

Cabinet

Date: **Monday 8 November 2021**

Time: **10 am**

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

Membership

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

Advice for members of the public:

This meeting will be held in public and in person.

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

https://www.youtube.com/channel/UCdyUrFjYNPfPq5psa-LFIJA/videos?view=2&live_view=502

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

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

A g e n d a

1 To receive any apologies.

2 Minutes

Page 5

To confirm the minutes from the Cabinet Meeting held on Monday 4 October 2021

3 Members to Declare any Interests

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

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

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

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

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

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

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

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

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

6 Public Question Time

Fifteen minutes for questions from members of the public of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by 5pm on Wednesday 3 November 2021. For guidance on submitting a public question, view the Constitution at <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee>.

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

7 Local Member Issues/Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given. Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by 5pm on Wednesday 3 November 2021.

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| 8 Better Together, for Norfolk 2021-2025 | Page 29 |
| Report by the Executive Director of Transformation and Strategy | |
| 9 Natural Norfolk: Progress on delivering the Environmental Policy | Page 47 |
| Report by the Executive Director of Community and Environmental Services and Finance and Commercial Services | |
| 10 Schools' Capital Programme | Page 83 |
| Report by the Executive Director of Children's Services | |
| 11 Norfolk Safeguarding Children Partnership Annual Report 2020-21 | Page 94 |
| Report by the Executive Director of Children's Services | |
| 12 Norfolk Safeguarding Annual Report for 2020-21 - Safeguarding adults during a global pandemic | Page 117 |
| Report by the Executive Director of Adult Social Care | |
| 13 Integrated Community Equipment Service (ICES) | Page 154 |
| Report by the Executive Director of Adult Social Care | |
| 14 Limited Company Consents | Page 160 |
| Report by the Executive Director of Finance and Commercial Services | |

- 15 Business Rates Pool – Annual Report 2020-21 and Pooling Decision 2022-23** Page 164
Report by the Executive Director of Finance and Commercial Services
- 16 Finance Monitoring Report 2021-22 P6: September 2021** Page 178
Report by the Executive Director of Finance and Commercial Services
- 17 Strategic and Financial Planning 2022-23** *To Follow*
Report by the Executive Director of Finance and Commercial Services
- 18 Reports of the Cabinet Member Delegated Decisions made since the last Cabinet meeting:**
To note the delegated decisions made since the last Cabinet meeting.

Decision by the Cabinet Member for Environment and Waste

- [Norfolk Local Access Forum appointments](#)
- [Annual Local Levy Setting for the Regional Flood and Coastal Committees](#)

Decision by the Cabinet Member for Highways, Infrastructure and Transport

- [Norfolk County Council – Hethersett \(various roads\), 20mph zones](#)
- [Norwich Western Link Pre-application Consultation Plan Approval](#)
- [Brundall Primary School - New Waiting Restrictions](#)

Decision by the Cabinet Member for Children’s Services

- [Childcare Sufficiency Assessment 2021](#)

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Date Agenda Published: 29 October 2021



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Cabinet
Minutes of the Meeting held on Monday 4 October 2021
in the Council Chamber, County Hall, at 10am

Present:

Cllr Andrew Proctor	Chairman. Leader & Cabinet Member for Strategy & Governance.
Cllr Graham Plant	Vice-Chairman and Cabinet Member for Growing the Economy.
Cllr Bill Borrett	Cabinet Member for Adult Social Care, Public Health & Prevention.
Cllr Margaret Dewsbury	Cabinet Member for Communities & Partnerships.
Cllr Tom FitzPatrick	Cabinet Member for Innovation, Transformation & Performance.
Cllr Andy Grant	Cabinet Member for Environment and 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.

Executive Directors Present:

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

Cabinet Members and Executive Directors formally introduced themselves.

1 Apologies for Absence

- 1.1 Apologies were received from Cllr John Fisher, the Cabinet Member for Children's Services and Cllr Daniel Elmer, the Deputy Cabinet Member for Children's Services.

2 Minutes from the meeting held on Monday 6 September 2021.

- 2.1 Cabinet agreed the minutes of the meeting held on Monday 6 September 2021 as an accurate record of the meeting.

3 Declaration of Interests

- 3.1 The Cabinet Member for Highways, Infrastructure and Transport declared an interest related to item 8 as he was Chairman of Norfolk Windmills Trust.

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

4.1 No matters were referred to Cabinet.

5 Items of Urgent Business

5.1 The Chairman made an announcement about the Norfolk Social Infrastructure Fund:

- This was the second year of the annual £1m fund available for voluntary and community groups to apply for, to support capital projects and improvements to facilities
- Successful projects needed to contribute to the Council's Together for Norfolk priorities and help strengthen communities particularly in relation to impacts of the Covid-19 pandemic.
- In 2020-21, the fund had helped 10 projects across the County, including an interactive science hub in Thetford and the Norwich City NEST project.
- This year, 2021-22, recognising that small projects could make a big difference, the scheme had been widened to include smaller projects. As such, £250,000 of the funding had been available for grants of between £5,000 and £50,000 and £750,000 had been available for grants of between £50,000 and £750,000.
- A total of £4.8m had been requested across a range of different projects.
- The decisions on who to award funding to had been made and successful projects would be contacted later that week
- Funding would support vulnerable people and communities, increase independence through training and routes into employment and allow communities to come together and enjoy activities and improved facilities

6 Public Question Time

6.1 No public questions were received.

7 Local Member Questions/Issues

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

7.2.1 Cllr Brenda Jones asked a supplementary question:

- What consultation with families and carers has there been about the commitment for minimal reliance on independent hospital provision? If private hospitals are to be used less, where will people who need care and protection of the mental health act go?

7.2.2 The Cabinet Member for Adult Social Care, Public Health and Prevention replied that private hospitals were an NHS matter. The Council liaised closely with the Clinical Commissioning Group and if they required any help from the Council in shaping their policy and with consultation, the Council would support this.

8. Crowdfund Norfolk

8.1.1 Cabinet received the report outlining the proposal for Growth and Development to

launch a crowdfunding platform.

8.1.2 The Vice-Chairman introduced the report to Cabinet:

- This report introduced the launch of Crowdfund Norfolk, a new funding mechanism which would bring together individual and Norfolk County Council funding to support community-led projects which matched Norfolk County Council objectives
- Paragraph 2.1 of the report discussed the first phase of funding where donations would be raised; this funding would be matched by the Council.
- Successful projects would be required to crowdfund at least 50% of the total project fund.
- The Evidence and Reasons for the decision were set out in paragraph 4 of the report. Data indicated that a return on the investment from the Council would be between 200 and 800% with an average of 300% showing that this would provide both benefits for the Council as well as communities.

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

- This scheme followed a similar approach to the parish partnership fund and once established would be able to support a variety of groups with projects.
- This approach was shown to be working well in other counties and it would be interesting to see how it developed as an opportunity to provide funding for local groups.

8.2 The Cabinet Member for Adult Social Care, Public Health and Prevention spoke in support of the proposals set out in the report which provided an opportunity for integration with public need and responding to grass roots desires and projects. The people of Norfolk were innovative and keen to develop their communities, and this would support this.

8.3 The Chairman agreed that this project was similar to the parish partnership scheme and was also similar to the social infrastructure fund.

8.4 Cabinet **RESOLVED**

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

8.5 **Evidence and reasons for Decision**

There is clear evidence of demand for crowdfunding in Norfolk: data provided by Crowdfunder.co.uk indicates that in 2019-2020, the platform hosted 168 Norfolk-based projects that raised £378,000 in donations. However, while there is clear appetite for the platform, Norfolk does not currently have a local authority offering a crowdfunding platform with the opportunity for match funding. We can use our profile and communications presence as well as our elected members' own contacts, to drive awareness of Crowdfund Norfolk and the funding available. Crowdfund Norfolk will provide a new platform to enable NCC to leverage community funds to meet our priorities and support eligible projects to access our funding.

Data from existing platforms demonstrates we can expect a return on investment of between 200 – 800%, with an average of 300%. These estimates are based on similar local authority schemes already in operation. One particularly impressive example is a UK-based City Council. They pledged £38,230 to projects across a 6-month period. This leveraged £50,586 worth of funding from Crowdfunder.co.uk partners and £239,636 in donations from the general public. This City Council therefore managed to support £321,452 worth of project by pledging £38,230.

8.6 Alternative Options

Do nothing: the opportunity to engage with the community and leverage alternative funding for projects meeting NCC priorities would be lost.

Set up a new bespoke platform specifically for Norfolk County

Council: In this scenario we would miss out on the established brand awareness of existing third-party providers. Our access to the established community of donors and partners which already operate on the existing providers' platforms would be limited and we would therefore reduce the amount of funding we can realistically expect to crowdfund.

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

9.1.1 Cabinet received the report outlining the new Strategic Property Asset Management framework required to replace the Asset Management Plan; its adoption would meet the needs and requirements of the County Council by helping to establish the rules, culture, behaviours and key principles for the management and exploitation of the property portfolio.

