increase, especially amongst the over 75 age group. In the next 10 years the number of people in Norfolk aged over 75 is projected to increase by over 33,000. Of these people the over 85 age group is predicted to increase by nearly 12,000 people.

At the same time the population of people aged 20-64, from which social care staff and many unpaid carers will come from, is projected to decline slightly. The pressures of an aging population coupled with a relatively static and potentially declining pool of people who could provide paid and unpaid support to them is clear. The table below illustrates future projected population increases across the different age bands:

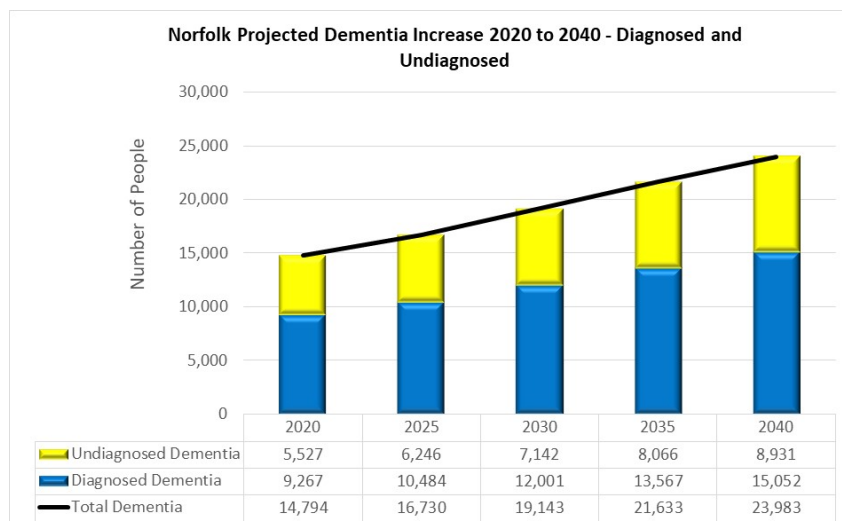


Dementia

In 2020 it is projected that there are 9,267 people in Norfolk with diagnosed dementia, with a further projected 5,527 with undiagnosed dementia (14,794 in total).

The number of people in Norfolk with dementia is projected to increase between now and 2030 by 2,734 people with a formal diagnosis and 1,615 with undiagnosed dementia. The total increase over this time is 4,349 (both groups added together). This will be a key driver of social care demand, primarily in the older people's care market, but also impacts learning disabilities, autism and mental health services catering for older care users.

The table below illustrates the projected increase in diagnosed and undiagnosed dementia in Norfolk in the future:



It is estimated that at least 65% of older people in care homes have a formal diagnosis of dementia, with many more likely to have undiagnosed dementia. Dementia is a significant driver of social care demand.

Other Health Factors

Other health factors and deprivation are also a contributing factor to demand for health and social care and received more coverage in the 2018 Market Position Statement and in numerous other publications. There is evidence of greater complexity of need as a result of more children and young people surviving into adulthood with more complex needs. This has seen increases in demand in children and young people for social, emotional and mental health support as they transition to adults' services. More generally, people with disabilities and complex needs are experiencing greater life expectancy so are requiring services for longer. It is an oversimplification to simply determine future social care need by population increase in the older people's age groups as this does not fully take into account health inequalities across different groups or geographical areas, deprivation, the impacts of social isolation, the effects of informal care networks (or lack of them), or Council initiatives to prevent, reduce and delay the need for formal care services.

Workforce Pressures

Recruitment, Retention and Profile of the Workforce

A job in the care market needs to be appealing and held in high regard by society. Key to a properly functioning, high quality and sustainable adult social care market is a workforce that is well trained, professional, caring, appropriately paid with progression opportunities and with satisfaction with both their jobs and employers. The latter point is telling, as many carers who leave caring roles move to different care jobs, indicating greater satisfaction with the caring role than their employer. Where these positive factors do not fully exist this is manifested in high turnover of staff. The composition of care workers can provide sustainability issues in the care market, especially if a high percentage of workers are reaching retirement age and the profession is not appealing enough to new workers.

Information from the Skills for Care Workforce Minimum Data Set highlights social care staff turnover rates during 2020 of 38% for direct care staff and 37% for registered nurses. 23% of direct care staff and 39% of registered nurses are aged 55 and over and therefore likely to leave the workforce within the next 5-10 years. The workforce in Norfolk is also reliant on workers from the European Union with 11% of direct care staff and 28% of registered nurses having EU nationality. This is a significant risk as many social care jobs do not qualify under the current minimum salary requirement. 17% of the social care workforce are on zero hours contracts which is lower than the Region and National averages. More detail about workforce challenges can be found in **Appendix 2** Evidence and statistics in support of the Market Position Statement 2021-2024.

Most concerning is the percentage of the workforce who hold a relevant social care qualification. Information submitted by providers to Skills for Care show that only 43% of the social care workforce in Norfolk have a recognised social care qualification which is significantly lower than both the England and Eastern of England averages of 52% and 47% respectively. It is essential that we work together to showcase social care as a career and to encourage all staff within the sector to take advantage of the training, development and apprenticeship opportunities available to them to advance their career in care.

Impact of COVID-19 on the social care workforce

In an already stretched care sector the impact of care workers having to isolate and not be able to work due to having COVID-19 symptoms or a diagnosis (or having to isolate because a member of their household has), cannot be understated. There are currently difficulties getting tests and getting results back within acceptable timescales.

Staffing cover is put under pressure by having to isolate residents in care homes, this requires greater staffing numbers. Residents in care homes are tested for COVID-19 every 28 days under normal circumstances. They are tested once then after seven and 28 days if there is an outbreak in the home. Staff are tested weekly. This puts additional staffing pressures on care homes. Staff have to undertake these tests themselves, and also have to use more PPE as a consequence, with the associated costs of this. These factors necessitate greater use of agency staff, which is costly for care providers, and can create greater exposure to COVID-19 or errors caused by unfamiliarity. Another consequence of staffing shortages is the use of staff from different care homes owned by the same provider, with the same issues as using agency staff.

The expectation that care staff do not work across different care locations diminishes the staffing flexibility in the care sector, leading to further staffing pressures and use of agency staff. Staffing

shortages and using “unfamiliar staff” can impact negatively on quality of care delivered. More detailed information relating to the quality of care delivery across the provider sector can be found in **Appendix 2 - Evidence and statistics in support of the Market Position Statement 2021-2024.**

Certain district nurse functions such as managing and changing simple dressings has now been delegated to care homes. This places additional staffing pressures on care homes who now have to perform these tasks. Care homes are communicating that GPs are also visiting less and there is a reduction or cancellation of planned surgeries and outpatient appointments. This leaves care providers managing these situations themselves and feeling exposed.

Before COVID-19 certain groups of care home residents, especially those with a learning disability, enjoyed visits to day services and other social activities outside of the care home and supported housing services. With these reduced or suspended, care homes are having to provide extra care in these services. This places additional pressures on staffing. This is anticipated to have an impact on the well-being of the residents, the full extent of this is yet to be evaluated.

Attractiveness of profession and retention of staff – due to Covid

There is anecdotal evidence reported by care providers of care staff leaving the profession due to the COVID-19 outbreak. Some staff have underlying health conditions or live with people who do, so are not prepared to take the risk of working in a profession that exposes them more to Covid-19. Others are reported to have left as a result of some care home manager requesting that staff do not mix socially when they are not at work as a means of reducing the risk of exposure of residents to the virus. The COVID-19 pandemic is reported to have impacted on recruitment to the profession, due to the negative publicity and the perception that the profession will expose care staff to the virus.

Impact of COVID on Care Home Occupancy levels

The impact of Covid-19 across homes commissioned by the Council does not appear to have been as significant as in other parts of the Country. In Norfolk, by the end of July 2020, 35% of care homes (121) had reported an outbreak of Covid-19 resulting in 153 deaths from Covid-19, or suspected Covid-19. This accounted for 15.6% of the total deaths in care homes, which was lower than the national average of 25.8%. Whilst across the region care home occupancy reduced from 90% to around 80%, in Norfolk average occupancy has remained at 89.3% across the care market as a whole; 88.5% average occupancy for older people care homes and 92.9% average occupancy for working age adults. The fear of the second Covid-19 spike is impacting upon the confidence of families in placing loved ones in care homes which is adding further pressure into an already unstable market.

Financial Challenges

**£450m p.a.
Adult Social Service
Expenditure Budget**

**£330m p.a. (75%)
spent directly on
care services**

**£25m
Adult Social Services
savings 2021/22**

Over the last four years Adult Social Care has had to make savings in the region of £79.294 million and had plans to make further savings of £7.344million in 2021/22. The financial challenges it faces are immense and these have been exacerbated by the impact of COVID-19 and the continued uncertainty of how this will develop over the coming year. The actual costs of delivering services during COVID-19 have outstripped the monies received.

For Adult Social Services in Norfolk the additional costs associated with managing the COVID-19 pandemic, come on top of a rising demand for social care and the need to change and adapt services to meet people's needs and support them to stay independent, where they can. All of this is set against a backdrop of settlement funding allocations beyond the current year (2020-21) being unknown and key reforms to local government funding including the Fair Funding Review, Business Rates localisation and reform of Adult Social Care funding being repeatedly delayed. The Council has made an assumption that the Government will once again allow an adult social care precept of 2% and that the Council will take up this option. A 2% precept brings in income of around £8m for adult social services.

At a time of such uncertainty, the Council remains committed to its vision – to support people to be independent, resilient and well. The strategy to achieve this is Promoting Independence; shaped by the Care Act with its call to action across public services to prevent, reduce and delay the demand for social care. The circumstances that the Council now faces will require Adult Social Care to provisionally find a further £17.723m during 2021/22.

To deliver these savings the Council has developed five main themes for savings:

Independence and enabling housing – savings to be delivered through:

- Supporting more people to move into independent housing, reducing the reliance on residential care
- Taking a strategic approach with health partners to manage joint funding of packages to support better use of resources across the health and social care system

Revising the short term out of hospital offer – saving to be delivered through:

- A review of the current offer for health and social care intermediate care – developing more reablement capacity to support people in their own homes and moving away from a reliance on short term beds

Commissioned models of care – savings to be delivered through:

- Efficiency targets for some core contracts to ensure that we are able to maximise the usage of block contracted capacity
- Contract re-negotiation with Norsecare

- Working with NorCA (Norfolk Care Association) to develop a targeted approach to annual price uplift for 2021/22 recognising the overall local authority budget pressure

Self direction, prevention and early help – savings to be delivered through:

- The introduction of more individual service funds as an alternative to commissioned care for some people, to give them more control
- Working with partners to reshape and refocus the approach to supporting people upon their initial contact with Adult Social Services

Digital efficiency, value for money, financial management

- Capitalisation of Adult Social Services transformation programmes – the use of capital receipts as permitted by Government to fund transformational activity which will deliver future savings

Adult Social Services is the largest single budget within Norfolk County Council and its provisional share of the savings target for 2021-22 is £25.067m and significantly higher when considered over the remaining periods of the medium term financial strategy. This figure alone would be incredibly challenging to deliver, but it must also be considered in the context of approximately £160m of department savings over the last 10 years, and a forecast 2020/21 overspend of £8m.

The annual gross expenditure by the Council on Adult Social Services is £450m, with 75% of this spent directly with the care market. The priority is therefore to ensure that any change to this level of investment is targeted to continue to allow the Council to commission good quality and sustainable care for Norfolk's population.

The Council will...

- Continue to have regard for local costs in the setting of our fee levels and consult with providers and the Norfolk Care Association, about our approach to pricing
- Continue to pay providers promptly for the service that they deliver

COVID-19

The COVID-19 pandemic and the public health measures taken to contain it have delivered one of the largest shocks to the UK economy and public finances in recent history. Data from the ONS shows that while the summer saw the UK economy move towards recovery, it still has to make up nearly half of the GDP lost since the start of the pandemic. The Office for Budget Responsibility has predicted that the UK's deficit is likely to be between £263bn to £391bn this year, significantly higher than the £55bn predicted at the budget in March.

In responding to this public health crisis, the Council has taken action to maintain the delivery of vital services across all areas of its operations, support the NHS and health system through enhanced hospital discharge processes to free up capacity, protect vulnerable people, support businesses, and ensure the safety of all staff delivering this vital work.

As we move into a difficult winter, the ongoing impact of COVID-19, along with continued uncertainty about future funding, represent a significant challenge for public finances. The Council has set out its approach to the budget setting process for 2021-22 that takes account of the requirement to identify savings options that fit within the overall policy and financial framework, aligning resources to the Council's key strategic objectives set out in 'Together, For Norfolk'.

Opportunities for providers

Prevention and wellbeing:

Background

Joint Health and Wellbeing Strategy 2018-1022 'A single sustainable health and wellbeing system

The Health and Wellbeing Board (HWB) agreed and launched its Strategy in 2018. Partner organisations have formally signed up to the Strategy through their governing bodies/boards. This Strategy stands as our shared commitment to taking collective responsibility for health and wellbeing.

Our key priorities:

- A single sustainable system – working together, leading the change and using our resources in the most effective way
- Prioritising prevention – supporting people to be healthy, independent and resilient throughout life. We'll offer help early to prevent and reduce demand for specialist services
- Tackling inequalities in communities – providing support for those who are most in need and address wider factors that impact on wellbeing, such as housing and crime
- Integrating ways of working – collaborating in the delivery of people-centred care to make sure services are joined-up, consistent and make sense to those who use them

What has been achieved:

- Our prevention and early help approach has enabled us to achieve significant reductions in Adult Social Service demand; by preventing, reducing and delaying the need for formal care
- Community-led work by District Councils, voluntary sector and the County Council has made a step change in the co-ordination of support and outreaching to people previously hidden who might be struggling

Our commissioning intentions:

- We now want to look at the first contact from people (our 'front door'): streamlining our processes and freeing up our contact centre social care team to pick up a stronger Living Well model of working, building stronger links with voluntary networks.
To determine the longer term infrastructure and investment offer to support VCSE activity linked to prevention, social prescribing and social isolation and the social care front door
- To ensure a broader linkage between prevention and the wider community support offer
- We will also work to introduce individual service funds which are similar to direct payments. The difference is that instead of arranging their own care, an individual liaises directly with an already commissioned service provider to agree the arrangements for their support. It gives more control for an individual, but without having to 'shop around' for their care
- Providers have told us that there are ways to improve the effectiveness of services commissioned; reducing duplication and ensuring clarity of the roles and responsibilities of organisations commissioned to deliver information, advice, guidance and support

Market Opportunities

We want to:

- Work with our partners to re-shape and refocus our approach to supporting people upon their initial contact with Adult Social Services
- Work with local VCSE organisations keen to expand services that support prevention and early help delivered through a network of community connectors and local voluntary and community organisations who are supported by smarter information such as the Norfolk Directory
- Work with providers to review the effectiveness of services currently commissioned looking at opportunities to reduce duplication and freeing up capacity to support current identified commissioning gaps

Working age adults: Mental Health

Population

The Norfolk and Waveney Adult Mental Health Strategy 2019 identified an overall prevalence of approximately 140,000 people living with some form of mental ill health. As would be expected the prevalence of severe mental illness including psychosis is higher in more urban areas with Norwich and Great Yarmouth & Waveney being above the national average for both severe mental illness and psychosis. Norwich has a suicide rate that is approximately 50% higher than the national average. In the more rural areas the prevalence of dementia is higher given the older population profile of the North, South and West Norfolk areas.

There are higher levels of un-met across Norfolk compared with the national average. This need is driven by high levels of unmet need relating to common mental illness. The number of people with common mental illness is expected to grow at about 1.4% year on year meaning that the unmet need gap will widen. Improving Access to Psychology (IAPT) services across the whole of Norfolk have waiting times and recovery rates below the national average and Norfolk is one of the highest areas in the county for GP prescribing of anti-depressants.

1,354 people with mental ill health are currently being funded by Norfolk County Council. 39% of these people are receiving some form of accommodation-based support with nearly 60% of people residing in residential or nursing home provision.

It is estimated that each year approximately 20 young people will transition into adult mental health services from children's services






Current services and spend

The current mental health system in Norfolk is characterised by a shortage of accommodation with support. The mental health social care workforce faces significant challenges with recruitment and retention issues with average staff turnover rates of c45% per annum. The quality of care at home providers that support people with mental ill-health is poor with only 65% of providers rated good or outstanding. Attracting home care providers into our local market with expertise in enabling and supporting people with mental health problems to recover and manage their conditions should be a priority. In addition, there needs to be more focus on training all home care staff to engage and work positively with people with common mental disorders.

Specialist training can be accessed via the European Social Fund (ESF) funded Developing Skills in Health and Social Care programme.

A summary of the service types commissioned for people with mental ill-health and the spend incurred during 2019-20 is detailed below.

Mental Health 18+ Services - Main Norfolk County Council Accredited Services

					
Service Type	1.NCC Spend on MH Commissioned Services 2019-20	2.Number of NCC Funded MH Service Users 2019-20	3.Number of NCC Accredited Locations Where Location is MH Registered Aug 2020	4.Number of NCC Accredited Places Where Location is MH Registered Aug 2020	5.% of These MH Locations (if CQC Registered and Inspected) Rated Good or Outstanding at 01/08/2020
Residential Care Home	£12,860,669	290	69	1,192	79.4%
Nursing Home	£1,323,706	36	13	392	69.2%
Housing with Care*	£2,272,794	211	9	338	88.9%
Supported Living *			43	263	100.0%
Shared Lives (Adult Fostering)			1		100.0%
Home Care	£1,045,729	359	60		64.9%
Day Services	£2,611,485	578	55		
Direct Payments	£847,471	140			

*The care types within supported housing accessed by this client group

Many homes are registered for both working age adults and adults over the age of 65 between the rate of accredited places and the number of NCC funded MH clients.

Traditionally Norfolk has had relatively high numbers of individuals of working age with mental ill-health.

The envisaged benefits for individuals and for health and social care in getting this right are that more people will be able to access the right service, at the right time enabling people to remain well and continue to live as independently as possible. The result being improved outcomes for them as individuals and the system as a whole.

In response to the COVID crisis the following key areas were prioritised during the first part of 2020/21:

- Provision of additional mental health residential care provision to support NSFT and social care to safely discharge people from psychiatric acute wards who are medically fit for discharge
- Linking regularly with our providers to understand where people are at most risk of neglect through disruption of face to face community support
- Highlighting innovative practice from our community providers in using digital and other methods to maintain contact with and continue to support people during lockdown. As lockdown restrictions have eased there has been a focus on understanding provider's plans to move towards face to face community support and reopening day services safely again

Market opportunities

The outline requirement over the next 3 years for people with serious mental illness is:

- Around 24 units of supported living including long term accommodation and support for people with severe enduring problems, step down schemes following crisis and dedicated provision for young people with enablement support
- Around 20 units of supported housing or other move on accommodation to which visiting support could be provided to enable effective pathways to independence
- To support the development of the housing approach commissioners are looking to establish a framework agreement to identify social care providers that are willing to work with us on this programme. There will also be a need for close collaboration between social care mental health commissioners, CCG commissioners, Norfolk and Suffolk Foundation Trust, district councils, developers and housing providers to deliver these schemes, and to build on current community support to make sure that there is both accessible preventative support and recovery focused care for people with serious mental illness
- to work with our employment support services to offer up work experience placements, apprenticeships or employment to people with lived experience

Working age adults: Learning Disabilities

Vision

That all people with a learning disability have the ambition, choice and opportunity to be equal members of the Norfolk community.

Population

It is estimated that there are 17,284 adults with a learning disability who are residents of Norfolk; 73% of these adults are aged between 18-64 years. Of these adults 3% have Downs Syndrome, 41% also have autistic spectrum disorder and 3% have complex behaviours.

The majority of people with a learning disability aged 18-64 are assessed as having a mild learning disability (77%); this increases to 87% for the over 65 age group. The number of people with a learning disability in older age groups is growing. People with a learning disability are living longer and are more likely to develop illnesses associated with old age. People with a learning disability are at far greater risk of developing dementia as they get older compared with the general population. There was a 6.9% increase in people with a learning disability aged over 65 between 2017 and 2020.

The Council currently funds 2,874 adults with a learning disability to access the services and support that they require – 726 of these adults receive a direct payment.






It was estimated that during 2020, 71 young people with a learning disability would transition from children’s services into adult services.

Norfolk still has 36 adults in specialist hospital provision that we are wanting to discharge back into community based services in Norfolk. People tell us that they want to live as close as possible to their families. Where very specialist provision is required this might not always be possible, but this will be a guiding principle for the Council.

Current services

The table below details the current services and spend funded by Norfolk County Council for learning disability and autism.

Learning Disability and Autism 18+ Services - Main Norfolk County Council Accredited Services

					
Service Type	1.NCC Spend on LD Commissioned Services 2019-20	2.Number of NCC Funded LD Service Users 2019-20	3.Number of NCC Accredited Locations Where Location is LD Registered Aug 2020	4.Number of NCC Accredited Places Where Location is LD Registered Aug 2020	5.% of These LD Locations (if CQC Registered and Inspected) Rated Good or Outstanding at 01/08/2020
Residential Care Home	£47,772,777	803	117	1,171	77.9%
Nursing Home	£663,485	13	13	357	76.9%
Housing with Care*	£35,226,656	906	4	150	100.0%
Supported Living*			197	553	100.0%
Shared Lives (Adult Fostering)*			1		100.0%
Home Care	£989,034	665	51		64.6%
Day Services	£16,010,024	1,694	87		
Direct Payments	£9,551,205	726			

*The care types within supported housing accessed by this client group

Because Mental Health and Learning Disabilities services can cater for older service users in these groups, some register with CQC for Older People to enable them to continue a person's service once they reach 65

As can be seen the vast majority of spend was on accommodation-based care during 2019/20 totaling £83.7m. Norfolk still has a high reliance on residential care for people with learning disabilities and autism with 47% of people in accommodation-based services being in residential and nursing home care.

Over a third of people are accessing day services and currently the majority of these people will access these services for the whole of their adult life.

Our Intentions for learning disability services

We will:

- be looking in more detail at the needs and aspirations of young people who have been receiving support through children's services as they become adults. We will work with the market to ensure that there is sufficient supply of the services that younger people need and prefer to access in the future
- continue to engage with people with learning disabilities and their families to shape future services
- ensure that the guiding principles and priorities articulated within the co-produced learning disability strategy will guide all future commissioning decisions
- review the services commissioned to ensure that they are delivering what people have told us that they want and offer good value
- be reviewing people's support needs against the level of support currently provided to ensure to ensure that they are accessing the right support at the right time. This might mean that a person's support may be increased or decreased dependent upon the outcome of the reviews or they may move to a new service that is better able to meet their needs
- work closely with people whose services or support might be changing to ensure that this is done well and that people still feel that they are adequately supported and feel safe

- Work with developers and providers to develop new accommodation options that enable people's needs to be met in the least intensive and restrictive way
- Support people to live in Norfolk unless there is a good reason to live elsewhere. This includes consideration of people who are currently living outside of Norfolk
- Continue to review day service models ensuring that people with the potential to realise their goals for employment, further education, training or apprenticeships will be supported to do so
- Establish a supported living forum and a residential provider forum to work with providers to ensure that services evolve to deliver the type of care and support that people want to access
- roll out a county-wide programme of positive behavior support training for residential and supported living providers. There is an expectation that providers will engage in this programme and support their staff to develop the capabilities needed. It will become a contractual requirement in the future
- Work with providers to embed the Core Capabilities Framework for Supporting Autistic People and Core Capabilities Framework for Supporting People with a Learning Disability, within their services. These will soon become mandatory training for the health and care sectors

Market Opportunities:

We want to work with developers and providers:

- during 2021-22 to scope how we can implement individual service funds – to offer individuals more control over how they work with a provider to use their personal budget to meet the outcomes in their support plan
- to develop new accommodation based services that will support more people to be as independent as possible
- to review the existing supported living options to ensure that they meet the needs of people now and in the future
- to review the shared lives model to look at opportunities for providers to have more of a focus on enablement, supporting young people moving back to Norfolk from residential schools and to deliver respite support
- to explore opportunities for the development of crisis placements that are not in hospitals or in residential homes that people can access when their current accommodation is not meeting their needs
- to work with providers to review the existing day opportunities model to have more of a focus on supporting people to achieve their personal goals such as getting a job
- to work with our employment support services to offer up work experience placements, apprenticeships or employment to people with a learning disability

- **Working age adults: Autism:**

Vision

All autistic people, their parents/carers are accepted, understood and treated as equal members of the community. That there is greater awareness and understanding of autism by people that live and work in Norfolk. That this understanding will enable autistic people to have the same opportunities as everyone else to live a fulfilling and rewarding life and achieve their life's ambitions.

Population

Around 1.4% of the population in the UK are living with autism – that is around 700,000 people. For Norfolk this means that there are approximately 10,000 people with autism of which almost 8,000 are adults.

The National Autism Self Assessment in December 2018 identified that 587 autistic adults had been assessed and met the social care eligibility criteria. Of these 415 had autism and a learning disability while 70 had autism and were in receipt of treatment for mental ill-health.

Employment opportunities for people with autism are poor with only 3.12% of autistic people in employment.

Current services

Autism Anglia provide a day service in Dereham, and a majority of people access Asperger's East Anglia via a direct payment and Norfolk County Council offer the employment service available to autistic people.

It is not currently possible to identify the specific services supporting people with autism across Norfolk. Support packages are either set up by the mental health team or by the learning disability team and the only way to identify specific services and spend is to go through individual records. This is something that we will be working with teams to address for future editions of the market position statement. This work will enable us to get a better understanding of the support options available to people and to review whether they are delivering the outcomes that people want.

Impact of COVID

The Covid outbreak and the lockdown which accompanied it in the first half of 2020 all face to face assessments were stopped and the review of Autism Service Norfolk delayed. During Covid the priorities were to work with the provider to put in place an alternative approach to deliver a diagnostic service with pre and post support.

Intentions

- The Norfolk All Age Autism Strategy 2019-2024 'My Autism, Our Lives, Our Norfolk identifies several priorities, including those for improving adult social care, which we will take forward
- We will continue to support the work of the Norfolk Autism Partnership Board and various working groups to ensure that all of our strategies and commissioning action plans articulate the offer and approach for autistic people
- We will engage with autistic people and their families to shape future services. Ensure the principles and priorities articulated within the co-produced autism strategy and through the Norfolk Autism Partnership guides all future commissioning decisions

- We will identify the specific services supporting autistic people across Norfolk to scope commissioning intentions to ensure that they are delivering what people have told us that they want
- Review the approach to assessment the social care needs of autistic people in Norfolk, to ensure staff are appropriately trained and placed to assess and meet the needs of autistic people
- Continue the roll out of a county-wide autism training exercise for staff within NCC and across adult providers, to raise awareness of autism, enable providers to put in place reasonable adjustments for autistic people to access support and actively engage and participate. The coproduced autism training is in line with the Core Capabilities Framework for Supporting Autistic People, that is currently essential training for all of Norfolk County Council staff
- Review the gateway for adult autism diagnosis with pre and post diagnosis support. This will include the recommendations of the clinical review to improve waiting times, transition and the support provided to enhance the experiences of those on the diagnosis pathway
- Work with children and young people commissioners to develop integrated Neurodevelopmental disorders (NDD) pathways
- Understand the need and review capacity required to develop new housing-based services for people with complex autism
- Develop specialist community services that reflect the needs of autistic people and support timely discharge and prevent admissions
- Work with developers and providers to develop accommodation options that enable autistic people's needs to be met in the least intensive and restrictive way
- Looking in detail at the needs of young people who receive support through children's services as they become adults and work with the market to ensure that there is sufficient supply of the services that younger people need and prefer to access in the future
- Work alongside the review of day service models to ensure that autistic people with the potential to realise their goals to live independently, employment, further education, training or apprenticeships will be supported to do so
- We will scope opportunities for the use of specialist autism apps such as Brain in Hand to help people to support themselves reducing the reliance on others including their family carers

Market Opportunities






- To work with developers and providers in the development of 3 new schemes to support complex needs, including short term accommodation to prevent hospital admission.
- We want to encourage providers who are skilled in autism to deliver services in Norfolk.
- We want to encourage providers to support the use of autism apps such as Brain in Hand with their clients helping to reduce anxiety and preventing the person moving to crisis.

Physical Disabilities

Current Services

The table below details the number of people funded by Norfolk County Council and the spend in 2019/20.

Physical Disabilities 18+ Services - Main Norfolk County Council Accredited Services

					
Service Type	1.NCC Spend on PD Commissioned Services 2019-20	2.Number of NCC Funded PD Service Users 2019-20	3.Number of NCC Accredited Locations Where Location is PD Registered Aug 2020	4.Number of NCC Accredited Places Where Location is PD Registered Aug 2020	5.% of These PD Locations (if CQC Registered and Inspected) Rated Good or Outstanding at 01/08/2020
Residential Care Home	£5,870,915	146	70	1,340	79.7%
Nursing Home	£3,332,917	86	41	1,733	76.9%
Housing with Care*			11	406	90.9%
Supported Living *	£1,150,340	78	29	71	100.0%
Shared Lives (Adult Fostering)*			1		100.0%
Home Care	£6,296,754	1,309	80		64.9%
Day Services	£1,774,682	493	80		
Direct Payments	£8,919,607	805			

*The care types within supported housing accessed by this client group

In 2019/20 we developed and launched the in-house Direct Payments Support Service. This new service has enhanced the support offer for people with disabilities who live in their own accommodation, employ their own carers and with help manage their own care needs.

The range of provision and choices for people with relatively complex physical disabilities however still remains limited in Norfolk. People with physical disabilities who have funded care needs (1,749) aged 18-64 are predominantly housed in the following ways:

- In private housing (parental home, private renting, social housing) with a permanent homecare service, direct payments for home care or day care support
- In permanent residential care with a limited number of providers
- In housing with care – many people are in their 50s and 60s
- In supported living schemes, but there are only 17 units and none in North or East Norfolk

One of the consequences is that Adult Social Care funds a number of relatively high cost packages in care homes.

At the time of the review of provision for people with physical disabilities in 2019/20, there were 199 adults with physical disabilities being supported in residential or nursing care homes. 77% were aged over 50 with many having been on their care packages for some time. The above table suggests that the number of people with physical disabilities in residential and nursing care may have increased in 2019-20.

This emphasises the importance of transforming the approach to supporting younger people with disabilities so that there are more feasible alternatives to a life in care. Some individuals are also placed out of the county and while this is often to be near family members, in some cases it is because of the lack of accessible suitable local provision.