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

- This framework had been developed to provide direction for the Council's land and property management portfolio, working with partners to focus on inclusive growth and social mobility, encouraging housing infrastructure and jobs, developing the workforce and working to reduce the impact on the environment.
- The framework set out how the Council would manage all its resources including land and property; Norfolk County Council owned and occupied a diverse property portfolio, with property acquired or disposed of based on changing requirements and policies.
- Most land and buildings in the portfolio were operational sites and detailed in the report.
- For capital accounting purposes, the value of the portfolio was £650m including assets under construction and in surplus based on their current use and value for accounting purposes.
- In January 2020, Corporate Select Committee agreed to form a small task and finish Member working group to assist officers in developing the Strategic Property Asset Management Framework; several workshops were held supported by The Chartered Institute of Public Finance and Accountancy (CIPFA) in 2020 to look at best practice and explore themes to include in the framework.
- The framework set out clear priorities to ensure the Council would act as a responsible property owner, landlord and with partners to deliver efficient services.

- The Cabinet Member for Commercial Services and Asset Management moved the recommendations as set out in the report.

9.2 The Cabinet Member for Adult Social Care, Public Health and Prevention highlighted the definition of strategic asset management set out in paragraph 3.4 of the report. He noted that the two joint outcomes of CIPFA could only be achieved if resources were used efficiently and this was demonstrated through this strategy.

9.3 The Cabinet Member for Finance noted that the strategy's aims and objectives covered responsibilities effectively and enforced thinking so that the best possible delivery of services could be provided from the properties in the portfolio, creating a wider opportunity to look at return efficiencies.

9.4 The Chairman noted the single estate approach of the property portfolio which linked to the one public estate programme.

9.5 Cabinet **RESOLVED** to recommend to Full Council the adoption of the Strategic Property Asset Management Framework as detailed in Appendix 1 of the report.

9.6 **Evidence and Reasons for Decision**

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

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

9.7 **Alternative Options**

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

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

10 **Electric Vehicle Strategy**

10.1.1 Cabinet received the report outlining proposals for the Council to adopt a formal process to issue highway licences upon request, giving permission to applicants to place a suitably protected cable across the public footway following an assessment to determine both suitability and need. It is envisaged that this new process would be a temporary solution that would promote earlier uptake of electric vehicles until a time when alternative nearby public electric vehicle charging infrastructure is available.

10.1.2 The Executive Director for Community and Environmental Services noted that this strategy was part of the Council's work on the journey to net zero carbon.

10.1.3 The Cabinet Member for Highways, Infrastructure and Transport introduced the report to Cabinet:

- Switching to electric vehicles was identified in the latest draft Local Transport Plan as one of the most effective policies to reduce carbon emissions from transport; the council could accelerate uptake by supporting greater availability of charging points.
- To assist with delivery and in line with Government initiatives an electric vehicle strategy was being developed by the council, as shown in appendix A of the report, based on a review of the situation in Norfolk. Work had begun to look at how the council could promote more public electric vehicle charging points across Norfolk through a collaborative pilot project with the regional electricity distribution network operator
- A proposal to install on-street charging points in residential streets in Norwich was in the final stages of development. The council would facilitate installation, with Government grant funding subsidising private investment.
- Proposals to enable the council to seek Government grant funding to subsidise the cost of installing charge points through The Local Highway Member Fund would reduce the cost payable from the member fund to 25% to encourage more investment in electric vehicle infrastructure.
- Demand for electric vehicle charging was expected to be higher at home however 25% of vehicles parked on public streets nationally creating a challenge due to lack of on-street charging points on public roads.
- The council, as highway authority, was increasingly receiving requests for advice and permission to place charging cables across public footways between electric vehicles and properties. It was proposed that the council adopt a formal process to grant highway licences for applicants to place suitably protected cable across public footways following assessment of need and suitability. This would be a temporary solution to promote earlier uptake of electric vehicles until other infrastructure was available
- The Cabinet Member for Highways, Infrastructure and Transport moved the recommendations with an amendment to recommendation 2 to add “subject to the legal and safety issues being satisfactorily resolved”.

10.2 The Vice-Chairman pointed out that in residential permit parking areas, some people were unable to park outside their house each day; this was an issue which would need taking into consideration moving forward with highway charging licences.

10.3 The Cabinet Member for Environment and Waste saw Norfolk as a pioneer for electric vehicles, noting that Norfolk County Council was upfront in doing trials, working with electric companies, and working with partners to make progress in this area.

10.4 The Cabinet Member for Finance referred to recommendation 4 that he would like to see the process in place to allow groups to put funded charging points in place as soon as possible, particularly in rural areas.

10.5 The Chairman noted that this was the start of work in this area, with work also being undertaken by the commercial sector.

10.6 Cabinet **RESOLVED** to:

1. Agree the Electric Vehicle strategy provided in Appendix A of the report.
2. Agree to the introduction of a process for eligible residents to apply for a highway licence to place cables across public footways in order to charge

Electric Vehicles on street as detailed in Appendix B of the report subject to the legal safety issues being satisfactorily resolved

3. Agree to proposals to secure funding to enable public Electric Vehicle charge points to be installed on public streets in Norwich.
4. Agree to proposals to alter the process to install Electric Vehicle charge points in community hubs funded via the local highway member fund to help maximise the number of schemes that can be brought forward.

10.7 Evidence and Reasons for Decision

The proposed electric vehicle strategy detailed in appendix a sets out ways that the uptake of electric vehicles can be supported through our role as the local highway authority. It is proposed that this strategy is agreed by the Council in line with our NCC Corporate Environmental Policy.

In line with some of the recommendations in the electric vehicle strategy, further proposals have been developed to:

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

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

10.8 Alternative Options

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

11 Annual Review of Norfolk Adoption Service 2020- 2021

- 11.1.1 Cabinet received the report updating Cabinet Members on the performance of and outcomes achieved by Norfolk's Adoption Service.
- 11.1.2 The Executive Director for Children's Services reported that it was a statutory requirement for Cabinet to consider, endorse and recommend this report to full Council. The adoption service was rated outstanding by Ofsted in 2018 and strived to deliver excellent services.

- 11.1.3 The Chairman introduced the report to Cabinet:
- The Chairman noted the outstanding judgement by Ofsted which was an achievement to be proud of.
 - The service approved prospective adopters, prepared children for adoption, and provided post adoption support, ensuring children were brought up in secure homes.
 - 2020-21 had been a challenging period for the service because of the Covid-19 pandemic
 - Part of the work of the adoption service had been carried out in partnership with Adopt East, with regional sharing of best practice, pooling of resources and development of a strategic approach to commissioning of post adoption support services.
 - Page 98 of the report detailed recruitment approval which had been refreshed to increase and maintain the number of adopters to meet local and national need. The number of approved adopters had decreased to 39 during the year 2020-21 due to a smaller number of suitable applicants although this was now increasing. There was a need to recruit more adopters, especially those looking adopt harder to place children including older children, children from black, minority and ethnic groups and sibling groups. Marketing to recruit adopters had been increased particularly on social media and targeted advertising.
 - There were 52 children with an adoption plan in the reported period; this was a decrease due to fewer children becoming looked after and a decrease in special guardianships.
 - Early permanence, placing children with foster carers who wanted to adopt, allowed children to make attachments and reduced the need to change placements. This was a successful area of work and early permanence placements continued to increase.
 - 57 looked after children were placed with prospective adopters in 2020-21 compared with 53 in 2019-20; 48 children were subject to adoption orders in 2020-21, compared to 63 in 2019-20
 - Adoption support was a successful area of work of the service and was critical to avoiding placement breakdown
 - There was uncertainty around continuation of the adoption support fund; in response the team had upskilled social workers to deliver support if this ceased
 - The Chairman moved the recommendations as set out in the report
- 11.2 The Cabinet Member for Finance congratulated the Executive Director for Children's Services for the quality of the service and noted the success seen in recruitment and enhanced fostering. He noted the slowing of adoption during the pandemic however that the preventative work undertaken by children's services was shown to be working by data presented in the report.
- 11.3 The Cabinet Member for Communities and Partnerships thanked staff for their work supporting children and helping them find permanent families. The Cabinet Member for Innovation, Transformation and Performance also thanked staff for their work.
- 11.4 The Chairman asked The Executive Director for Children's Services to pass on thanks and congratulations from Cabinet Members to staff in the adoption, residential and fostering services.

- 11.5 Cabinet **RESOLVED** to endorse the Statement of Purpose for the Norfolk Adoption Service for year 2020/21 and recommend it to Full Council for adoption as part of the Council's Policy Framework.
- 11.6 **Evidence and Reasons for Decision**
- N/A
- 11.7 **Alternative Options**
- N/A
- 12 Annual Review of Norfolk Fostering Service**
- 12.1.1 Cabinet received the report updating Cabinet Members on the performance of and outcomes achieved by Norfolk Fostering Service.
- 12.1.2 The Executive Director for Children's Services reported that the fostering service annual report was a statutory requirement for Cabinet to consider and recommend to Council. It included information reflecting the work of the fostering service over the past couple of years as part of the transformation agenda and showed strengthening of practice and improvements seen during this time.
- 12.1.3 The Chairman introduced the report to Cabinet:
- 2020-21 had been a challenging year but the service had supported foster carers and placements through the pandemic, improved capacity and quality.
 - The fostering service had grown its cohort of foster carers, with carers continuing to support young people in Norfolk.
 - The report set out key strengths, performance outcomes and challenges looking forward.
 - The enhanced fostering team was now embedded in the fostering service and focussed on matching children from residential placements with families.
 - An increase in inquiries from foster carers from independent agencies had been seen in the reported period.
 - The service required visits to carers to take place within 10 days and a response to enquiries to be made in 24 hrs or 72 hrs if over a weekend. The average amount of time for foster carer households to receive approval was 6 months.
 - The number of foster carers available to foster teenagers was low, so the recruitment strategy would focus on recruiting carers to take children aged 8 plus; the Chairman encouraged anyone interested in fostering children in this age group to apply.
 - The Chairman moved the recommendations as set out in the report.
- 12.2 The Cabinet Member for Adult Social Care, Public Health and Prevention noted the impact of foster parents on the outcomes of vulnerable children as they provided a safe and caring environment for children. He thanked foster carers for their commitment throughout the pandemic and endorsed the Chairman's words encouraging carers willing to foster children aged over 8 to come forward; being a foster carer was a challenging but rewarding and important role.
- 12.3 The Vice-Chairman noted the future challenges for the foster service including recruitment of 54 carers alongside 10 enhanced and new roads foster carers and

increasing diversity in foster carers but felt that, overall, this was a positive report

- 12.4 The Chairman noted the importance of the work to promote recruitment of foster carer recruitment.
- 12.5 Cabinet **RESOLVED** to endorse the Statements of Purpose for Norfolk Fostering Service and recommend it to Full Council for adoption as part of the Council's Policy Framework and to comply with the Care Standards Act 2000 and Fostering Regulations 2011.
- 12.6 **Evidence and Reasons for Decision**
- N/A
- 12.7 **Alternative Options**
- N/A
- 13 Annual Review of NCC Residential Children's Homes**
- 13.1.1 Cabinet received the report providing an update on the performance of and outcomes achieved by Norfolk's Residential Children's Homes Service.
- 13.1.2 The Executive Director for Children's Services reported that Norfolk County Council's in-house residential care provision was high quality with long standing, dedicated and experienced staff. Work had expanded so that staff worked with families and foster carers to allow children to experience family based care. The Executive Director for Children's Services updated Cabinet that the recommendation should state that "the Statements of Purpose and Functions be recommended to Council" **The Monitoring Officer clarified after the meeting that these do not need to be recommended to Full Council.*
- 13.1.3 The Chairman introduced the report to Cabinet:
- The New Roads Service had been launched, with hubs in Dereham and Norwich and a new children with disabilities residential provision had recently received Ofsted approval.
 - Four homes had been renovated and there were plans to renovate others
 - The needs of families and children had changed and therefore the market needed to change in response.
 - The New Roads Service was a newly launched service for children to get help through an integrated team. £5m funding had been received from the Department for Education to embed this service.
 - The majority of new placements were now in-house. The enhanced fostering service was aiming to reduce reliance on agency care and keep children in Norfolk.
 - Skilled and committed staff and tailored support were important to support children. The cost of a placement in an in-house residential home was £3000 per week compared to £4000 per week, showing that, as well as providing benefits to children, in-house placements also provided a financial advantage to the Council.
 - The Chairman moved the recommendations as discussed. **The Monitoring Officer clarified after the meeting that the report did not need to be recommended to Full Council.*

- 13.2 The Cabinet Member for Finance agreed that a continued effort should be made to place as many children in Norfolk as possible.
- 13.3 The Cabinet Member for Innovation, Transformation and Performance felt that the money spent on refurbishing residential homes was positive, and ensuring children were housed in Norfolk was important to ensure children remained near their families.
- 13.4 The Cabinet Member for Environment and Waste felt it was important to be proud of the county's care homes and invest in them and experienced staff.
- 13.5 The Chairman asked the Executive Director for Children's Services to take the positive comments back made by Cabinet Members to staff in the adoption, fostering and residential home services.
- 13.6 Cabinet **RESOLVED** to note and approve this annual report.

**The Monitoring Officer clarified after the meeting that this report does not need to be recommended to Full Council.*

13.7 **Evidence and Reasons for Decision**

See report

13.8 **Alternative Options**

N/A

14 Modern Slavery Statement

- 14.1.1 Cabinet received the report setting out how the council supports the Modern Slavery Act 2015 and otherwise mitigates modern slavery risks.

The Chairman introduced the report to Cabinet

- The Government had made its intention clear to require Local Authorities to adopt a Modern Slavery Statement, but in the meantime the Council had set out how it supported the Modern Slavery Act 2015 and mitigated the risks of modern slavery.
- The County Council had recognised the risks of all forms of modern slavery and committed to identifying and disrupting it using statutory powers, roles as a public procurer, in partnership with the police, NHS and other organisations and through awareness raising
- The council would take a zero-tolerance approach to modern slavery and act in transparency in all its business dealings
- Appendix A of the report showed the steps taken to ensure there was no slavery or trafficking in the Council's business dealings or partners it worked with and plans for improvement. This document would be reviewed annually to ensure it was fit for purpose
- The statement focussed on high-risk areas, procurement and staff training to identify the correct approach
- The council was compliant with the Modern Slavery act 2015.
- Planned actions for 2021-22 included an audit of supply chain compliance,

promoting the slavery act statement to staff and providers, training, reviewing related policies, registering the statement when required by Government, and requiring Executive Directors to confirm the policies are complied with to support the annual governance statements.

- The Chairman moved the recommendations as set out in the report.

14.2 The Cabinet Member for Finance discussed that modern slavery was a danger to the most vulnerable in society, and highlighted paragraph 3.6 of the equality impact assessment which showed the most likely sectors to see modern slavery. These included farming and construction, which were key employment areas in Norfolk. He hoped that the statement would be backed up with the vigilance of people in Norfolk and Government empowering the Council to deal with the issue.

14.3 Cabinet **RESOLVED** to agree:

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

14.4 **Evidence and Reasons for Decision**

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

14.5 **Alternative Options**

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

15 **Norfolk County Community Safety Partnership – Safer Norfolk Plan 2021-2024**

15.1.1 Cabinet received the report setting out the Norfolk County Community Safety Partnership, a partnership plan between the Community Safety Partnership and statutory partners, Police, Fire, Probation, Clinical Commissioning Groups, District Councils and County Councils. The plan brought together an evidence led and locality focussed Norfolk-wide approach to deliver a strategic approach to Norfolk-wide concerns, such as County Lines and domestic violence, ensuring a local, nuanced approach when required in areas of concentration or concern.

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

- A memorandum of understanding was in place between the Council and partners to create the community safety team to ensure resilient communities and tackle crime
- The Safer Norfolk plan enabled partners to support and protect local people to work together and to avoid duplication and share knowledge
- The Cabinet Member for Communities and Partnerships moved the recommendations as set out in the report

- 15.2 The Cabinet Member for Adult Social Care, Public Health and Prevention noted that the plan had been presented to other groups and partners before being brought to Cabinet. This was an important plan for the council to adopt, enabling work in partnership with other authorities.
- 15.3 The Cabinet Member for Environment and Waste noted the positive work of the early help hub in his district which had been successful due to joint working between partnership agencies. The plan would work due to partnership working bringing about change.
- 15.4 The Chairman drew attention to the priorities of the plan set out on page 233 of the report and the fact that this plan had been subject to consultation.
- 15.5 The Vice-Chairman noted the narrative in paragraph 2.1.2 of the Plan, which discussed the challenging period for delivery following Brexit, recognising that partners were working together to ensure good outcomes.
- 15.6 Cabinet **RESOLVED** to agree Norfolk County Council's support for the endorsement of the Safer Norfolk Plan 2021-2024 and its community approach to community safety.

15.7 **Evidence and Reasons for Decision**

The Safer Norfolk Plan 2021-2024 requires Cabinet approval given the requirements to work with NCCSP (Norfolk County Community Safety Partnership).

15.8 **Alternative Options**

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

16 Notifications of Exemptions Under Contract Standing Orders

- 16.1 Cabinet received the report setting out exemptions to standing orders granted for the award of contracts valued in excess of £250,000 and purchases up to 10 September 2021.
- 16.2 The Cabinet Member for Finance moved the recommendation as set out in the report.
- 16.3 Cabinet **RESOLVED**, as required by paragraph 10.b of Contract Standing Orders, to note the exemptions over £250,000 that have been granted under paragraph 10.a.ii of those orders by the Director of Procurement and Director of Governance in consultation with the Leader of the Council.