Impact of COVID

The Covid outbreak and the lockdown which accompanied it in the first half of 2020 delayed processes to approve commissioning priorities for adults with physical disabilities. During Covid the priorities were to work with providers to ensure that people with physical disabilities continued to be adequately and safely supported and cared for.

This included provision of funding to providers and to individual carers for PPE. In one example of innovative practice a residential care home for people with physical disabilities agreed to support adults with other disabilities (mental health, learning difficulties) to help meet demand. As lockdown eased there has been an emphasis on working with providers towards the safe resumption of some services which were paused including day care for people with physical disabilities.

Commissioning Intentions

There has now been agreement that along with other commissioning areas for adults of working age, there will be development of housing-based alternatives to residential care for people with complex physical disabilities.

The next step is to develop a programme of supported living with social work staff, district councils, care providers, housing developers, disabled people and their families.

The approach will include needs-based assessment to project where alternate models of housing and care will be needed over the next 15 years and exploration of cost-effective models of paying for housing and care outside of residential settings.

The resulting provision will use housing and assistive technology to enable more adults with complex disabilities to live independently and well wherever they chose, remaining in control of their homes and care arrangements. It will create accessible homes, neighbourhoods and services which support people to live healthy, fulfilling lives involved with families, friends and contributing to communities.

Market Opportunities

We would like to work with providers to...

- develop supported living schemes in North and East Norfolk.
- develop accommodation options that support people with complex needs to be able to live more independently.

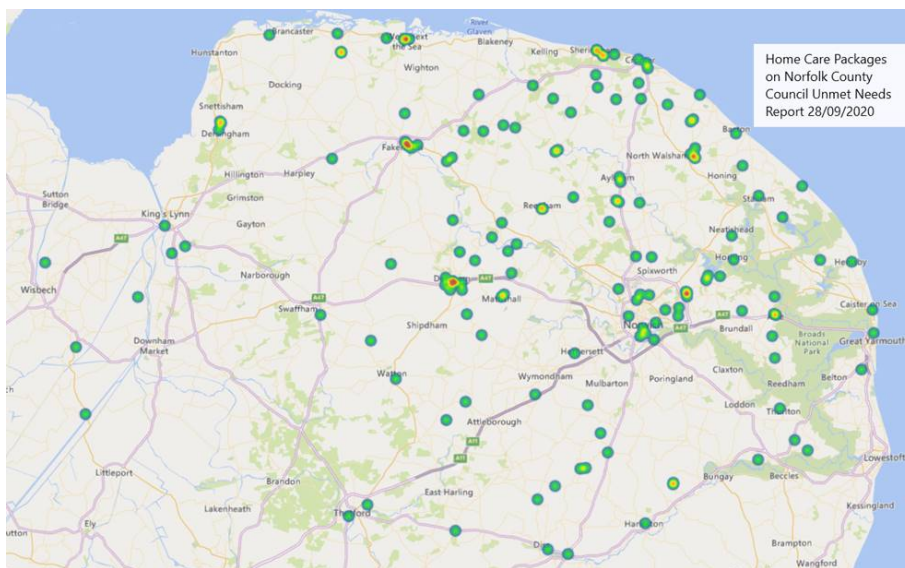
Home Care – All adults

Current services

Home care services are delivered by: 61 framework providers, eight providers funded under a block arrangement and various non framework legacy providers.

Total spend on home care services during 2019/20 was £36.8m; 77% of spend related to older people, 17% physical disabilities clients and c3% each for mental health and learning disability clients.

The map below identifies areas with the highest unmet need.



Recruiting and retaining the staff needed to address the current and expected future levels of unmet needs is a significant challenge. The home care market in Norfolk is characterised by:

- High annual staff turnover and vacancy rate
- High percentage of care workers/registered nurses approaching retirement age
- Large number of EU/outside EU workers employed – international recruitment and retention risks
- Gender imbalance: small numbers of male workers
- Lack of skilled workers to provide support for those with higher or challenging needs.

Commissioning intentions:

- To secure a responsive home care market that can meet the growing complexity of people's needs, supporting them to continue living in their own home
- To develop a clear commissioning offer that supports people with a dementia diagnosis at all stages of their life
- To develop a clear reablement offer that covers NFS and Home Care providers
- To Develop a clear approach to the use of direct payments and individual service funds

- To review the need for night sitting services and develop the commissioning response

Market Opportunities

We would like to work with home care providers on ...

- The development of home support blocks that secure necessary capacity and capability. This will include an improved dementia offer.
- The development of an appropriate outcomes based delivery model with a move away from time and task delivery.
- Scoping employment opportunities/apprenticeships for people with lived experience to become adult social care workers.

Older People:

Population

The population of Norfolk is older than that of the England average. We can therefore expect over the medium term significantly greater numbers of:






- People living alone with increasing risk of social isolation, loneliness and depression
- People with dementia, other long term conditions and with multiple and complex needs
- Unpaid carers, many of whom will be older people with their own care needs
- The Council is currently funding the care and support of 10,538 older people

Current Services:

For many older people their care needs are managed informally through support from family, friends and neighbours.

To support people to remain at home people may well access day services or be supported by home care services.

Older Peoples 65+ Services - Main Norfolk County Council Accredited Services

					
Service Type	1.NCC Spend on OP Commissioned Services 2019-20	2.Number of NCC Funded OP Service Users 2019-20	3.Number of NCC Accredited Locations Where Location is OP Registered Aug 2020	4.Number of NCC Accredited Places Where Location is OP Registered Aug 2020	5.% of These OP Locations (if CQC Registered and Inspected) Rated Good or Outstanding at 01/08/2020
Residential Care Home	£97,383,884	4,030	182	5,805	72.1%
Nursing Home	£15,873,015	671	52	2,577	72.5%
Housing with Care*	£11,278,234	674	17	698	94.1%
Supported Living*			29	91	100.0%
Shared Lives (Adult Fostering)			1		100.0%
Home Care	£28,439,519	5,399	86		67.5%
Day Services	£2,297,007	752	117		
Direct Payments	£5,872,149	589			

*The care type(s) within supported housing accessed by this client group

As can be seen in the above table the majority of support delivered to older people is via residential/nursing home provision and home care (around 91% at any one time) at a cost of c£142m per annum.

A review of services has found that by **2028** there will be an over provision of standard council funded older people residential provision of 254 places but an under provision of NCC funded older peoples, (though these figures require a review in light of the C19 pandemic):

- Enhanced permanent residential places 555
- Nursing enhanced permanent places 162
- Nursing standard permanent places 127
- CHC funded Nursing non complex places 104
- CHC funded Nursing complex places 41
- CHC funded residential permanent 16

There is also assessed under provision in the self funder market of:

- Self/other funded older people residential 1,053
- Self/other funded older people nursing 147

There are 490 beds being planned or under development.

The map on the left details the location of current residential and nursing homes. This map illustrates that:

- There is a deficit of provision in North and West Norfolk
- That there are shortages of enhanced residential and standard and enhanced nursing care home places in most geographical areas of Norfolk for Council funded people

Provider Location and Care Home Type
Provider Type ● Nursing Home ● Residential Care Home

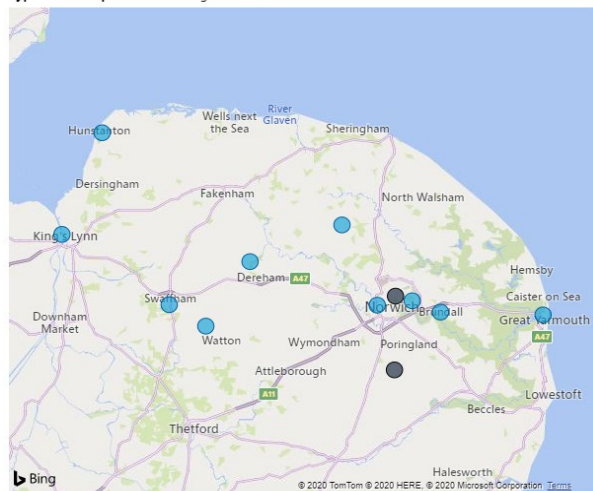


The map on the left details the location of current residential and nursing homes. This map illustrates that:

- There is a deficit of provision in North and West Norfolk
- That there are shortages of enhanced residential and standard and enhanced nursing care home places in most geographical areas of Norfolk for Council funded people

Proposed Older People's Care Home Developments

Type of Development ● Nursing Home ● Residential Home



The map on the left details proposed older people's care home developments.

As can be seen there are plans for 2 nursing and 10 residential homes but none of them are planned to be built in the areas where there is the least provision currently.

Norfolk is also home to 698 units of existing housing with care which continue to provide a care and housing option for older people in the community. These continue to provide an option for older people whose care needs are increasing but who do not want to move into a care home.

Norfolk County Council has ambitions to facilitate the development of more independent living (also called extra care housing) in Norfolk. It has set aside £30m in capital to support affordable rent in new developments. Modern independent living is a way to ensure older people with increasing care and support needs are able to continue living in their own homes, with the added benefits of being part of a community with onsite care to support people with planned and unplanned care needs. By 2028 it is estimated that there is an unmet need for an additional 2,842 units of independent living across Norfolk with 1,135 being affordable rent.

The expectation is for modern, spacious schemes which embody new technologies and ensure that a range of facilities are onsite, some of which are shared with the wider local community. Schemes have a flexible model of care, ensuring that people with lower care needs can benefit from being part of a community with onsite care providers to support with any planned or unplanned care needs. For more details on the programme, please see www.norfolk.gov.uk/independentliving

Impact of covid on the residential and nursing home market:

Covid 19 has changed the care market. Whilst care homes in Norfolk were not impacted by Covid 19 to the same level seen elsewhere in the UK the indications are that in future fewer people will move in to care homes than was the case pre Covid-19.

In Norfolk, by the end of July 2020 35% of care homes (121) had reported an outbreak of Covid 19 and there were 153 deaths from Covid 19, or suspected Covid 19. This accounted for 15.6% of the total deaths in care homes, which was lower the national average of 25.8%. Whilst across the

region care home occupancy reduced from 90% to around 80%, in Norfolk occupancy was sustained at 90%.

Norfolk County Council is keen to support the stability of care homes while considering the long-term future of the wider care market. In May we developed a Covid 19 [Care Home Support Plan](#) with three over-arching aims:

- To provide a swift and effective response to outbreaks, minimising their impact
- To prevent the spread of COVID-19 in the care sector through best practice infection control and health protection practice
- To provide a framework of support which ensures the care sector in Norfolk is sustainable into the future

The support plan is part of the £600m national fund committed to supporting care homes. In Norfolk, the allocation of this funding is £12.39m based on 9650 beds covering all specialisms and respite beds.

We continue to support care homes with infection control, testing, financial support and advice and guidance.

Commissioning intentions:

Residential and nursing homes:

In February 2020 we launched our [Older People's Care Homes Dashboard](#), an online tool enabling care providers, Brokerage, commissioners, social care management, Health partners and practitioners to see an up to date picture of the older people's care market in Norfolk. This will support commissioning, placement and care home market expansion decisions. This will be revised in light of Covid 19 and changes in the care market.

Our commissioning intentions for residential care beds include:

- Rolling out the new service specification for care homes which we developed earlier in 2020 following work with care providers. This was put on hold due to the Covid 19 pandemic and we will now look at how we can put the new service specification in place
- Reducing the number of standard care beds that we commission. Increasingly people with standard care needs can now be supported at home or in Independent Living schemes (Extra Care/Housing with Care) as a result of our investment in care options that promote independence
- Working with providers to increase the number of enhanced care beds (as per the Council's description of need) in the care market. As people live longer, care needs are becoming more complex and Norfolk will need more enhanced care bed provision
- Working with providers to develop a Temporary Care Bed offer that will support short term placements for hospital discharge, emergency respite and planned respite
- Continuing to support the vibrancy and stability of the care market to ensure that we have a sustainable supply of good quality residential and nursing care
- Strengthening our work with health to ensure we have a shared understanding of need and can commission the appropriate services to support needs, especially for nursing care. Promote partnership working between the care sector and health to improve the quality of health care provided to residents in our care homes
- We are committed to strengthening the voice of residents in our care homes in influencing and shaping our work. We have recently commissioned a survey by HealthWatch to understand

the impact of Covid 19 on residents, families and staff which will help to identify ways to improve communication and resilience/ recovery going forward

- To ensure medium to long term sustainability of the care sector, the intention is to establish a joint strategic care homes oversight group which will provide overall leadership and governance for the health and social care system. This group will report into the Norfolk Health and Wellbeing Board

Day services:

- Development of older people's day services so that there is a clear and sustainable offer that continues to deliver services to people (reflecting covid requirements)

Carers services:

- Development and implementation of the Carers Social Impact Bond, securing social investment to improve services and support for carers

Business Partnerships:

This team has a priority to ensure that the companies closely aligned to Norfolk County Council (Norse Care, Norfolk First Response and Independence Matters) are reviewed to meet strategic need and to ensure that services that they deliver are treated no differently than those commissioned from the independent and VCSE sectors. The Council's services will be required to deliver the same level of quality of service at the most affordable price.

Market opportunities

The Council...

- will be developing a sourcing approach with the aim of encouraging developments in the enhanced residential and nursing care market
- will be developing and implementing a clear strategy and approach for temporary beds (short term, respite and reablement), including sustainable funding solutions
- wants to make significant progress towards the ambition of 2,842 units of extra care in Norfolk by 2028
- wants to work with providers of housing with care schemes to reduce void levels and develop longer term service models
- will continue to work in partnership with Carers Matter Norfolk to monitor and review the impact of services supporting un-paid carers to improve their health, wellbeing and their experiences of caring

Enablers

Norfolk Care Association

Norfolk Care Association (NorCA) is the voice of social care providers across Norfolk and Waveney. Membership is open to any provider operating in the Norfolk and Waveney area.

The vision and objectives of Norfolk Care Association are:

Vision

To be a vital and trusted, strategic partner, drawing on robust and rich evidence and working collaboratively to sustain and support the social care sector.

Objectives

- To maximise engagement with the social care sector
- To have strong and effective partnerships with health, commissioners and other stakeholders
- To represent adult social care providers at all strategic meetings
- To collect and maintain up to date market intelligence
- To be a well-led, high quality and trusted organisation

Brokerage

The Brokerage Service is an essential part of the core assessment and care management processes in Adult Social Care. It is responsible for provisioning packages of care based on requirements provided by the social workers and hospitals.

Generally, the work within the team is split between residential and non-residential care, and by Sourcing and Contracting specialisms. The Service manages nearly 50,000 sourcing requests p.a. and handles in excess of 80,000 inbound and outbound calls each year.

The service supports emergency situations and actively identifies packages of care for hospital discharges and night sits. The service uses an extensive range of providers to identify available care, enabling a high quality solution in a timely manner to people, be it a long term or short term solution.

The service continues to build on its technology solutions to ensure the service improves for the Council, its providers and ultimately it's people. Having launched Bedtracker in 2018 to identify residential bed availability throughout the county, Brokerage have developed an electronic eBrokerage solution which enables new packages of care to be advertised to our extensive network of providers. The eBrokerage solution helps us identify all providers that can deliver the service, which will enable more choice, greater value for money, and higher quality. An availability tracker has also been built within this system to further enhance identification of availability and reduce unmet needs across the county. The eBrokerage solution was launched for residential care in 2019. The Covid 19 pandemic resulted in the Brokerage process being re-engineered to ensure an immediate response to hospital requests. This resulted in the suspension of eBrokerage, using instead, the all-encompassing information collected through the availability tracker and National Tracker.

Quality Assurance Service

The Care Act requires councils to promote the effective and efficient operation of its care market in which there is a choice of good quality services.

In January 2020, Norfolk County Council and Norfolk & Waveney Clinical Commissioning Group merged care provider quality teams of the two agencies to form an Integrated Quality Service. Working with care providers and key partners, the Service assures and actively promotes quality improvement in the care market.

The Integrated Quality Service conducts a proactive schedule of routine comprehensive audits across care services using the Provider Assurance and Market Management Solution (PAMMS). PAMMS audits result in a published report and where issues are identified an agreed Action Plan is developed. Alongside PAMMS, Quality Monitoring Visits focus on measuring progress against Action Plans and providing or signposting relevant information and advice.

Risk-based prioritisation of activity is informed by intelligence from people who use services, the Council's Safeguarding Team, complaints and concerns received and engagement with the Care Quality Commission (CQC).

During the Covid-19 pandemic, the Integrated Quality Service has been heavily engaged as part of the Outbreak Management Team (a multi-disciplinary function responding to Covid-19 situations and outbreaks in care homes). Since March 2020, the Service has provided a seven day a week response to provider notifications of any concern arising from or related to the virus. Between April and September 2020, the Service also managed the distribution of Personal Protective Equipment (PPE) across the County.

The Council acknowledged that it did not have sufficient Quality Monitoring Officers to deliver an effective monitoring and support offer to providers and have invested in additional posts to support this function.

The Service comprises 12 Quality Monitoring Officers, four Quality Improvements Nurses, a Senior Quality Monitoring Officer and a Head of Service (which is a joint-funded integrated post). Further information about provider quality can be found in **Appendix 2** – Evidence and statistics in support of the Market Position Statement 2021-2024

Enhanced Health and Wellbeing in Care

The EHCH (Enhanced Health in Care Homes) framework has been in place for over three years and is a national model. It enables joined up social, primary, community, and secondary care and provides an opportunity to implement a shared strategic and operational approach. There is a national commitment to increase support to care homes through EHCH and an expectation that all elements of the framework will be implemented by STP footprints.

EHCH is also one of the elements of The High Impact Change Model, a mandatory requirement of the Better Care Fund and is therefore a shared priority across health and care.

One of the aims of this service is to develop a longer-term strategy for wrap-around care in residential settings and in time with home care providers. To have a focus on the increased demand for enhanced level care and the associated health and wellbeing needs within care homes and care at home leading to the development of the market to support more complex care.

Integrated Community Equipment Service (ICES)

Through Promoting Independence, the Council is committed to a 'home first' ethos, supporting people to maintain their independence for as long as possible, with equipment being a key enabler of this.

Norfolk's Integrated Community Equipment Service (ICES) is a Health and social care partnership which is based in Norwich but covers all of Norfolk & Waveney. Equipment is provided by an externally contracted rehabilitation equipment company.

The equipment provided by ICES helps to prevent, reduce or delay conditions worsening and encourages people to be independent for longer by, for example, avoiding pressure ulcers, preventing falls, aiding mobility and balance, and supporting end of life care, thereby providing a person with community equipment to enable discharge home from hospital or to another care setting such as a care home. A key priority for those involved in ICES is to continue the work to maximise the use of equipment to reduce the need from two carers, to one for an individual.

The cost of delivering the service is now over **£9 million** an increase of around £1.5 million from the previous year.

- ICES now helps over **37,000** people of all ages annually
- **81%** of people using the service are 65 or above, **52%** of service users being over 80 years old
- Over **500,000** items of equipment are currently in the community, an increase of around **50,000** over the last 12 months

Assistive Technology

Assistive Technology Part of the Council's Promoting Independence programme is the roll-out of a new social work model Living Well, incorporating the '3 Conversations'. Increasing the use of technology, including assistive technology (AT), is seen as a key enabler of this approach.

The vision is that:

- AT plays a major role in supporting people to live independently for as long as possible, and in helping carers to continue caring for as long as they are able and willing to do so
- AT will be widely accessible, easy to use, and available for people when it can make most difference to maintaining independence
- Our own staff are champions for AT and use it widely to mitigate the need for and support formal care services
- Providers embrace technology to help people stay independent in all types of settings

Our commitment to the market

- We will regularly update our market position statement and we welcome your suggestions and comments to help inform this
- We plan to establish a Market Position Statement Editorial Board which will meet quarterly to review the document and update it. Through NorCA we will highlight any changes especially those relating to market opportunities and the support offered to providers
- We are keen to explore new ideas with you about how we can stimulate the market
- We are keen to look at opportunities for more innovative approaches to meet needs in a more timely, more effective way that helps deliver improved value for every £1 spent
- We will hold regular forums with providers to share information and exchange knowledge and ideas

Norfolk Needs You

You are the experts in your fields, you will almost certainly have ideas about how we could all do things differently that would deliver improved outcomes not just for clients but also for the health and social care system.

If you would like to discuss how we can work with you as an existing or new care provider please get in touch.

Evidence and statistics in support of the Market Position Statement 2021-2024

The Impact of COVID 19

The Financial Impact of Covid19 (C19) on the Care Market

The causes of this financial impact are described in more detail below, but are in summary:

- The increased cost of PPE, and more PPE is needed to deliver care safely and to guidelines
- The pandemic has increased staffing costs significantly for care providers through having to employ extra staff to cover C19 related leave and extra tasks that now need to be completed due to C19
- Initially there was a ban on admissions to care homes that had a C19 outbreak which has had a financial impact due to beds being empty
- For a period of months day services were unable to open, which has caused financial impacts and closures at a level yet to be appraised
- The Council's increased spend and reduced income during the pandemic has increased the required savings in Adult Social Care from £7.3m to £17.7m in 2020-21
- The increased financial impact has been offset by increased government funding around infection control measures having to be taken by care providers

Outbreaks and Suspected Cases in Care Homes and Other Settings.

As an immediate response to the C19 pandemic a new joint service between Norfolk County Council (Adult Social Care and Public Health) and Norfolk and Waveney Clinical Commissioning Group (CCG) was developed to support care homes and control and prevent outbreaks.

The joint team delivers:

- The Care Provider Incident Room (CPIR) managed by the CCG health system ensuring a single point of contact for care homes to access support, advice and guidance and to receive outbreak reports from Public Health England (PHE)
- The Outbreak Management Team (OMT) managed by the local authority as a collaboration between Adult Social Care (ASC) and Public Health (PH) teams. A multi-disciplinary team with Quality Monitoring Officers (QMOs) from ASC Quality Assurance at the centre, the team manage existing outbreaks and provide wrap around support to providers
- Daily outbreak management meetings take place to review and risk assess new and existing outbreaks, following robust standard operating procedures. Clinical input from the Infection Prevention and Control Team ensures appropriate skilled professionals are deployed to support providers. Teams are able to access system wide daily dashboards bringing together key data required to manage outbreaks and new infections
- To give an indication of the work of this service, by September 2020 135 of 346 Norfolk care homes had reported to the OMT at least one suspected C19 case amongst staff or residents, all of these have to be managed and monitored to varying degrees

The work benefits from the already strong foundations of joint collaboration across the Norfolk and Waveney health and social care system, together with strong working relations between commissioners and the Norfolk Care Association. This has ensured swift and decisive steps to respond to the C19 pandemic in Norfolk and Waveney, providing a clear and purposeful programme of actions with three over-arching aims:

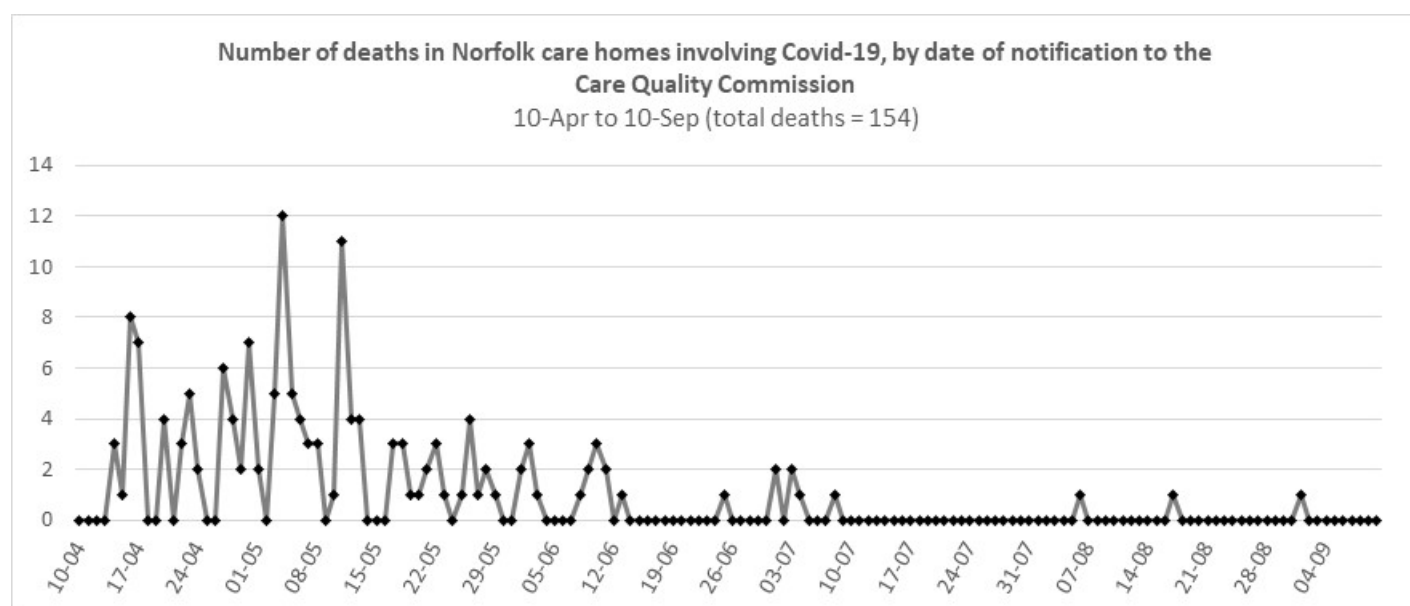
- To provide a swift and effective response to outbreaks, minimising their impact

- To prevent the spread of C19 in the care sector through best practice infection control and health protection practice
- To provide a framework of support which ensures the care sector in Norfolk is sustainable into the future

Communication with providers has been significantly increased; regular letters, briefings, advice sheets and web updates are provided, and a central hub for enquiries ensures a swift response seven days a week. Twice weekly analysis of enquiry and action response times is completed and shared with operational leads as part of our continuing improvement culture.

Deaths in Care Homes

Deaths related to C19 in care homes has rightly attracted considerable press interest since the start of the pandemic. From April 2020 care homes were required to report to Care Quality Commission (CQC) the number of deaths where C19 was a factor (i.e. it was confirmed or suspected). The 154 reported deaths in Norfolk care homes to 10 September were predominantly between early April and mid-June and are shown in the table below. No visitors were allowed into care homes initially except in end of life situations and then in very limited numbers and wearing substantial levels of PPE. the devastating effect of deaths in care homes had on the residents, families, care staff and providers are clear.



Personal Protective Equipment (PPE)

The early months of the C19 pandemic was characterised by national and international shortages of PPE, supply problems and increased cost of these items. Care homes completing the NHS national tracker reported significant shortages of PPE (reflected in the table below, as is the improved situation in the following weeks as a result of better supply in the market and the Council's emergency PPE distribution) .

Care Home Self Evaluated PPE Ratings - NHS National Tracker

Date	1.Red	2.Amber	3.Green
21/05/2020	35	67	232
09/07/2020	9	22	314

Key	Red	For at least 1 PPE type - No supplies at the location or will run out within 48 hours
	Amber	For at least 1 PPE type - Supplies available at the location but will run out within 7 days
	Green	Acceptable Levels of All PPE

From April 2020 the Council began distributing emergency PPE to the care market to alleviate this strain. Between 08/04/2020 to 20/08/2020 over 2.6m items of PPE were delivered to care providers not owned by the Council, including:

- Aprons – 852k
- Gowns - 5.5k
- Gloves (pairs) 1m
- Over Sleeves (pairs) 49k
- Masks (all types) 688k
- Goggles – 3.3k
- Visors – 2.2k
- Hand Gel - 2k litres
- Clinical Waste Bags 12k

The Council now operates a “commercial” model of PPE distribution alongside a strict criteria emergency model. Providers can purchase PPE to guarantee regular supply of the key items (aprons, gloves and masks). While the considerable supply problems in the PPE market have alleviated, there are still issues with the inflated cost of PPE (adding to financial pressures on care providers). Some providers have reported the cost of PPE doubling at a time that they are using much more of it. There are still some supply issues caused by product recalls and shortages of certain items such as extra-large gloves.

Impact on Staffing and Cover

In an already stretched care sector the impact of care workers having to isolate and not be able to work due to having C19 symptoms or a diagnosis (or having to isolate because a member of their household has), cannot be understated. There are currently difficulties getting tests and getting results back within acceptable timescales. An August 2020 study found that of care homes in Norfolk with at least one suspected case amongst staff or residents on the study day, 81% of the homes had suspected case(s) among the staff, showing the extent of this issue.

Staffing cover is put under pressure by having to isolate residents in care homes, this requires greater staffing numbers. Residents in care homes are tested for C19 every 28 days under normal circumstances. They are tested once then after seven and 28 days if there is an outbreak in the home. Staff are tested weekly. This puts additional staffing pressures on care homes. Staff have to undertake these tests themselves, and also have to use more PPE as a consequence, with the associated costs of this. These factors necessitate greater use of agency staff, which is costly for care providers, and can create greater exposure to C19 or errors caused by unfamiliarity. Another consequence of staffing shortages is the use of staff

from different care homes owned by the same provider, with the same issues as using agency staff.

The expectation that care staff do not work across different care locations (e.g. care homes), when adhered to, diminishes the staffing flexibility in the care sector, leading to further staffing pressures and use of agency staff. Staffing shortages and using “unfamiliar staff” can impact negatively on quality of care delivered.

Certain district nurse functions such as managing and changing simple dressings has now been delegated to care homes. This places additional staffing pressures on care homes who now have to perform these tasks. Care homes are communicating that GPs are also visiting less and there is a reduction or cancellation of planned surgeries and outpatient appointments. This leaves care providers managing these situations themselves and feeling exposed.

Furthermore, there is the negative impact on the residents with these health issues. There is growing evidence that post C19 elderly people have difficulty maintaining/regaining weight and this has to be managed by the care providers also.

Before C19 certain groups of care home residents, especially those with a learning disability, enjoyed visits to day centres and other social activities outside of the care home. With these reduced or suspended care homes are having to provide this extra care in the care home. This places additional pressures on staffing. This is anticipated to have an impact on the well-being of the residents, the full extent of this is yet to be evaluated.

Attractiveness of Profession and Retention of Staff

There is anecdotal evidence reported by care providers of care staff leaving the profession due to the C19 outbreak. Some staff have underlying health conditions or live with people who do, so are not prepared to take the risk of working in a profession that exposes them more to C19. Others are reported to have left as a result of some care home managers requesting that staff do not mix socially when they are not at work as a means of reducing the risk of exposure of residents to the virus. The C19 pandemic is reported to have impacted on recruitment to the profession, due to the negative publicity and the perception that the profession will expose care staff to the virus.

Quality and Safety Issues Potentially Going Undetected.