16.4 **Evidence and Reasons for Decision:**

N/A

16.5 **Alternative Options**

N/A

17 Finance Monitoring Report 2021-22 P5: August 2021

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

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

- At the end of August 2021, taking into account the bringing forward of £19.274 million against ongoing Covid pressures, the Council remained confident in forecasting a balanced position for the end of the financial year.
- The Cabinet Member for Finance noted the latest forecast increase in the Dedicated Schools Grant Reserve to £49.9 million due to the forecast overspend in the High Needs Block. Although this was not currently impacting the balance sheet of Local Authorities, it was one of a number of key reforms where the Council sought urgent Government action to resolve increasing deficits in this area.
- The Cabinet Member for Finance highlighted Table 5 in the report, showing a reduction of £2 million in the amount of savings deemed deliverable by the Executive Director for Adult Social Services. This was due to the high demand for short term residential care following hospital discharge while pandemic pressure persisted. The Council provided a significant increase to departmental reserves to cover this type of risk.
- There were 8 recommendations set out in the report and the Cabinet Member for Finance gave detail on some of these:
 - Recommendation 1 asked for an addition of nearly £4 million to the capital programme funded by the Department for Digital, Culture, Media and Sport, to fund the Council's ongoing Local Fibre Network programme.
 - Recommendation 7 noted that a 95% not 100% savings delivery was now being forecast for the reasons and mitigations already stated.
 - Recommendation 4 suggested that Cabinet agree in principal to submit a request to form a Business Rates Pool for Norfolk with District Councils. This was generally a positive initiative, providing readily accessible funds to boost economic growth across the County. It was decided in 2021/22 not to proceed given the uncertainty of the impact of the pandemic on business rates income. Subject to firmer confirmation of District Council forecasts, and willingness of District Councils to participate, a final decision would be made prior to the deadline in January 2022. This decision would be delegated to the Leader in consultation with the Executive Director of Finance and the Cabinet Member for Finance.
- A key part of the Budget Planning Process was to consult the people of Norfolk on any savings that would mean a change to the nature of their services and on the level of Council Tax. In light of the timing of the 2021 Spending Review, due on 27 October alongside the Autumn Budget, there was currently too much ambiguity, too many variables to consider, and not enough clarity around social care reforms to make a sensible case for the level of Council Tax in the 2022/23 financial year.
- At the Spending Review, the Government would provide clarity and there would be a major opportunity to definitively address the critical, long standing funding issues facing Local Government in order to set local

authorities on a stable long-term financial foundation by providing the resources to deliver a multi-year local government finance settlement, whilst increasing the envelope of funding for local authorities.

- The report highlighted the following key areas of immediate concern:
 - A multiyear local government finance settlement;
 - An overall increase in the level of funding for local authorities;
 - Historic Rural/metropolitan funding gap issues to be addressed;
 - All unfunded new and existing burdens to be provided for;
 - A meaningful immediate reform of Adult Social Care funding for Local Authorities;
 - A resolution to the High Needs Block funding deficit;
 - The adequate funding of Public Health locally;
- Answers to these questions would enable the Council to consult on the level of any Council Tax increase, which was set for policy development purposes at 1.99% General Council Tax increase plus a 1% Adult Social Care precept. The level and nature of any savings would be predicated on the level and nature of short and long term Government support.
- The speed with which the Council could roll out our preventative programmes in Adults and Childrens' services; or the development of our Active Travel programme in conjunction with a strong integrated Public Health message; or the scale of our Mainstream economic post-covid recovery programme, or improving the quality of employment and delivering the strong infrastructure that supports it; or the speed and quantum with which we can move forward with flooding and coastline management or environmental programmes, such as our Protected Landscapes initiatives; were all contingent on adequately funding local government to do its job.
- In the longer term, we are lobbying that Government should:
 - Provide sustainable and fair funding, including updating the relative needs formula and addressing historic funding gaps.
 - Adequately fund Local Government to enable us to support the achievement of national carbon reduction aims.
 - Take forward council tax reform to address inequalities.
 - Deliver business rates reform.
- Local government was uniquely placed to support people to thrive and make a major contribution to the Government's "levelling up" agenda. Evidence suggested that past investments in prevention have had a significant long-term social return on investment. Therefore, by adequately funding local authorities, Government could support people in all areas of the country to live healthier, independent lives for longer while saving money in the future

17.2 The Cabinet Member for Innovation, Transformation and Performance noted that Full Fibre for Norfolk was one of the best run of these types of programmes in the UK. Norfolk had worked in collaboration with internet providers with positive outcomes, achieving 96% uptake of high-speed broadband. 13.7% of the income was given back to the County in rebates when uptake exceeded targets.

17.3 The Chairman noted that funding for local government was a national issue; long-term funding was required for the Council to deliver services. The recent social care funding announcement was a partial fix with initial funding going to the NHS. The Chairman therefore supported work done by the Local Government Association and County Council Network in lobbying the Government in this area. Consistently raising Council Tax was not an acceptable solution for the Council or for residents.

17.4 Cabinet **RESOLVED:**

1. To recommend to County Council the addition of £3.952m to the capital programme to address the capital funding requirements as set out in detail in Capital Appendix 3, paragraph 4.2 in the report, as follows;
 - £3.952m for the 2021-22 Local Full Fibre Network funded by the Department for Culture, Media and Sport (DCMS)
2. Subject to County Council approval of recommendation 1 above, to delegate:
 - 2.1) To the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any) and the award criteria; to shortlist bidders; to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme); to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary;
 - 2.2) To the Director of Property authority (notwithstanding the limits set out at 5.13.6 and 5.13.7 of Financial Regulations) to negotiate or tender for or otherwise acquire the required land to deliver the schemes (including temporary land required for delivery of the works) and to dispose of land so acquired that is no longer required upon completion of the scheme;
 - 2.3) To each responsible chief officer authority to:
 - (in the case of two-stage design and build contracts) agree the price for the works upon completion of the design stage and direct that the works proceed; or alternatively direct that the works be recompeted
 - approve purchase orders, employer's instructions, compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope
 - subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme or programme budget.
 - That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.
3. To note the update on the budget setting process for 2022-23 as set out in Appendix 4 of the report
4. To agree in principle to submit a request to form a Business Rates Pool with Norfolk District Councils for 2022-23 as set out in Appendix 4 section 2.3 in the report, and delegate a final decision on pooling for 2022-23 to

the Leader in consultation with the Executive Director of Finance and Commercial Services.

5. To note the period 5 general fund forecast revenue **balanced position**, noting also that Executive Directors will continue to take measures to reduce or eliminate potential over-spends where these occur within services;
6. To note the COVID-19 funding available of **£72.466m**, including £19.274m brought forward from 2020-21;
7. To note the period 5 forecast 95% savings delivery in 2021-22, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
8. To note the forecast General Balances as at 31 March 2022 of **£23.763m**.
9. To note the expenditure and funding of the revised current and future 2021-25 capital programmes, including the update from the Better Broadband project in Appendix 3, section 1.11 in the report; highlighting the receipt of rebates to date which will effectively remove the need for the £11m external borrowing earmarked to fund this project. Next month's report will reflect this reduction in external borrowing requirement in Appendix 3 of the report.

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

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

The meeting ended at 11.27

The Chairman

**Cabinet
4 October 2021
Local Member Questions**

Agenda item 7	Local Member Issues/Questions
7.1	<p>Question from Cllr Paul Neale National Highway's figures show the three A47 schemes around Norwich would release a combined total of 140,000 tonnes of CO2 from construction before 2025. If built, they would then release around 12,500 tonnes of CO2 each year in addition to Norfolk's already increasing transport emissions. This is before other schemes such as the Norwich Western link. Why is the Council only making minor changes to the Local Transport Plan (LTP4), rushing it back to November Full Council, and not revising the Strategic Environmental Assessment to assess the cumulative carbon impacts of these schemes which lie in the plan's period.</p> <p>Response from the Cabinet Member for Environment and Waste / Highways, Infrastructure and Transport NCC considers that cumulative impact has been reasonably and proportionately addressed in the development, assessment and appraisal of the LTP, but does not recognise the figures to which you refer. The county council is now taking into consideration government guidance published during LTP4 adoption process and is allowing sufficient time to enable it to do this prior to bringing forward the LTP for adoption.</p> <p>Supplementary Question from Cllr Paul Neale The United Nations advises a 45% carbon emissions cut this decade, the UK has committed to a 68% emissions reduction by 2030 under the Paris Agreement, and hosting COP 26 this month. With the Transport Decarbonisation Plan mandating local transport carbon targets, will the Leader suspend the "Just Dual It//Just Fund It" campaign and review whether supporting the A47 schemes in consistent with local and national policy, and international efforts to tackle climate change?</p> <p>Response from the Cabinet Member for Environment and Waste / Highways, Infrastructure and Transport There is an overwhelming case for A47 improvements. The A47 does not perform its role as the strategic road into the county in its current state. Dualling the road would spread prosperity throughout the region by ensuring that vital journeys are quicker and more reliable, reducing uncertainty and costs to businesses. Investment would help unlock much needed housing and jobs growth including investment into the nationally important energy sector sited off the eastern energy coast. Dualling would help level-up and tackle deprivation felt in communities by building back better following the disproportionate impacts of Covid-19 on tourism and hospitality in the region. Moreover, dualling would make the road safer and reduce impacts on communities through which the unimproved stretches pass.</p> <p>Bringing forward improvement schemes will also enable much-needed measures to enhance travel choice through multi-modal solutions (such as active travel and public transport) to ensure that building back better addresses the range of challenges faced.</p>