CQC suspended routine inspections on care providers on 16/03/2020 due to the C19 pandemic. It is not uncommon for a provider rated good by CQC to have a routine inspection two or sometimes three years later only to then be rated requires improvement, or in rare cases inadequate. Without these routine inspections being undertaken there is a risk of these issues not being picked up with this source of intelligence now missing. For illustration, CQC published 69 inspection reports for Norfolk care providers between January and April 2020. Between May and August this figure was nine. The fact so many were published into April is only because there is a delay between inspection and publication.

With the Adult Social Care Quality Assurance Team (ASC QA) not undertaking their routine inspections for the same reason as CQC the possibility of quality and risk issues not being identified is increased. For ASC QA to visit a care provider there has to be critical concerns, and a Quality Monitoring Officer can't go to a different provider for 14 days and should have a C19 test with a negative result before visiting a provider. The same issue regarding no visits to providers applies with other professions, for example the Medicines Optimisation Team not visiting care homes has removed this crucial support to homes and means of identifying issues. Similarly, several tasks usually undertaken by district nurses have now been delegated to care

homes with this means of identifying issues such as serious pressure sores removed. Furthermore, with relatives/friends often unable to visit care home residents (for example during “lockdown” or an outbreak), and therefore spot and flag up issues of concern, another source of potential identification of issues with care quality has been diminished.

Instances have been observed of care providers not having the scrutiny visits they previously had from regional managers within their organisations. This has had the effect of quality and risk issues being able to develop and continue, and “nasty surprises” when these issues are discovered.

There is evidence of a 25% reduction in the number of provider related safeguardings being reported to Council in the two months after the March “lockdown” when compared to the two months before March. This returned to a more acceptable 91% of pre lockdown safeguardings in June and July coinciding with “lockdown” being eased.

Changing Guidance, Technology and the Practicalities of Operating in a Pandemic

Care providers have reported the pressure that having to constantly adapt to changing local and national guidance that does not always seem joined up (e.g. around PPE and visiting) has placed on them. Furthermore, some have reported issues with using the technology that is associated with the new “C19 world”, namely the NHS National Tracker, booking tests online and even getting relatives to sign care plans using e-technology. Care homes are communicating issues such as not being able to get a boiler serviced on time or equipment/utilities in the home fixed to enable a safe care environment and to meet regulations. One concern is that this “gap” might negatively impact CQC ratings when inspections restart.

Norfolk County Council’s Required Savings

Over the last four financial years savings of around £70m have had to be made from Norfolk’s Adult Social Care Budget. Before C19 the identified savings for ASC for 2021-22 were £7.3m. The considerable cost to the Council of continuing to deliver services during the pandemic, coupled with a loss of income associated with the pandemic has caused the savings target for 2021-22 to include an additional £17.7m. The main ways that this will be achieved that will impact the care market are:

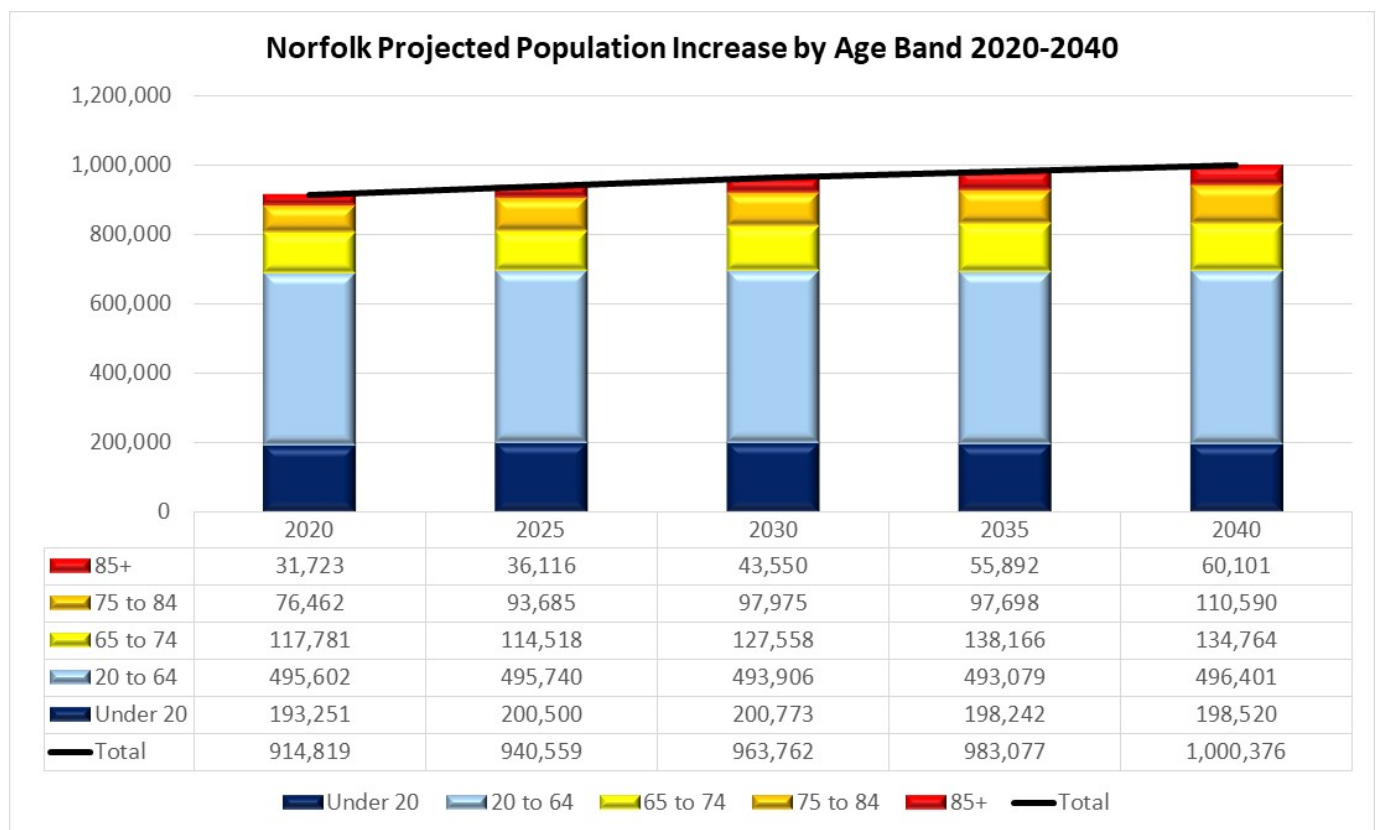
- Supporting more people to move into independent housing, reducing the reliance on residential care
- Strategic approach with health partners to manage joint funding of packages to support better use of resources across the health and social care system
- Revising the short term out of hospital offer - we want to review what our offer is – as part of a health and social care intermediate care offer. This will allow us to focus more resources on home first services, including greater therapy input, and moving away from a reliance on short-term beds
- Efficiency targets for some core contracts and ensuring that we maximise the usage of block contracts
- Introduce more individual service funds as an alternative to commissioned care for some people, to give them more control and choice over their care. This gives people the opportunity to choose a provider and work with that provider to arrange services and support. Similar to a direct payment, but the individual does not have to manage the money as the provider does it for them
- Working with our partners to reshape and refocus our approach to supporting people upon their initial contact with ASC

- Contract renegotiation – ensuring the requirements of commissioners are reflected in the Norsecare contract
- Working with NORCA (Norfolk Care Association) to develop a targeted approach to the annual price uplift for 2021-22 recognising the overall local authority budget pressure

Continuing Demographic Pressures

Population Increase

One of the main drivers of demand for social care services is population increase, especially amongst the over 75 age group. In the next 10 years the number of people in Norfolk aged over 75 is projected to increase by over 33,000. Of these people the over 85 age group is predicted to increase by nearly 12,000 people. At the same time the population of people aged 20-64, from which most social care staff and many unpaid carers will come from, is projected to decline slightly. The pressures of an aging population coupled with a declining pool of people who could provide paid and unpaid support to them is clear. The table below illustrates future projected population increases across the different age bands

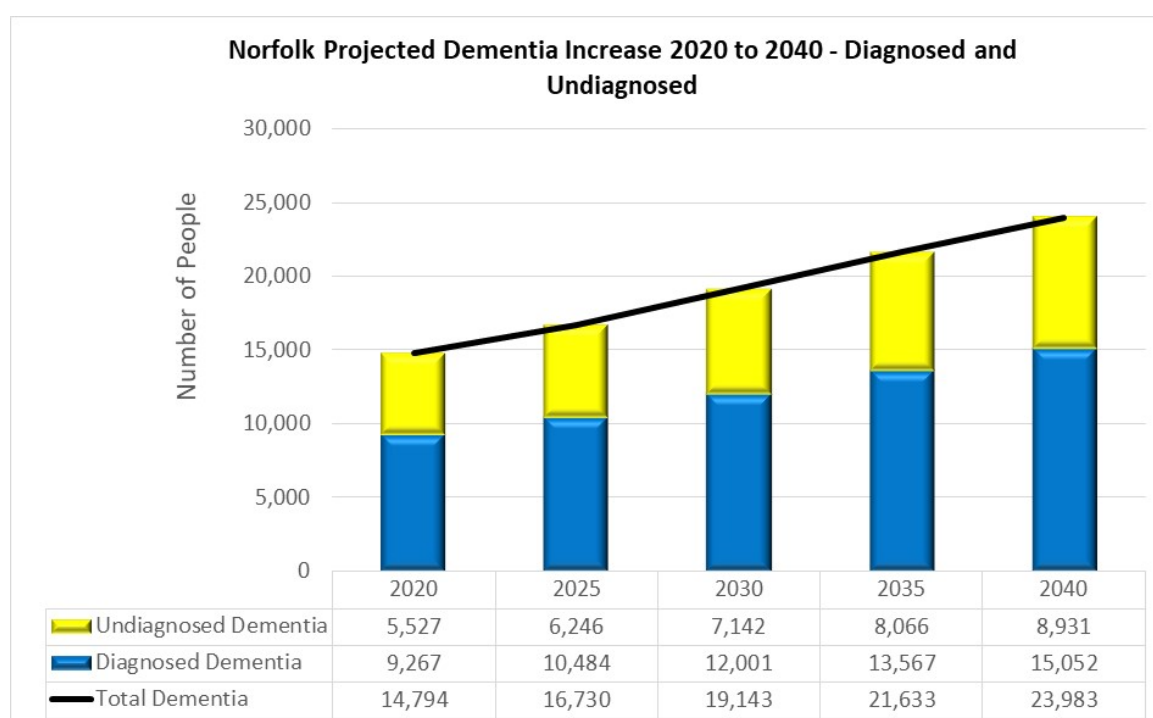


Dementia

In 2020 there are a projected 9,267 people in Norfolk with diagnosed dementia, with a further projected 5,527 with undiagnosed dementia (14,794 in total).

The number of people in Norfolk with dementia is projected to increase between now and 2030 by 2,734 people with a formal diagnosis and 1,615 with undiagnosed dementia. The total increase over this time is 4,349 (both groups added together). This will be a key driver of social care demand, primarily in the older people's care market, but also impacts learning disabilities and mental health services catering for older care users.

The table below illustrates the projected increase in diagnosed and undiagnosed dementia in Norfolk in the future.



It is estimated that at least 65% of older people in care homes have a formal diagnosis of dementia, with many more likely to have undiagnosed dementia. Dementia is a significant driver of social care demand.

Other Health Factors

Other health factors and deprivation are also a contributing factor to demand for health and social care and received more coverage in the 2018 Market Position Statement and in numerous other publications. There is evidence of greater complexity of need as a result of more children and young people surviving into adulthood with more complex needs. This has seen increases in demand in children and young people for social, emotional and mental health support as they transition to adults' services. More generally, people with disabilities and complex needs are experiencing greater life expectancy so are requiring services for longer. It is an oversimplification to simply determine future social care need by population increase in the older people's age groups as this does not fully take into account health inequalities across different groups or geographical areas, deprivation, the impacts of social isolation, the effects of informal care networks (or lack of them), or Council initiatives to prevent, reduce and delay the need for formal care services.

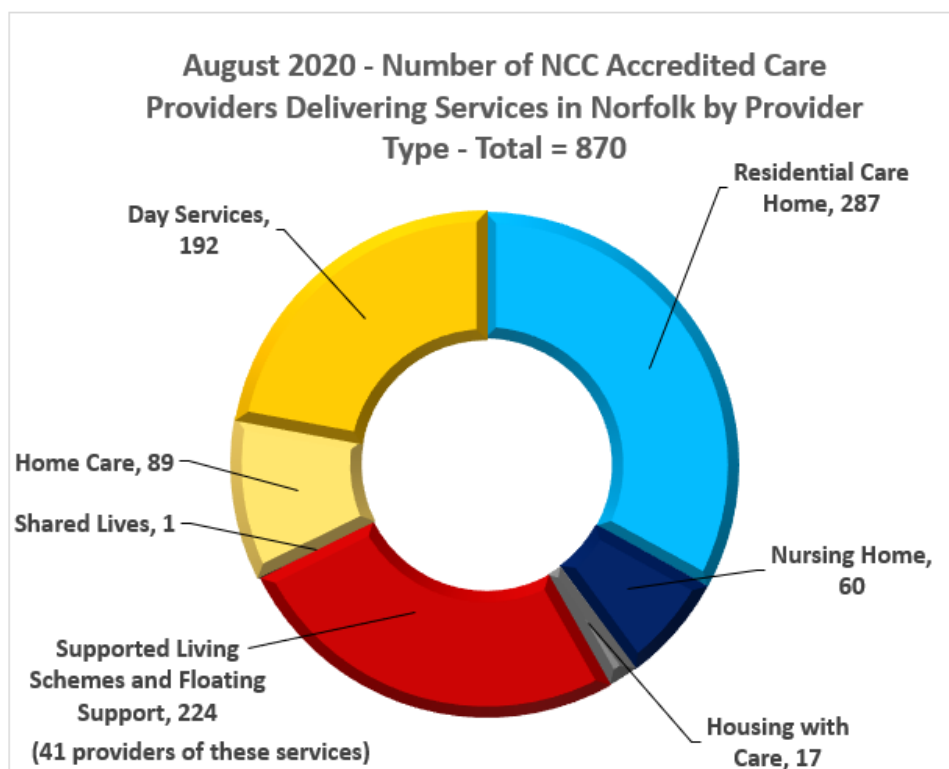
A Vast and Complex Care Market

Care Providers

The Norfolk care market is large and complex and dispersed widely around the fifth largest (in terms of area) of 48 counties in England. If supported living schemes are treated as individual care entities and counted as such then there are 870 “care locations” in Norfolk who are accredited to deliver services to people funded by Norfolk County Council. This means:

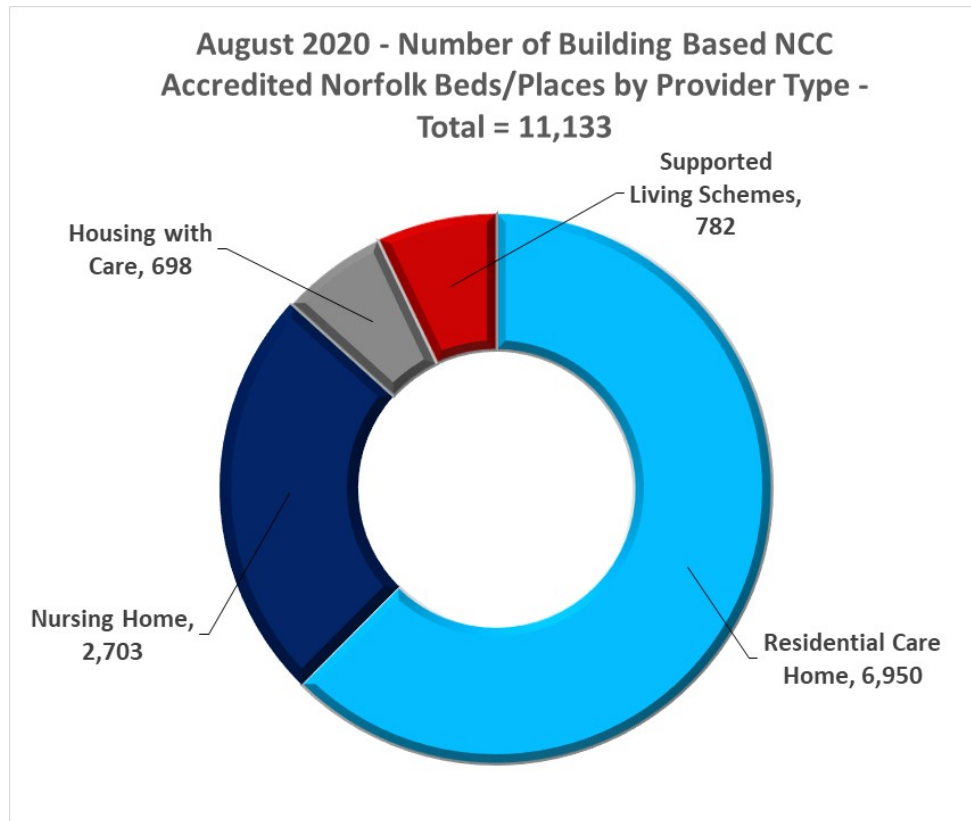
- Locations where care is delivered to people’s own homes (in the case of home care providers and supported living floating support providers)
- Locations where people live or stay overnight (care homes, housing with care and supported living schemes)
- Locations where people go for a day but do not stay (day services)

The table below shows the number of accredited Norfolk care providers by service type in August 2020. References to “housing with care” is to the existing model of extra care housing for mostly older people.