7.2	<p>Question from Cllr Maxine Webb Can the Cabinet Member for Adult Social Care, Public Health and Prevention confirm how many adults have had their respite cancelled in the last six months?</p> <p>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention Thank you for your question.</p> <p>All respite services for people with learning disabilities have now reopened as a result of the success of the wider vaccination programme, as you will be aware they are provided by a number of different organisations. Adult Social Services has asked learning disability respite providers to collate information about cancelled stays but the results are not in yet.</p> <p>For older people and people with physical disabilities, when we paused planned respite as a result of lockdown originally from April 2020, we cancelled all planned bookings. This affected around 9 clients. All clients were contacted directly by NCC to explain the situation and ensure there was no risk of carer breakdown/safeguarding issues and suitable provision would have been arranged should these needs have been identified. Planned respite was reinstated from late May 2021 on a phased and limited approach, with the dedicated planned respite beds made fully available from July 21st 2021. As the planned respite offer has only recently been made fully available, we would expect the number of cancelled bookings to be very low (or nil).</p> <p>Supplementary question from Cllr Maxine Webb How many adults have not had their respite or day care reinstated since the easing of lockdown restrictions on 19th July 2021?</p> <p>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention Thank you for your question.</p> <p>All residential respite services for people with Learning Difficulties have now reopened. There is nobody unable to attend because day care services are closed, but there are 383 less people using the service and there are several reasons why the figure is lower. There are people who are choosing not to attend because they are clinically extremely vulnerable and many people have chosen to have their needs met in other ways through direct payments. Transport is currently also a limiting factor because of the risk of infection.</p> <p>For older people and people with physical disabilities we know of nine people who have been affected by their day centres not re-opening. These people are being supported to ensure their needs continue to be met. The dedicated planned respite beds were made fully available for older people and people with physical disabilities from July 21 2021, with 11 beds that could be accessed for this purpose. These can be booked to support any planned respite required.</p>
7.3	<p>Question from Cllr Alison Birmingham Can the Cabinet Member for Adults Social Care, Public Health and Prevention confirm what information and guidance has been produced for people who employ</p>

	<p>Personal Assistants to help them understand their rights as employers when considering testing regimes, PPE and vaccination statuses for their employees?</p> <p>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention Thank you for your question.</p> <p>As you would expect, regular communications have continued to be issued to all adults and parents/carers of individuals receiving a direct payment (DP) in Norfolk. Currently twelve separate communications (letter, email and telephone call) have been shared since April 2020. They were issued directly to all adults and parents/carer of individuals, shared on NCC Direct Payments Facebook page and are available on the NCC website - Direct Payment: Coronavirus updates and advice - Norfolk County Council.</p> <p>The communications have included FAQs, weblinks to NHS England and Gov.uk guidance, and contact details for the local Direct Payments Support Service. Information and guidance provided has been across a range of topics, including:</p> <p>Legal employment law changes for employers, including rates of pay, contracts, holiday Accessing Covid-19 tests, including information on how to access test kits and when to test Accessing Flu injections Co-ordinated support with NCC Covid-19 response team to book vaccination appointments for all DP personal assistants PA's sick pay and paid leave Guidance around shielding and self-isolating How to access PPE for PAs/carers – with a dedicated email mailbox to request delivery of PPE Letters for PAs to evidence that they are key workers to support priority access to shops and fuel</p>
7.4	<p>Question from Cllr Terry Jermy The Cabinet Member for Adult Social Care, Public Health and Prevention advised Council on 27th September that he thought “there might be around a few hundred people who haven't had their vaccinations in time” in response to my question about the vaccination deadline and the impact on social care staffing levels. As a lead commissioner of social care in Norfolk I assume data on known issues is collected to prepare contingency plans to mitigate risks. Can he therefore confirm how many social care staff in Norfolk have missed the vaccination deadline?</p> <p>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention Thank you for your question.</p> <p>Data is collected from care providers through the National Capacity Tracker, this provides us with a daily view of the vaccination progress across Norfolk care homes. The latest position is that 96% of staff have received at least one vaccination and 90% are fully vaccinated. This is across a workforce of 11,000 staff in care homes in Norfolk giving the figure that 450 staff remain to have their</p>

	<p>first vaccination, however this will include people who are medically exempt. We want people who work in the sector to be vaccinated and clearly are continuing to work with providers and health colleagues to support as many people as possible to receive the vaccination. Vaccination rates continue to increase day by day, however, we know that some people will choose to leave the care home sector when the deadline is reached on 11th November 2021. (The government has issued a temporary self-certification process for medical exemptions, which will be in place until 12 weeks after the launch of the NHS COVID Pass system).</p> <p>Supplementary Question from Cllr Terry Jermy What is the anticipated impact this will have on care provision and the mitigating actions that are being taken?</p> <p>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention As you are aware care homes are private businesses, there are 342 registered in Norfolk. 102 homes have 100% of their workforce fully vaccinated. A further 168 care homes have between 90-99% of staff fully vaccinated. For many homes this amounts to one or two people and we know that some will be under 18 or have exemptions. We are currently working with the remaining homes that are under 90% to ensure that any operational impact is understood. Many are confident that remaining staff will meet the deadline for vaccination and care providers are confirming that business continuity plans are in place. However, alongside current staff shortages this is likely to mean that some homes will limit new admissions.</p> <p>Norfolk County Council is encouraging wider measures to support the overall care sector including the launch of the new staff recruitment campaign.</p>
7.5	<p>Question from Cllr Brenda Jones At the Norfolk and Waveney CCG's AGM on 28th September 2021, chief nurse Cath Byford said that the CCG is creating "a pooled budget with the adult social care team at Norfolk County Council and a commitment across the whole system to a minimal reliance on independent hospital provision for people with learning disabilities and autistic people". Will the Cabinet Member for Adult Social Care, Public Health and Prevention tell me how many people are currently in private hospitals?</p> <p>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention Thank you for your question.</p> <p>I understand that there are a total of 14 hospital placements for people funded by the NHS through the Norfolk and Waveney CCG. 3 of these individuals are on extended leave from their placement (so are living in the community, not in the hospital). 7 of these 14 are non-NHS hospital placements.</p> <p>There are a further 17 people in very specialist hospital placements, where the placement is funded and coordinated by NHS England. Of these, 6 people are in non-NHS hospital placements</p>

7.6	<p>Question from Cllr Emma Corlett The Local Government and Social Care Ombudsman's Annual Review of Adult Social Care Complaints 2020-2021, released on 29th September 2021, shows that 68% of complaints against Norfolk County Council to the Ombudsman in the last year were upheld. It also shows Norfolk County Council had the joint 9th highest number of complaints and enquiries submitted to the Ombudsman about Adult Social Care out of the 350 authorities listed. How will the Cabinet Member for Adult Social Care, Public Health and Prevention ensure learning from this is enacted so that Norfolk residents can see tangible improvements to services?</p> <p>Response from the Cabinet Member for Adult Social Care, Public Health and Prevention Thank you for your question.</p> <p>The Norfolk figure of Adult Social Services complaints to the Ombudsman is 68%, against the national average of 72%. As you would expect the year was an extremely testing one given the pandemic and I would like to give credit to the staff who work in the sector for their hard work and commitment. Complaints are treated as a critical part of Adult Social Service's improvement and learning. We invited the Ombudsman to Norfolk in 2019 to talk to us and for the last two years we have had dedicated work to improve how we respond to complaints, and learn from them so that people's experience of our services is improved. We monitor all complaints for themes and encourage teams to take a restorative approach. The complaints service meets regularly with senior managers and directors from ASSD to ensure the valuable insight and learning provided by complaints is used to inform and support service improvement. Learning from complaints is also shared with all staff in the department through training and guidance.</p> <p>The Ombudsman has confirmed that in 100% of the cases considered by his office during the period considered in the review, he was satisfied the Council had successfully implemented his recommendations and made the required service improvements.</p>
7.7	<p>Question from Cllr Mike Sands On 24th September 2021, local press reported that bus services were being cut or reduced due to a shortage of bus drivers. A resident in my Division has contacted me, who applied to renew their licence but advised there is a backlog of renewals for Bus and HGV licences dating back to June 2021. Until this driver receives their renewed licence they are unable to drive a bus, depriving Norfolk of at least one bus driver and certainly affecting others. Would the Leader join me in writing to the Secretary of State concerned asking for renewals of licences (Bus and HGV) to be rapidly expedited?</p> <p>Response from the Leader and Cabinet Member for Governance and Strategy As publicised in both the national and local press, the industry is in a challenging situation and any measures to help increase and fast-track the numbers of HGV and bus drivers is to be welcomed. The Government has recently announced further measures to this effect, which I warmly welcome, so writing to the Secretary of State at this time is not required.</p>