There are an additional 30 home care providers registered with CQC but not accredited with the Council. Not counted in the above are a raft of other service providers such as those in the voluntary sector and personal assistants.

The total number of adult social care places that can accommodate people receiving social care overnight is 11,133 (beds and places with Council accreditation). 87% of these places are in care homes, illustrating a shortage of alternative care provision, especially extra care housing options for older people. The table below shows the number of beds and overnight social care places in Norfolk

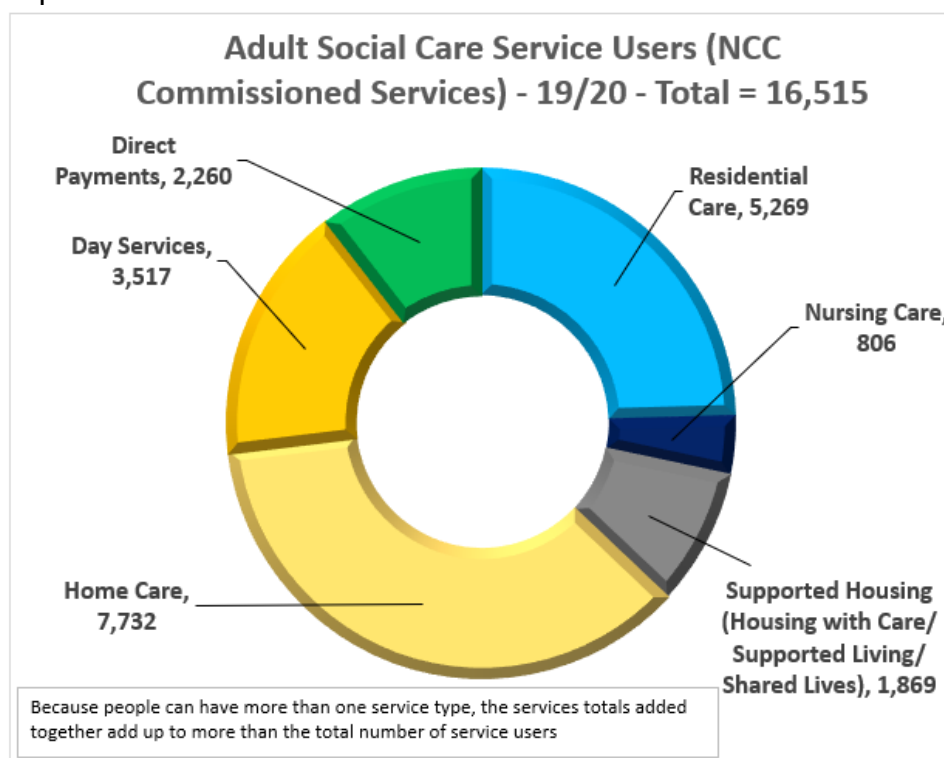


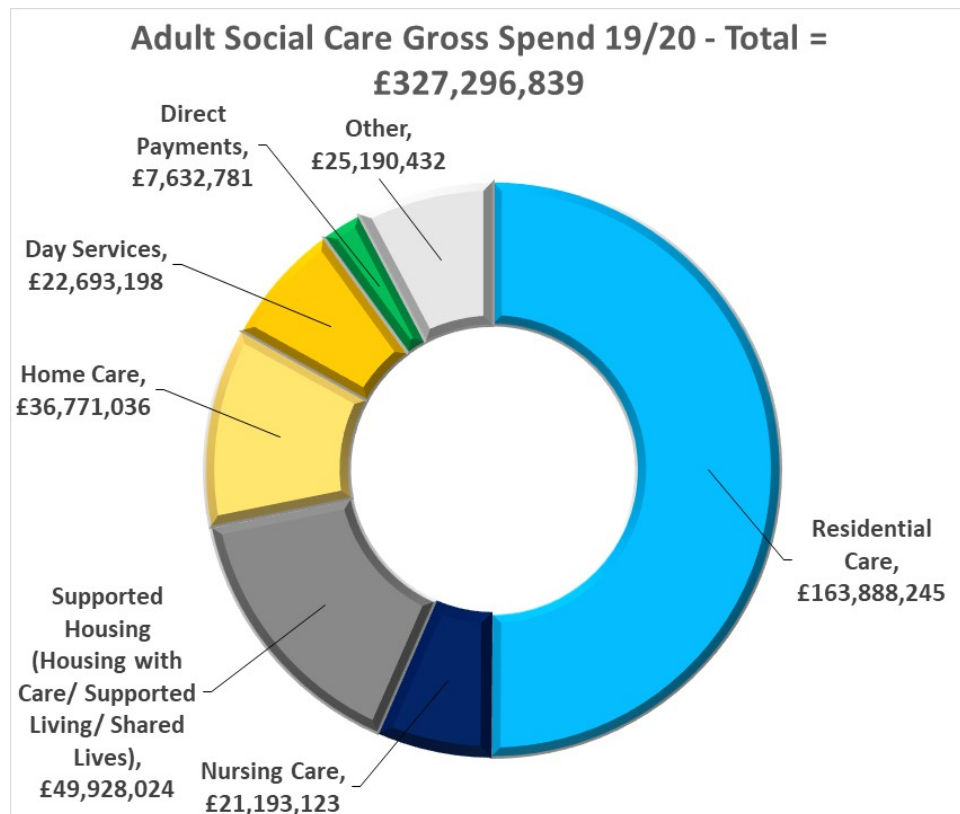
A Large and Diverse Group of Service Users and Significant Spend

All Service User Groups

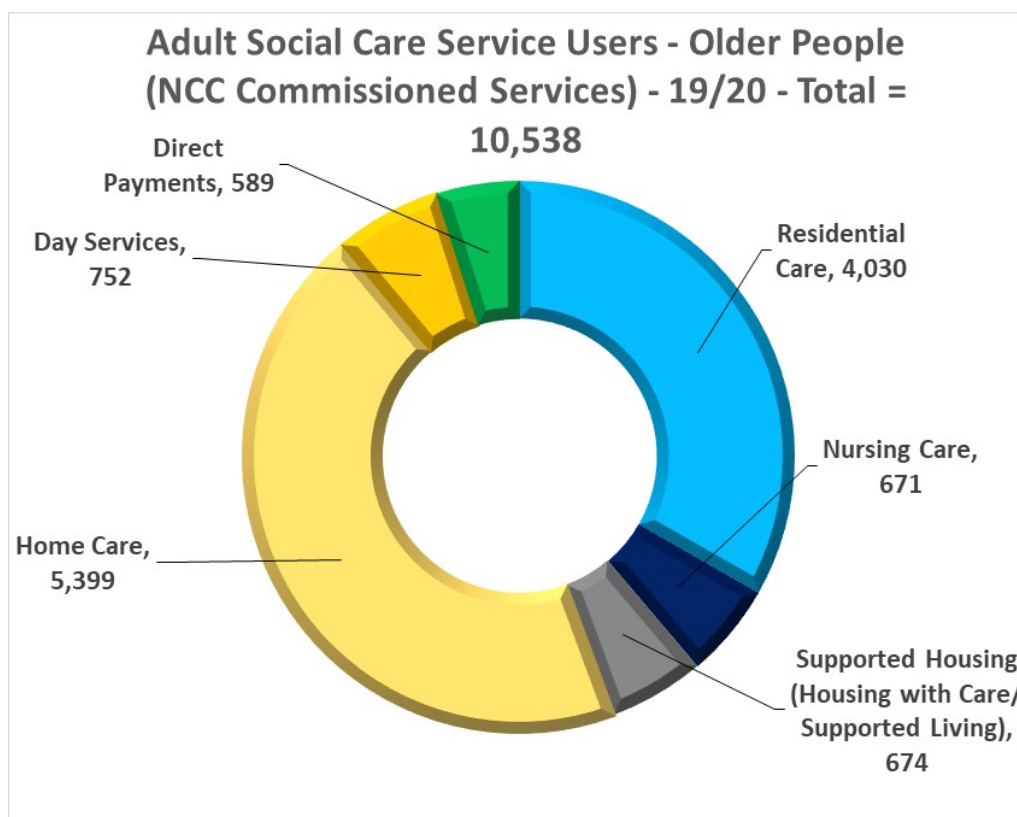
Council's spend on purchasing care services was over £327m in 2019-20, a considerable investment. This is in line with the spend reported in 2018-19. Payments that the Council used to make for certain care home places then recharge the customer for these are now paid directly to the care home by the resident. This means that they are not included in these figures this year, hence why spend does not appear to have increased.

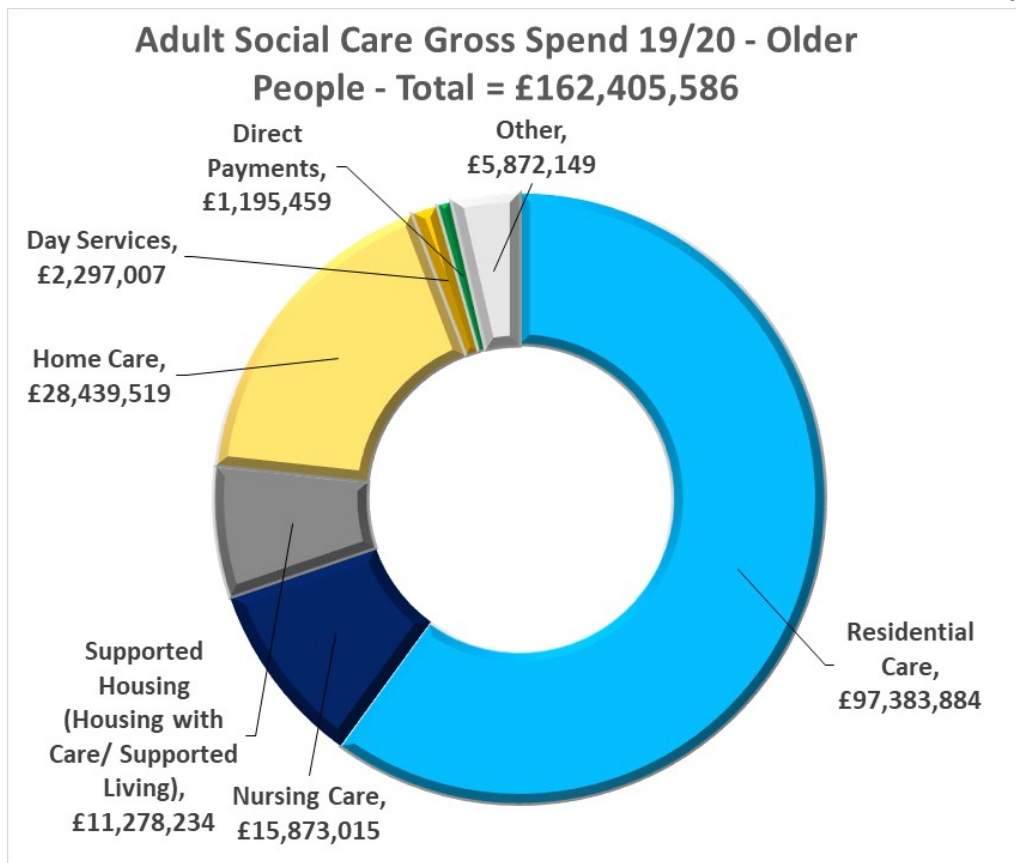
The numbers of people receiving a long term service at any point in the year and spend by types of service are shown in the six graphics below, demonstrating the significant number of people the Council commissions services for, and the spend required to purchase these services. References to "housing with care" is to the existing model of extra care housing for mostly older people.