	<p>Supplementary Question from Cllr Mike Sands Since the 7th September First Bus has dropped between 10 and 12 buses a day from the greater Norwich area preventing people from getting to work, college and medical appointments. In the new national bus strategy, the Government has instructed local authorities to play a greater role in bus provision through a legally binding contract called an "Enhanced Partnership". What action will the local authority take after the 1st April if a similar situation occurs?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport I am aware that First have had to reduce frequencies on some bus routes due to driver shortages, but they have maintained a level of service in all areas so that people can still travel. After the 1st April, when we have an Enhanced Partnership, we will have more of a say as to where services should potentially be reduced in this type of situation, but we would not be able to stop operators reducing service frequencies if they cannot comply with health and safety requirements and driver's hours regulations.</p>
7.8	<p>Question from Cllr Steve Morphew Will the cabinet member join me in urging First Bus to reinstate the 21/22 route in Norwich to go through the Fiddlewood Estate in my division?</p> <p>Response from the Cabinet Member for Highways, Infrastructure and Transport As part of the future Enhanced Partnership with all bus operators, we will be reviewing all bus service provision, looking at what alternatives are available for people and taking into account the fact that we need to keep services commercially sustainable if they are to continue. At the moment, passenger revenue is still not up to pre-Covid levels and so operators are having to make difficult decisions to ensure services remain at least in part commercially sustainable.</p>
7.9	<p>Question from Cllr Alexandra Kemp The Imperial College Report showed an increase in health risks, congenital heart defects and reproductive issues for children living near incinerators. Regulation of incinerator waste fails. In 2017, ash from MVV's Plymouth Incinerator blew up a ship and injured the Chief Engineer. Norfolk County Council is responsible for Public Health. The risks are clear. What further facts does the Administration need, to rethink its decision to vote against my Motion on 27 September asking NCC to tell Govt not to allow a 625,000- tonne capacity incinerator on the Norfolk border, upwind of King's Lynn, Clenchwarton and the Fens?</p> <p>Response from the Cabinet Member for Environment and Waste The decision on whether to build a large plant such as an incinerator is subject to a detailed application process that specifies who should be consulted. At the appropriate stage, this includes the Local Authority. Should specialist technical public health evidence be required as part of a Norfolk County Council response, this will be sought from an appropriate national expert in the new UK Health Security Agency (previously Public Health England).</p> <p>Second Question from Cllr Alexandra Kemp Three young adults with Learning Disabilities sadly died after neglect, distress and</p>

abuse in privately-run Cawston Park Hospital. The Winterborne Report said that people with Learning Disabilities should have been moved out of residential mental Hospitals by 2014. Does the Cabinet Member agree that Norfolk County Council should set targets to help all adults with Learning Disabilities live in the community, like everyone else, and introduce new structures, as a matter of urgency, with Member Oversight, to monitor well-being and health for all residents remaining in private Hospital settings?

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

Thank you for your question.

Norfolk County Council is supporting the NHS to achieve the nationally set target to reduce the number of people in specialist hospitals. There are currently 14 people with hospital placements funded by the NHS Clinical Commissioning Group, against a national target of 13. Whilst this is above the national figure, 3 of the individuals are on extended long term leave from hospital and are living in the community. The hospital placement is counted as it is being kept available, should they need to return before their formal discharge from hospital is confirmed.

NHS and NCC partners work together to plan each individual's discharge. I am very pleased that earlier this year, Cabinet agreed to invest millions of pounds of capital to develop new supported living homes in a radical change of policy. We are working with registered social landlords, district councils and developers to build these new homes over the next three years. It is worth noting that this will include homes designed specifically to meet the needs of those who have needed a period of mental health assessment and treatment in hospital, to support timely discharge.

The Health Overview and Scrutiny Committee oversee the performance of NHS services, but the main responsibility is discharged through the shared Learning Disability and Autism Programme Board.

Cabinet

Item No: 8

Report Title: Better Together, for Norfolk 2021-2025

Date of Meeting: 8 November 2021

Responsible Cabinet Member: Cllr Andrew Proctor (Leader and Cabinet Member for Strategy & Governance)

Responsible Director: Paul Cracknell, Executive Director for Strategy & Transformation

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 9 August 2021

Executive Summary / Introduction from Cabinet Member

Our corporate plan, *Together, for Norfolk 2019-2025* was launched in June 2019 and outlined our ambitions for the County and the plan that would deliver them. Aspects of the implementation of the council plan were impacted by the Covid pandemic, which led to a number of national lockdowns and during which the Council focused on responding to the crisis and providing direct support to individuals, families, communities, schools and businesses.

Through our experience in responding to the COVID-19 pandemic, our interaction with residents and partners, and analysis of the latest data, we know that our broad ambitions remain the same, but that we need a sharper focus on a specific set of critical priorities that will enable us to prioritise our activities. The strategy however, isn't simply about responding to issues and

threats, but also about identifying opportunities and anticipating change, to create a competitive advantage for Norfolk.

The attached strategy, ***Better Together, for Norfolk 2021-2025***, does not describe everything we do, it is a high level document, which makes clear our intent and represents the Council's strategic priorities. It will underpinned by a Corporate Delivery Plan, to be developed over the next 3-6 months and aligned to our Medium Term Financial Strategy.

Recommendations:

- 1. To approve the Norfolk County Council strategy “Better Together, for Norfolk 2021-2025” as set out in Appendix 1 of this report**
- 2. To recommend the strategy to Full Council, to be adopted as part of the County Council Policy Framework**

1. Background and Purpose

- 1.1. Norfolk County Council has traditionally developed a series of strategic plans which set out the administration's ambitions and priorities. The county plan is a part of the Policy Framework in NCC's Constitution and is underpinned by our budget, commissioning and service delivery.
- 1.2. The previous county plan ***Together, for Norfolk 2019-25*** was endorsed by Full Council on 7 May 2019 and formally launched at the Norfolk Show on 26 June 2019. Its implementation however was interrupted by the pandemic with the country going into lockdown in March 2020 and services refocusing their activities and plans to respond to the crisis.
- 1.3. As the crisis developed, it became clear that its impacts would be significant, and a new plan would be needed in due course to respond to this in the medium-term. Norfolk County Council launched a number of initiatives to support businesses and people, such as the Norfolk Delivery Plan in July 2020 and the Hardship Plan in November 2020. As the country entered further lockdowns, and faced ongoing uncertainty, the council continued to focus on responding to the needs of the county.
- 1.4. In February 2021, the roll-out of a large-scale vaccination programme enabled the government to implement a phased approach to recovery. The local elections in May 2021 provided a further opportunity to refresh and reset our priorities for recovery and renewal, building on longer term ambitions.
- 1.5. This report introduces the refreshed Norfolk County Council strategy ***“Better Together, for Norfolk 2021-2025”*** which makes clear our intent and represents the Council's strategic priorities.

2. Proposal

- 2.1. The draft strategy is attached as **Appendix 1**.

- 2.2. While the challenges facing the county are significant, there are also important opportunities presented at this time: to redefine the role of the council as a leader in the local system; to change the relationship between public services and communities; and to improve the services we provide and the way we provide them. The priority objectives and actions set out in this strategy seek to address these challenges and opportunities (section 5), support the county to emerge from the pandemic stronger and more sustainable, meet people's needs, and seize opportunities to embed positive change for the future. The strategy also seeks to respond to the government's policy agenda and priorities as outlined below (section 6).
- 2.3. The strategy is structured around the five strategic priorities:
- A vibrant clean and sustainable economy
 - Better opportunities for children and young people
 - Healthy, fulfilling and independent lives
 - Strong, engaged and inclusive communities
 - A greener, more resilient future
- 2.4. This strategy provides a clear roadmap, with a set of guiding principles, that defines the actions we will take and what we will prioritise to achieve our desired goals. It does not seek to describe everything we do, as our operating environment and financial management frameworks require us to continuously re-evaluate our options, plans and investment choices. It is however important to outline our ambition and priorities for the county, based on the challenges and opportunities that the pandemic has created.
- 2.5. The strategy will form the basis of developing a corporate delivery plan – a detailed internal plan which will identify the critical activities that will deliver the strategy, be aligned to the administrations manifesto pledges and outline the resources and timescales for delivery.
- 2.6. In addition to corporate planning, the strategy will shape a Communications and Public Affairs Strategy and a strategic influencing plan, as well as inform our workforce plans.
- 2.7. Finally, we will use this as a basis for conversations with partners and communities across the county, through further Rising to the Challenge events, to mobilise around shared priorities and develop practical actions.

3. Impact of the Proposal

- 3.1. The strategy builds on our previous council plan, sharpening our focus for the next 4 years and is a clear statement of our intent to focus on recovery, and on achieving the renewal and resilience our county needs to be successful.
- 3.2. Within NCC, this refreshed strategy offers the opportunity for the leadership to agree common priorities and objectives, achieve organisational alignment against those, inform our investment choices and develop focused plans with meaningful metrics and performance indicators.
- 3.3. Outside of NCC, this strategy provides the platform and opportunity for further conversations with our partners and government on how we might work

together to achieve common goals, and action planning to deliver a better future for Norfolk.

4. Evidence and Reasons for Decision

4.1. There is significant evidence nationally of the impact of Covid-19 on individuals, communities and businesses. In Norfolk, the strategy and priorities are informed by:

- National and local evidence on issues arising from the crisis
- ONS and Public Health data on different impacts of Covid-19
- Economic analysis by the Office of Budget Responsibility and the Bank of England
- Strategic foresight analysis of future impacts of Covid based on emerging forecasts
- Outputs of engagement events, such as the *Rising to the Challenge Together* common priorities
- Feedback from nearly 1000 members of the Norfolk residents' panel survey
- Priorities and outcomes identified through strategic partnerships
- Priorities identified within departments and reflected in "plans on a page" developed in April 2021 and engagement with Department Leadership Teams
- The ambitions and goals defined by Cabinet and Executive Directors

The strategy also seeks to respond to the government's policy agenda, with a particular focus on Levelling Up, Build Back Better: a plan for growth, and a range of policies on the future of health and social care.