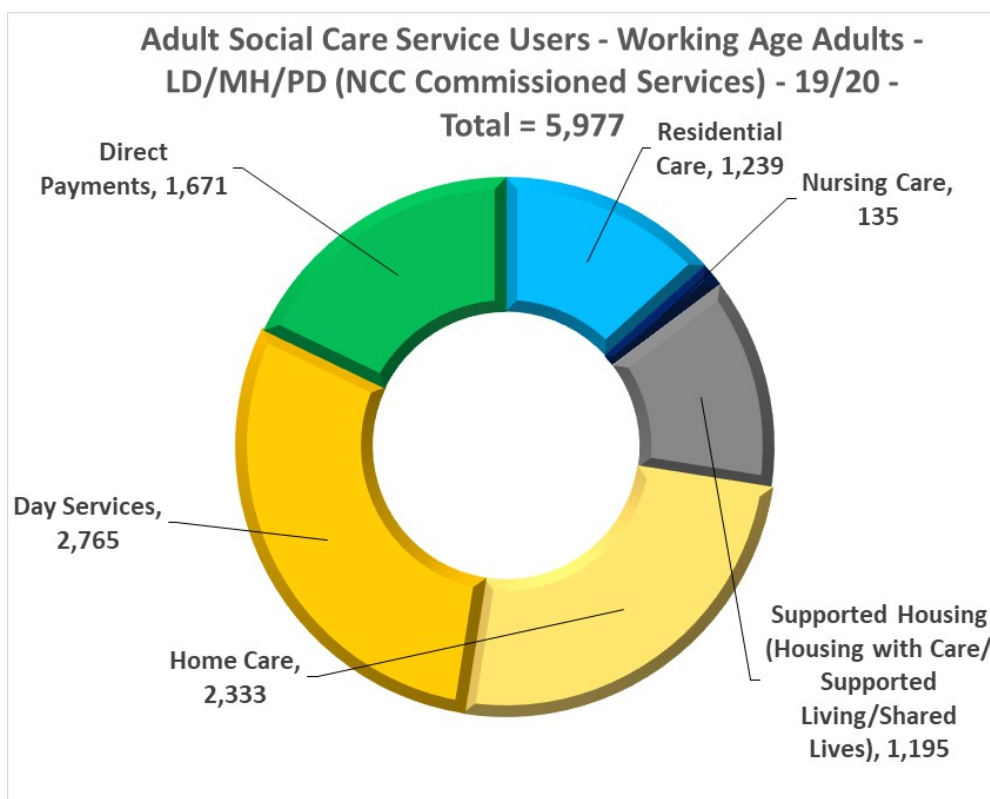


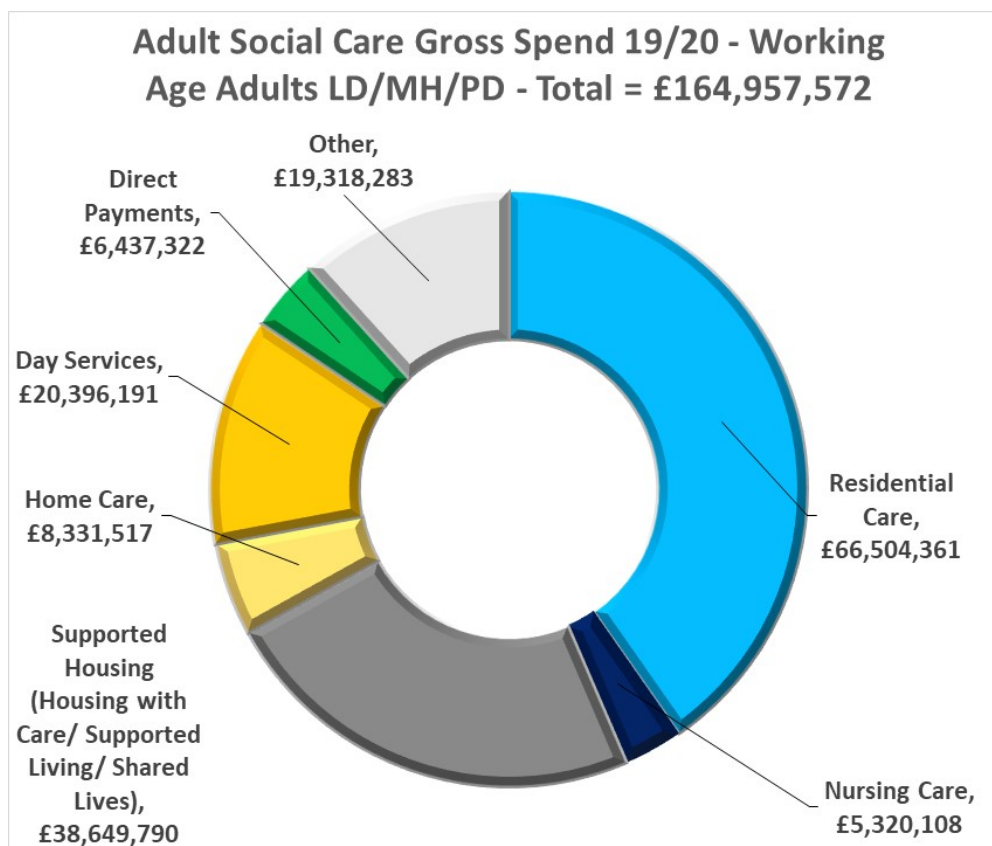
Older People





Working Age Adults - Learning Disabilities, Mental Health and Physical Disabilities





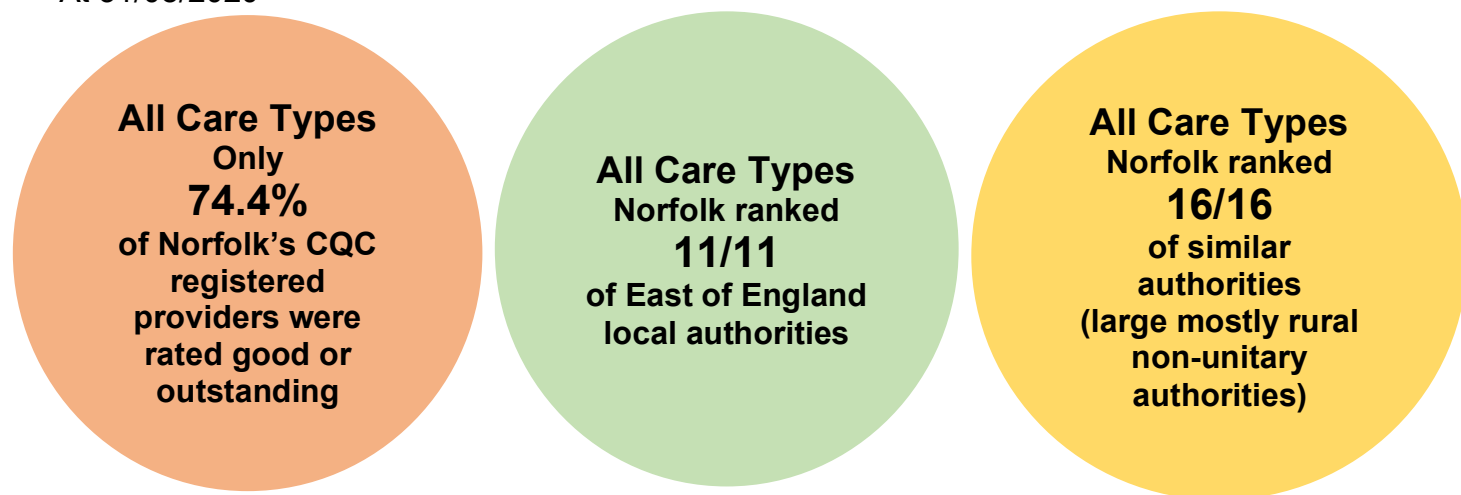
2019-20 is the second successive year (and only the second ever) where spend on working age adults has exceeded older peoples spend. This demonstrates that increasing demand and cost pressures are not just driven by an aging population and increasing numbers of people with dementia.

Significant Quality Issues and Risk in the Care Market

Care Quality Commission (CQC) Ratings

Quality across all areas of the care market is a significant issue in Norfolk. It is only in home support that Norfolk had shown improvement in ratings in the last 12 months, and this is nominal. The issue is demonstrated by the following graphics.

At 31/08/2020



All Care Types Change in Last 12 months

Month	Outstanding	Good	Requires Improvement	Inadequate	Good and Outstanding %
Sep-19	4.0%	72.7%	20.1%	3.2%	76.7%
Aug-20	6.0%	68.4%	22.9%	2.8%	74.4%



Home Support (Home Care, Housing with Care, Supported Living and Shared Lives) Change in Last 12 months

Month	Outstanding	Good	Requires Improvement	Inadequate	Good and Outstanding %
Sep-19	4.6%	69.5%	23.7%	2.3%	74.0%
Aug-20	8.5%	66.2%	23.1%	2.3%	74.6%

Nursing Homes Only
70.7%
 of Norfolk's CQC registered providers were rated good or outstanding

Nursing Homes
 Norfolk ranked **9/11**
 of East of England local authorities

Nursing Homes
 Norfolk ranked **13/16**
 of similar authorities
 (large mostly rural non-unitary authorities)

Nursing Home Change in Last 12 months

Month	Outstanding	Good	Requires Improvement	Inadequate	Good and Outstanding %
Sep-19	6.7%	70.0%	20.0%	3.3%	76.7%
Aug-20	6.9%	63.8%	24.1%	5.2%	70.7%

Residential Homes Only
75%
 of Norfolk's CQC registered providers were rated good or outstanding

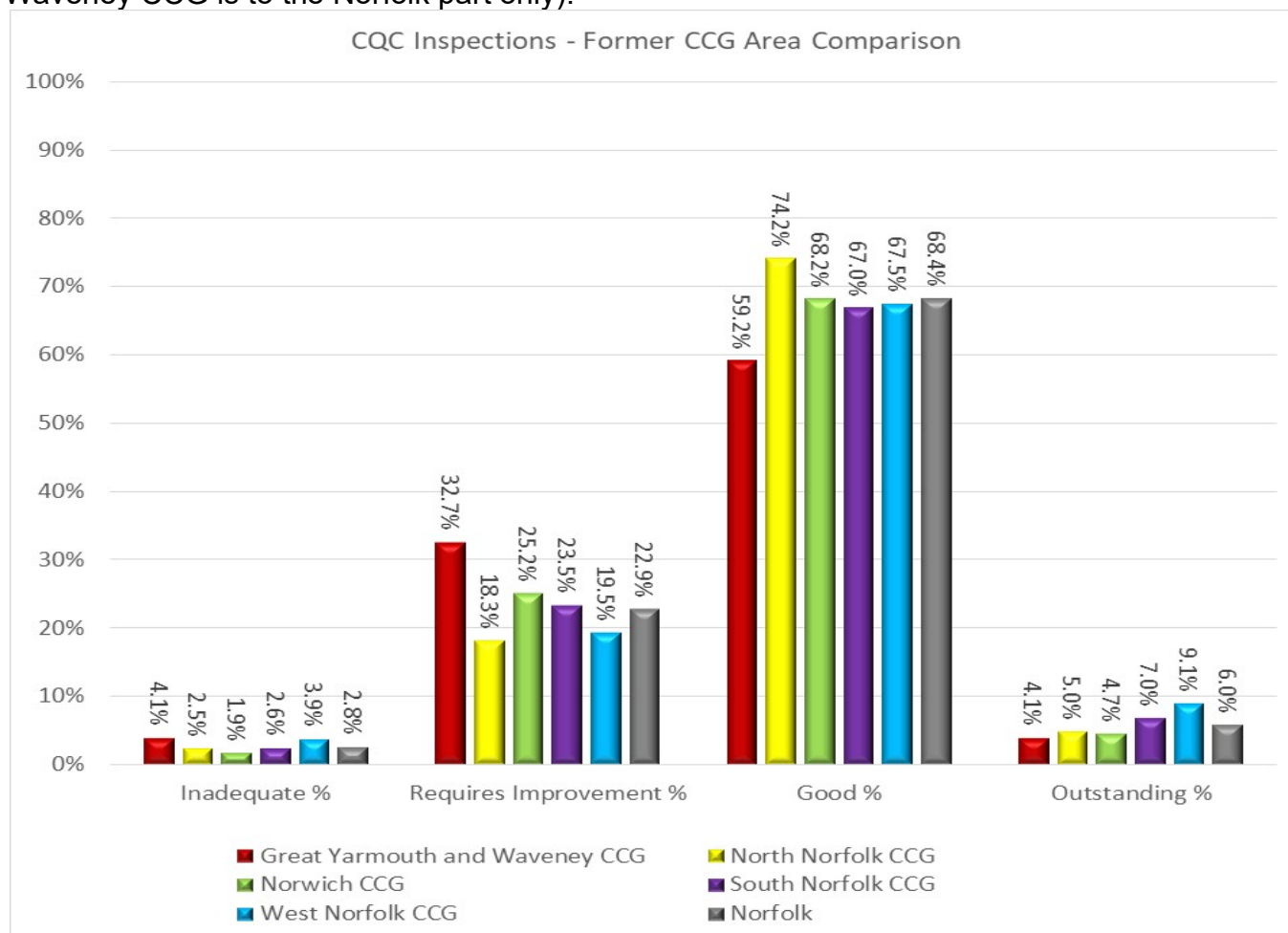
Residential Homes
 Norfolk ranked **9/11**
 of East of England local authorities

Residential Homes
 Norfolk ranked **16/16**
 of similar authorities
 (large mostly rural non-unitary authorities)

Residential Home Change in Last 12 months

Month	Outstanding	Good	Requires Improvement	Inadequate	Good and Outstanding %
Sep-19	3.2%	74.8%	18.4%	3.5%	78.0%
Aug-20	4.6%	70.4%	22.5%	2.5%	75.0%

There are large variations in quality of care providers (as rated by CQC) across different former Clinical Commissioning Group (CCG) areas in Norfolk. This is illustrated by the graphic below which gives the picture at 31/08/2020 (the reference to the former Great Yarmouth and Waveney CCG is to the Norfolk part only):



CQC ratings are especially telling when the number of CQC registered care home beds are categorised by the rating of the home they are in. The graphic below is at 1 September 2020.

Number of Norfolk Care Homes and CQC Registered Beds by CQC Rating of Home - All Home Types

Current CQC Rating	Number of Care Homes	Number of CQC Registered Beds	% of Care Homes with this Rating	% of Norfolk Beds with this Rating
Outstanding	17	480	4.9%	5.0%
Good	234	5,979	67.6%	62.1%
Requires improvement	77	2,529	22.3%	26.3%
Inadequate	10	507	2.9%	5.3%
Not Rated	8	131	2.3%	1.4%
Total	346	9,626		

It should be considered that for a variety of reasons (e.g. homes not staffed to be able to fill the beds) not all CQC registered care home beds are actually “usable”. Another consideration is that homes with adverse ratings, especially inadequate, have low occupancy levels, meaning that the number of people accommodated in inadequate provision is lower than it could be.

CQC suspended routine inspections on 16/03/2020 due to the COVID 19 outbreak. This creates a difficulty in assessing quality in the care market currently using this measure, as described above.