Financial Implications

6.1 The financial context for the strategy will be set through our annual budget planning process and Medium Term Financial Strategy.

Resource Implications

7.1 Staff:

N/A

7.2 Property:

N/A

7.3 IT:

N/A

Other Implications

8.1 Legal Implications:

N/A

8.2 Human Rights Implications:

N/A

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

A core purpose of ***Better Together, for Norfolk*** is to 'level up' to ensure that 'no community is left behind'. In compiling the strategy, a wide range of evidence was reviewed, to ensure that Together for Norfolk gives due regard to equality, in relation to:

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

The priorities in ***Better Together, for Norfolk*** reflect the conclusions drawn from this analysis. The strategy is informed by the Council's Equality, Diversity and Inclusion Policy and the Digital Inclusion equality impact assessment.

A key delivery plan for ***Better Together, for Norfolk*** will be the Council's Equality, Diversity and Inclusion Plan, which sets out more detailed work to deliver actions to promote equality and tackle disadvantages in Norfolk.

8.4 Data Protection Impact Assessments (DPIA):

N/A

8.5 Health and Safety implications (where appropriate):

N/A

8.6 Sustainability implications (where appropriate):

N/A

8.7 Any Other Implications:

N/A

9. Risk Implications / Assessment

9.1 Without a coherent strategic plan, the Council will not have a set of overarching corporate objectives to shape direction, financial choices, and activities. A strategic plan will further enable the Council to align its operating

model to the longer term objectives, reducing the risk of silo working and allowing a smarter and more efficient deployment of resources.

Recommendations

1. To approve the Norfolk County Council strategy “Better Together, for Norfolk 2021-2025” as set out in Appendix 1 of this report
2. To recommend the strategy to Full Council, to be adopted as part of the County Council Policy Framework

Background Papers

- 12.1 [Together, for Norfolk - an ambitious plan for our County 2019-2025](#)

Officer Contact

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

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

Better Together, for Norfolk

Norfolk County Council Strategy 2021-25

DRAFT

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Message from the Leader of Norfolk County Council

In June 2019, we launched our strategic plan ***Together, for Norfolk***, outlining our ambitions for our county, its people, its communities and its businesses. When the country went into lockdown in March 2020, we had to put many of our plans on hold. However, our long-term ambitions and aspirations for the county never changed, and we continue to strive to be one of the highest performing counties in the country, overseeing economic growth, creating jobs and opportunities for the people of Norfolk, while maintaining and cherishing our environment, countryside and heritage.

Since I became Leader in 2018, we have made good progress in transforming services across the council and ensuring financial stability and sustainability. For a number of years, however, a higher demand for services and changes to how local government is funded has created many challenges for us. So we must continue to look for savings and efficiencies where we can.

Along with the rest of the UK, we now face an even more challenging future as a result of the COVID-19 pandemic. The crisis took its toll on the people and businesses across Norfolk, with many families losing loved ones, children falling behind in their education, our economy shrinking, and many small and medium sized businesses and workers facing an uncertain future. We have seen hardship, insecurity, mental health worsen, and the learning gap for disadvantaged children and health inequalities highlighted more starkly than ever before.

But ours is a strong, resilient county, awash with potential, and set for growth. Alongside the difficulties, we have also seen a number of opportunities emerge: how different communities can come together to help each other and those in need; the strength of our partnerships across local government and the voluntary, community and faith sectors; how we can better engage with and listen to our residents, communities and businesses; and ultimately how the council, and local government as a system, works and delivers services.

So as we reflect on the past, now is also the time to look again to the future. We are at a pivotal point in time, and with such a fundamental shift in our operating context, it is essential that we now update our strategic plan to reflect how our ambitions and priorities, and those expressed by our partners, have evolved to take this into account.

We must recover, renew and build resilience for the future. The government's Levelling Up agenda recognises the current difficulties and we will take every opportunity offered to promote Norfolk's case everywhere we can to ensure a good deal for Norfolk. We have a once-in-a-generation opportunity to seize the prospects for long-term change now, so that we can build a stronger, greener, fairer, more inclusive and more sustainable future for Norfolk.

Andrew Proctor
Leader of Norfolk County Council

Our refreshed strategy

Between November 2020 and April 2021, we ran a survey through our Norfolk Residents' Panel to understand the impact of Covid-19 on their lives and work, and to identify where they would want us to focus as we recover. Nearly one thousand people responded to tell us their main worries were for small local businesses and unemployment, social care and health, as well as investment in community infrastructure and hubs.

In July 2021, we convened [Rising to the Challenge Together](#), which brought together over 100 partners from across all sectors, including local and national thought leaders, to look at the impact of Covid-19 on Norfolk and the opportunities for long-term economic and social recovery.

As an organisation, we committed to using the [common priorities](#) identified during the event to inform our strategic planning, and to continuing our conversations through similar events, enabling the environment for actions to happen.

This document identifies the strategic objectives which are our contribution to the above common priorities. It builds on our previous [council plan](#), sharpening our focus for the next 4 years. It is a clear statement of our intent, focusing on recovery, and on achieving the renewal and resilience our county needs to be successful.

Our vision

In Norfolk, we cherish our heritage, we embrace opportunity, and offer an extraordinary community in which to spend a lifetime.

- We want Norfolk to be the place where everyone can start life well, live well and age well, and where no one is left behind.
- We want our economy to be vibrant, entrepreneurial and sustainable, supported by the right jobs, skills, training and infrastructure.
- We want our communities to feel safe, healthy, empowered and connected, their individual distinctiveness respected and preserved.

Our role

As the largest democratic body in Norfolk, we have an important role - to give the people we serve every opportunity to improve their lives. The government's ambitious programme to "level up" aims to boost living standards and improve opportunities across the UK. For us, levelling up is about creating the conditions for people to have good and healthy lives, regardless of who they are or where they live. It is about removing discrimination and barriers to equal lives and enabling all people to participate in their communities. And it is about ensuring that Norfolk claims its fair share of investment to drive growth and prosperity and is not left behind. Levelling up puts local government centre-stage in delivering these better outcomes, and we are keen to pursue the prize of a deal with government, to leverage more money and powers into the county, for the benefit of the county.

We believe that to truly deliver on levelling up, we also have a central and critical role in championing prevention across our local health and care system, building stronger partnerships with community services to improve health outcomes and quality of life, and to ensure that people remain healthy and independent for as long as possible. To that aim, we

want to strengthen the council's role in the Integrated Care System and embed prevention across all our strategies.

We will also actively champion and contribute to the government's ambition to place the UK as the global leader of accessibility for disabled people, building on the knowledge we have developed through our awarding-winning Disability Confident Leader status. Disabled people can only be independent if they can access services, facilities and the virtual environment by themselves without the help of others. Some barriers will be challenging to address and may be the responsibility of different agencies. So we will strive to work across all sectors and all willing partners to lay foundations for future solutions, and create a more accessible Norfolk.

We led the response to the pandemic, and mobilised the local system to support those most in need among us. We are now ready to mobilise around our recovery and renewal. Whether it is through convening partnerships such as the Norfolk Strategic Flooding Alliance, engagement events such as Rising to the Challenge or drawing down large scale investment such as the £100m+ investment in digital connectivity, we have a track record of delivery and we want to lead on unlocking the county's potential.

We believe that, building on our county's identity, our size, scale and influence, the council can play a significant and strategic role in delivering growth, opportunities and good quality of life across Norfolk. And we will use our assets, resources and leadership to continue to impact positively on our residents' wellbeing and prosperity.

Our strategic priorities for the next 4 years

To effect sustainable change in Norfolk, we must work across the council and with our partners to take a whole-system approach to our collective challenges and the levelling up agenda. We do not believe we have to choose between a vibrant economy, healthy people or resilient communities – they are all interconnected. It is not the individual parts of the system that make it successful, it is the quality of the interaction between them. We want our strategy to make a difference to our county's social infrastructure, economic infrastructure and physical infrastructure.

It is through improving educational outcomes, growing the skills our key sectors need, helping to create good quality jobs, and putting in place affordable housing and the appropriate infrastructure that we will improve the life-chances of our residents and strengthen our economy. Our priorities will be:

- A vibrant and sustainable economy
- Better opportunities for children and young people
- Healthy, fulfilling and independent lives
- Strong, engaged and inclusive communities
- A greener, more resilient future

A vibrant and sustainable economy

We want to support people, businesses and our key industries in Norfolk to recover following the COVID-19 pandemic, and to turn recovery into growth, developing their potential for innovation and increasing their productivity.

Economic growth, which creates quality jobs with good wages and delivers benefit back into local communities, has a vital role to play in improving the health and wellbeing of residents. The council has a key leadership role to ensure the local economy can adapt and benefit all. We want to move from being a low-skill, low-wage and low-productivity economy, to high-skill, high-wage, high-value businesses, which are innovative and can capitalise on our strong digital connectivity. We will work closely with our partners and the business community to ensure that growth is inclusive and builds investment and social value into the local economy.

Skills and high-value job jobs

- We will work hard to address the impacts of the Covid pandemic on unemployment by supporting business recovery, enabling people to reskill for new jobs, start their own business and developing clear pathways to employment
- We will level up our economy by addressing the drivers of socioeconomic inequality based on the foundation of good jobs and a higher skilled and healthier workforce
- We will work with our partners to increase qualifications and build the skills that meet the needs of the clean, high-value and transformational businesses we are aiming to develop and attract.