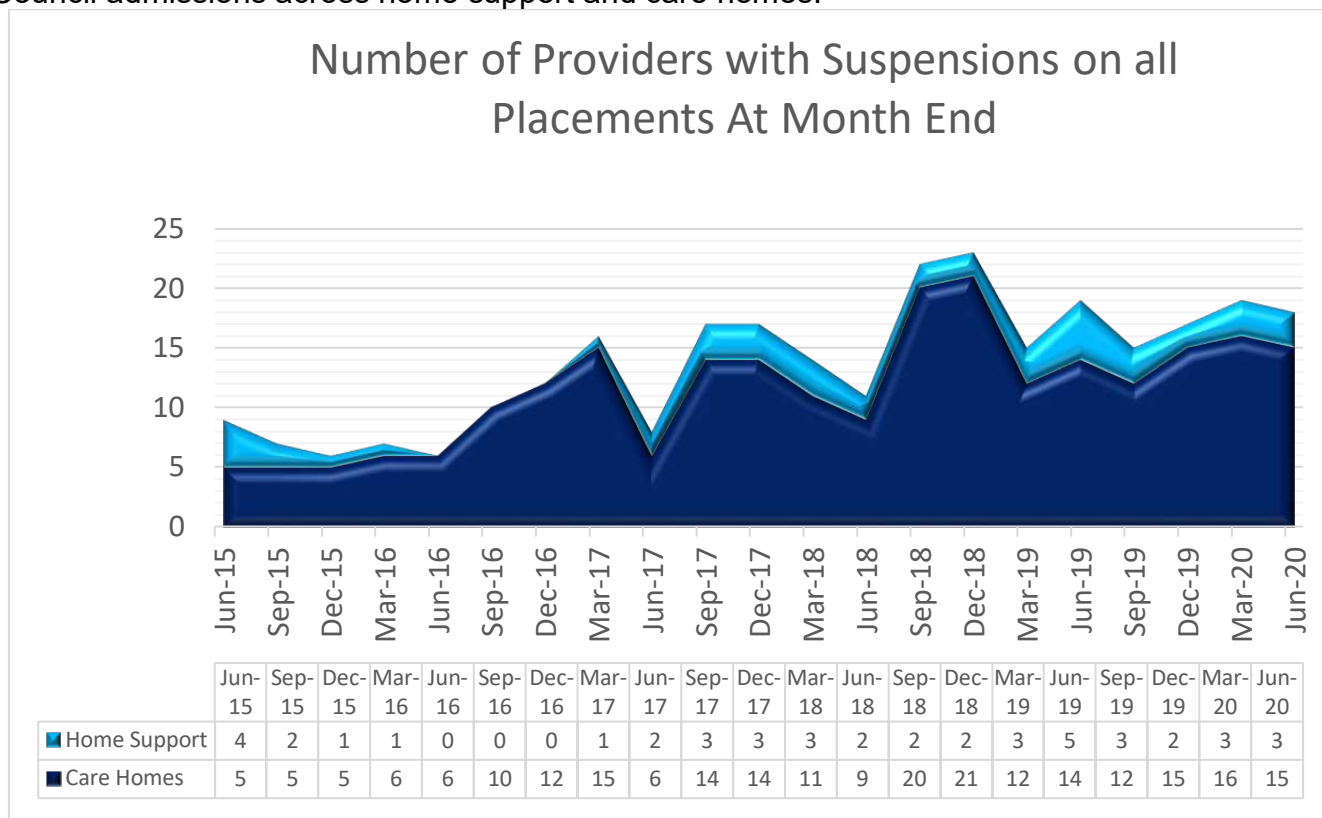
Placement Restrictions on Care Providers

In cases where there are significant safety or quality concerns at a provider the Council can impose a placement restriction on the provider. These concerns often arise from adverse CQC inspections. There are several levels of placement restrictions on placing Council funded people at a provider:

- Do not place at all at the provider
- Do not place in part of the provider (e.g. nursing, night sits)
- Ask Quality Assurance before placing at all at the provider
- Ask Quality Assurance before placing in part of the provider (e.g. nursing, night sits)

When a provider comes off one of the above restrictions there are often still limits to the number of placements that can be made while the quality/safety improvements are being monitored. This is often one new placement per week.

The numbers of placement restrictions on providers reflects the seriousness of quality issues in Norfolk, with most placement restrictions being on care homes. The graphic below gives a five year picture of the number of care providers in Norfolk with a placement restriction on all Council admissions across home support and care homes.



Norfolk's ASC QA Team manages the restrictions process and maintains the up to date Restricted Placement List that is referred to by anyone in the Council wishing to place a care package at a provider.

Safeguardings

Another indicator of quality and risk in the care market is the number of reported provider related safeguardings. Details of about 180 safeguardings per month are passed by the Multi Agency Safeguarding Hub (MASH - where these are reported to) to the ASC QA team for investigation of whether these incidents are a result of institutional practices by the care providers involved. A majority of safeguardings reported are alleged incidents that happened in care homes, though there are numbers of safeguarding incidents in other care settings. The figures below are for the six month period to 30/06/2020:

- Care homes 81%
- Home care 8%
- Supported living 7%
- Housing with care 2%
- Day services 2%

The types of alleged incidents vary depending on the type of care setting and are of differing levels of seriousness. The top three incidents in the three main care settings where incidents are reported are:

Care Homes:

- Physical incidents between residents – 37.9%
- Neglect by care staff – 29.6%
- Medication errors by care staff – 14.4%

Home Care:

- Neglect by care staff – 36.6%
- Financial abuse (e.g. theft) by care staff – 30.5%
- Medication errors by care staff – 23.2%

Supported Living:

- Physical incidents between tenants – 38.7%
- Medication errors by care staff – 20.0%
- Neglect by care staff – 13.3%

Each Quality Monitoring Officer in the ASC QA team has a portfolio of around 50 care providers covering all care types, so has to be skilled at dealing with the diversity and complexity of these safeguardings.

Provider Assessment and Market Management Solution (PAMMS)

The PAMMS inspection tool has been developed and adopted in the East of England and is now being purchased by local authorities across England. Norfolk initially focussed on inspecting care homes and has now moved into other care areas including home care and supported living. A PAMMS inspection is similar to a CQC inspection but it is carried out by the Council's ASC QA Team. Providers are inspected and rated in the following domains:

1. Involvement and Information
2. Personalised Care and Support
3. Safeguarding and Safety

4. Suitability of Staffing
5. Quality of Management

The provider is given an overall rating based on the ratings of the domains. The ratings for all domains and overall are:

- Outstanding
- Good
- Requires improvement
- Poor

Providers are selected for PAMMS inspection if they pose concerns to the ASC QA Team, primarily:

1. The provider has a current 'requires improvement' or 'inadequate' overall CQC Inspection rating, and/or
2. QA have concerns around the home resulting from intelligence received, safeguarding levels or from a non-PAMMS related QA visit

Providers receiving a PAMMS overall inspection rating of 'requires improvement' or 'poor' are required to agree an action plan with the ASC QA Team for improvement. The team monitors adherence to the action plan. The provider then receives another PAMMS inspection at around six months where improvement is expected. The Council has the option to impose sanctions such as placement restrictions in the event of no improvement.

As at 21/08/2020:

- 113 PAMMS assessment have been undertaken on 96 providers of concern, the overall ratings were:
 - Good 22 (19.5%)
 - Requires Improvement 55 (48.7%)
 - Poor 36 (31.9%)
- 17 providers have had a second inspection

Improvement Table - Improvement Between First and Most Recent PAMMS Assessment (to 21/08/2020)

Change between Inspections	Number of Providers Re-inspected	%
1.Improvement in Rating	7	41.2%
2.Same Rating	8	47.1%
3.Dcline in Rating	2	11.8%
Total	17	

The improvements in ratings demonstrates the value of the PAMMS approach to inspecting providers of concern, with the improvements made by care providers anticipated to be reflected in their next CQC inspection. CQC have a high regard for PAMMS assessments and are sent

each one once completed. CQC use the most recent PAMMS assessment as background for their inspections of care providers.

The size of the ASC QA Team has been increased in 2020 to facilitate a more comprehensive inspection capability to address the quality issues in the Norfolk care market that are most clearly demonstrated by CQC ratings. Unfortunately, C19 restrictions are preventing PAMMS inspections from being undertaken currently, with remote options being explored and tested.

Provider Loss

While Norfolk has a general issue with provider loss and provider failure, this is most acute in care homes, as demonstrated by the tables below.

1.Closures - All Home Types

Financial Year	Provider Type	Number of Closures	Number of Beds Lost
17-18	Nursing	1	46
	Residential	9	184
17-18 Total		10	230
18-19	Nursing	3	61
	Residential	10	113
18-19 Total		13	174
19-20	Residential	8	173
19-20 Total		8	173
20-21 To End Jul	Residential	4	63
20-21 To End Jul Total		4	63
Total		35	640

The issue is most serious in older peoples care homes, where 529 of the 640 beds above were lost. The number of new homes opening is nominal and does not replace the above beds lost. Most new homes are small and cater for working age adults residents (learning disabilities, mental health and physical disabilities).

There is a “flip side” to the above figures. Increasingly care homes that close have had an inadequate CQC rating at their closure date, sometimes for some time and over successive inspections. This issue is most prevalent in the older people’s care market, as demonstrated in the table below.

Closures by CQC Rating at Closure - Older Peoples Care Homes

Financial Year	Provider Type	CQC Rating at Closure					Total	% Inadequate
		Inadequate	Requires improvement	Good	Outstanding	Not Rated		
17-18 Total	Care Home	4	1	1	0	0	6	66.7%
18-19 Total	Care Home	4	1	1	0	1	7	57.1%
19-20 Total	Care Home	5	1	0	0	0	6	83.3%
20-21 To End Jul Total	Care Home	2	0	0	0	0	2	100.0%
Total		15	3	2	0	1	21	71.4%

Inadequate homes have the following characteristics that mean a balanced view of this “loss of provision” needs to be taken:

- Are of low quality and are unsafe
- The Council cannot make placements in them due to placement restrictions
- Often have very low occupancy levels in the run up to their closure

Workforce Pressures

Recruitment, Retention and Profile of the Workforce

A job in the care market needs to be appealing and held in high regard by society. Key to a properly functioning, high quality and sustainable adult social care market is a workforce that is well trained, professional, caring, appropriately paid with progression opportunities and with satisfaction with both their jobs and employers. The latter point is telling, as many carers who leave caring roles move to different care jobs, indicating greater satisfaction with the caring role than their employer. Where these positive factors do not fully exist this is manifested in high turnover of staff. The composition of care workers can provide sustainability issues in the care market, especially if a high percentage of workers are reaching retirement age and the profession is not appealing enough to new workers. The tables below from Skills for Care provide a concerning picture of the workforce in adult social care in Norfolk in 2020.

Annual Turnover Rates of Care Staff

Region	Local authority	Turnover rate
Eastern	Thurrock	50%
	Hertfordshire	49%
	Cambridgeshire	46%
	Peterborough	45%
	Southend on Sea	42%
	Suffolk	41%
	Norfolk	38%
	Central Bedfordshire	38%
	Essex	37%
	Bedford	35%
	Luton	29%

Annual turnover rates of direct care workers are at concerning levels, though not as high as in some other East of England authorities

Region	Local authority	Turnover rate
Eastern	Southend on Sea	61%
	Cambridgeshire	49%
	Peterborough	37%
	Norfolk	37%
	Luton	34%
	Suffolk	31%
	Bedford	29%
	Essex	28%
	Hertfordshire	25%
	Central Bedfordshire	20%

Turnover rates of registered nurses are at concerning levels, and higher than many other East of England authorities, but not as high as others

Region	Local authority	Turnover rate
Eastern	Cambridgeshire	22%
	Hertfordshire	18%
	Norfolk	18%
	Suffolk	17%
	Essex	17%
	Peterborough	16%
	Central Bedfordshire	16%
	Southend on Sea	15%
	Bedford	13%
	Luton	11%
	Thurrock	9%

Turnover rates of managers appear comparable with levels in East of England generally, but are still high. The loss of a registered manager at a care provider can cause significant disruption that can lead to decline in standards of care and safety

Demographics of Direct Care Workers

Percentage of workers that are...

Region	Local authority	Aged 55 and over
Eastern	Southend on Sea	25%
	Cambridgeshire	25%
	Hertfordshire	24%
	Norfolk	23%
	Central Bedfordshire	23%
	Essex	23%
	Bedford	22%
	Thurrock	21%
	Suffolk	21%
	Peterborough	20%
	Luton	19%

Norfolk has a high percentage of direct care workers who are aged 55 or over, with the likelihood of the care industry losing these workers in the next 5-10 years

Percentage of workers that are...

Region	Local authority	Female
Eastern	Thurrock	88%
	Luton	86%
	Hertfordshire	85%
	Norfolk	85%
	Southend on Sea	85%
	Essex	84%
	Central Bedfordshire	84%
	Suffolk	84%
	Bedford	83%
	Cambridgeshire	82%
	Peterborough	82%

Norfolk, like the rest of the East of England, has a high percentage of direct care workers who are female. Females can be more likely to take up informal caring roles for family members and leave the care profession. A high percentage of female care staff can also generate shortages in care environments when “male only carers” are required

Percentage of workers that are...

Region	Local authority	EU nationality
Eastern	Peterborough	13%
	Bedford	13%
	Hertfordshire	12%
	Central Bedfordshire	12%
	Cambridgeshire	12%
	Norfolk	11%
	Suffolk	10%
	Luton	8%
	Essex	8%
	Thurrock	7%
	Southend on Sea	5%

With 11% of direct care workers from the EU, Norfolk has a degree of expose to the consequences of the UK leaving the EU

Demographics of Registered Nurses in Care Homes

Percentage of workers that are...

Region	Local authority	Aged 55 and over
Eastern	Luton	46%
	Norfolk	39%
	Suffolk	37%
	Essex	35%
	Central Bedfordshire	35%
	Thurrock	29%
	Southend on Sea	29%
	Hertfordshire	28%
	Bedford	27%
	Peterborough	26%
	Cambridgeshire	26%

Norfolk has a high percentage of registered nurses that are aged 55 or over, with the likelihood of the care industry losing these nurses in the next 5-10 years. This percentage is greater than most other East of England authorities

Percentage of workers that are...

Region	Local authority	Female
Eastern	Peterborough	91%
	Southend on Sea	90%
	Suffolk	89%
	Essex	88%
	Hertfordshire	88%
	Thurrock	88%
	Central Bedfordshire	87%
	Norfolk	86%
	Bedford	86%
	Luton	83%
	Cambridgeshire	82%

Norfolk, like the rest of the East of England, has a high percentage of registered nurses who are female. Females can be more likely to take up informal caring roles for family members and leave the care profession

Percentage of workers that are...

Region	Local authority	EU nationality
Eastern	Hertfordshire	35%
	Norfolk	28%
	Central Bedfordshire	28%
	Peterborough	26%
	Cambridgeshire	24%
	Southend on Sea	21%
	Bedford	20%
	Essex	20%
	Thurrock	17%
	Suffolk	12%
	Luton	11%

With 28% of registered nurses from the EU, Norfolk has a high level of exposure to the effects of the UK leaving the EU. This exposure is greater than many other East of England authorities

Cabinet

Item No: 14

Decision making report title:	Limited Company Consents
Date of meeting:	2 November 2020
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 The creation of limited companies owned by the County Council require the consent of the County Council. Limited companies owned by the County Council also require the consent of the County Council before they can make certain decisions including the appointment of directors. Recommendations <ol style="list-style-type: none">1. To approve the formation of a new subsidiary company of Repton Property Developments Limited, St Edmund's Park Estate Management Ltd.2. Once created, approve the appointment of NCC directors to the new company as detailed in Appendix A.	

1. Background and Purpose

- 1.1. The creation of new limited companies requires the consent of the County Council.
- 1.2. Repton Property Developments Limited (Repton), a wholly owned County Council company, requires the setup of an estate management company as part of the development of St Edmund's Park Acle.
- 1.3. The estate management company will be responsible for managing the agreed areas of the development, for example any open space that has not gone to the Local Authority, any private roads, etc in accordance with the Section 106 Agreement and will appoint a managing agent to complete the work.

- 1.4. The company will initially be owned and controlled by Repton. Once all the plots on the development have been sold, the responsibility for the estate management company will be transferred to the residents of St Edmund's Park to own and run (their purchase documents commit them to taking this on) and Repton will step out of the picture.

2. Proposals

2.1. Creation of New Company – St Edmund's Park Estate Management

Repton's Board has approved the creation of the new company. The Executive Director of Finance & Commercial Services has reviewed the requirement and approves of the creation of a separate company.

Appointment of Directors

The Executive Director of Finance and Commercial Services has reviewed the attached list of appointees (in Appendix A) and advises that they are suitable.

As such, Cabinet is asked to approve the creation of St Edmund's Park Estate Management Ltd and the appointment of NCC directors to the new company.

3. Financial Implications

- 3.1. Any costs associated with the setup and running of the management company, until transferred to the owners, have been included in the St Edmund's Park Business Plan and will not incur a cost 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

7. Select Committee comments

7.1. N/a

8. Recommendations

- 8.1.
1. To approve the formation of a new subsidiary company of Repton Property Developments Limited, St Edmund's Park Estate Management Ltd.
 2. Once created, approve the appointment of NCC directors to the new company 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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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	Proposed Directors
St Edmund's Park Estate Management Ltd	Harvey Bullen
	Al Collier