Growth and investment

- We will continue to roll out our economic plan for recovery and growth offering programmes of support for business planning and development, innovation, digitalisation and business incubation, particularly with smaller companies in rural and coastal communities
- We will develop Norfolk as a centre for innovation supporting new technologies and sites development, such as the O&M Campus, with a strong inward investment proposition that promotes our county as a place to invest
- We will enable our economy to transition to Net Zero, help businesses decarbonise and secure green jobs for the future, including those relating to Norfolk's sustainable tourism offer, supported by a 5-year investment framework to draw out our priorities and enable us to compete nationally for funding to support growth

Infrastructure and digital connectivity

- We will continue to implement our Strategic Delivery Infrastructure Plan, ensuring that the county's priority programmes for growth and housing are on track
- We will continue to improve connectivity across Norfolk, so that all Norfolk residents & businesses have access to high quality fixed and wireless broadband and Internet of Things/sensor networks, and harness that connectivity to shape local markets, increase access to services and information, and reduce social isolation
- We will continue to work with partners across Norfolk to lobby government for powers and investment in critical infrastructure for our county such as dualling the A47 and completing the Norwich Western Link.

Better opportunities for children and young people

The impact of Covid-19 on children, young people, and their families is well documented. Disrupted learning, reduced earnings and isolation during lockdown all increased strain and conflict within many families.

Norfolk's children and young people are the future of the county and cannot be written off as "the Covid generation". We are ardently ambitious for them and want to ensure that this generation of children do not have to live with the knock-on effects of the pandemic for the rest of their lives, either in terms of their own wellbeing or aspirations for the future.

We want all children and young people in Norfolk to flourish, have a safe and supportive home, high aspirations, better educational outcomes and access to well-paid jobs. It is by investing in them to achieve their full potential and develop skills which prepare them for life and work, that we lay the foundations for a more resilient future for them and for our county.

Levelling up outcomes for families

- We will work across our whole system to focus on recovery from the pandemic, emotional wellbeing and healthy, carer support, and active lifestyles, making sure we work hard to reach those who need support the most
- We will work to improve our young people's mental health and resilience so they can better engage with education and work opportunities
- We will collaborate with our partners to strengthen family resilience by tackling the causes of instability such as worklessness, domestic abuse, substance misuse, and support vulnerable or struggling families

Raise educational attainment for children and young people

- We will implement a programme of work to support learning recovery in all age groups, to address disruption to learning caused by Covid-19
- We will work with schools and other educational settings, and build on improved connectivity to support improvement of outcomes for children and young people who face additional barriers, and those who are disadvantaged
- We will achieve educational excellence and high standards for all children and young people as we recover from the pandemic, by working in partnership with early years providers, schools, colleges and universities

Create better employment opportunities for young people

- We will encourage schools and further education providers to develop programmes, curriculum activities and to upskill, reflecting changes in employment opportunities and skills needs
- We will work hard with employers to increase the number of supported internships, traineeships and apprenticeships for all young people, and to promote and deliver an increased uptake of apprenticeships.
- We will strive to better engage with and provide skills, careers guidance and employment support for those young people a long way from the job market, those leaving care and those with learning or physical disabilities

Healthy, fulfilling and independent lives

We want Norfolk to be a place where everyone has the opportunity to live their lives to the full, with independence and access to the right support at the right time.

We know this isn't the case for everyone. People from some ethnic backgrounds, those with pre-existing health conditions, older people, people with caring responsibilities, those who are disabled or have a learning disability, can be at greater risk of ill health, isolation and poor wellbeing - as seen during the pandemic, the impact of which has both highlighted and widened existing inequalities across physical, mental and social health.

We want to lead the system in Norfolk to focus on prevention and early help, to improve and sustain good health and wellbeing, as well as work with willing partners to create a more accessible Norfolk. We will strive to accelerate health and social care integration to respond to new demands and remove barriers to equal lives, tackling the issues which contribute to widening health inequalities.

Levelling up health

- We will take a proactive approach to prevention and early help for people at risk of vulnerability, to support them to make positive choices and ensure they do not fall into crisis, while continuing to be the safety net for the most vulnerable people
- We will explore new ways of working with communities and our partners, to protect and promote good health and inclusion, taking a place-based approach to tackling the causes of poor health outcomes, such as economic insecurity and low skills, quality of housing and lack of quality and access to green spaces
- We will focus on the personal wellbeing of people of all ages living in Norfolk, in particular those who are lonely or isolated, homeless, have mental illness, or a disability, and those who struggle to be in employment

Living Well

- We will work to improve our population health by promoting healthy lifestyles, supporting people to make healthy choices and providing public health services such as health visitors, NHS Health checks, stop smoking mental health support and substance misuse treatment
- We will build on people's strengths and enable them to live independently in their own home, and will continue to invest in our local independent living housing programme, and our strategic housing partnership to tackle homelessness
- We will champion and actively contribute to the government's ambition to place the UK as the global leader of accessibility for disabled people, building on the knowledge we have developed through our awarding-winning Disability Confident Leader status.

Better local services

- We will work with providers to further improve the quality of the care market in Norfolk, and ensure a range of flexible and diverse services are available in local communities to meet need
- We will seek to accelerate the integration of health and social care services in Norfolk, taking a lead role on prevention, so residents are served by effective services that improve their lives wherever they live
- We will work with our partners in the public and voluntary sectors to create joined up networks of information and advice so people can access the services they need, when they need them and where they need them.

Strong, engaged and inclusive communities

Norfolk has a strong sense of identity and place. With a mix of urban, rural and coastal communities, each place has its own character, distinctiveness and needs, reflecting Norfolk's rich cultural heritage.

Individuals, families and communities are the best guardians of their own interests. We want to deliver a fundamental shift in how we work in partnership, supporting, facilitating and empowering our many diverse communities to help themselves, building capacity and capability, while improving participation in each place.

We want to change the relationship between public services and the people who use them to allow people to take greater control of their lives, as well as ensuring that we identify those most at need and requiring protection. At the same time, we will work with our partners in the public and voluntary sector and other key stakeholders, such as our armed forces community, to ensure that all our residents have access to good services, information, advice and guidance which enables them to always be in control of their lives.

Involvement and participation

- We will develop a clear framework for co-production to increase opportunities for individuals, organisations and communities, particularly seldom-heard communities, to participate and engage in public life and in developing our services and projects
- We will review our strategy to support inclusion and community development focusing on engaging proportionately with all our communities and taking steps to seek the views of people who are under-represented
- We will continue to develop the way we engage and communicate with people, including the better use of digital tools and social media, to make it easier for people to have an active role in the decisions that shape Norfolk's future

Building capacity

- We will continue to develop way we work with the voluntary and community sector, collaborating to improve infrastructure support such as providing training, volunteer recruitment and everyday practical advice
- We will back local community or voluntary sector initiatives through discretionary funding programmes such as our Social Infrastructure Fund, and offer support for grassroots organisations to grow and develop
- We will strengthen our relationship with Town and Parish Councils, via the Norfolk Association of Local Councils, to ensure we understand what's important to people, and to support local solutions to local issues.

Empowering our communities

- We will work with community and voluntary sector partners to join up information and services where it makes sense to do so and to share data, learning and expertise to improve local offers and experiences
- We will actively promote volunteering opportunities within communities as a way of enabling participation, giving back to communities and developing skills in life and work
- We will seek to devolve powers down to a local level where possible, enabling communities to use their assets to meet their needs

A greener, more resilient future

Norfolk has many areas of outstanding beauty, and it is a clean and safe place to live for our residents. It is also a county with a nationally-important heritage, both natural and in terms of historic buildings and scheduled monuments. We want to keep it that way and to preserve its quality and integrity for future generations. Over the past year our County has experienced severe localised flooding and rising summer temperatures, highlighting the dangers of poor infrastructure and climate change. Throughout lockdown, we also observed the adverse effects on people's mental health, wellbeing and sense of connection that the absence of quality outdoor spaces and social and cultural interaction had.

We want our communities to be resilient, able to enjoy and benefit from sustainable, inclusive and accessible social infrastructure, including high-quality local facilities, which go beyond basic economic functions like the branch of a bank or a local shop, to make our communities resilient and rewarding places to live.

Protecting and enhancing our environment

- We will continue to implement our Environmental Policy, to protect our county's rich biodiversity, conserve areas of natural beauty such as the Norfolk Broads and Norfolk Coast, promote the efficient use of our natural resources and, working with our partners, achieve 'Net Zero' carbon emissions across our estates by 2030
- We will accelerate infrastructure that supports clean growth, sustainable housing, electric vehicles charging and the decarbonisation of transport, enabling businesses and people to make choices which build climate resilience
- We will ensure that each project the council undertakes is assessed for the contribution it will make towards achieving our environmental targets, and work with our providers to put in place measures that, together, achieve the overall targets for Norfolk

Access to quality spaces

- We will continue to improve access to our natural and cultural landscapes, while encouraging residents to use green spaces and cultural assets to improve their mental health and emotional well-being
- We will deliver our major projects including EXPERIENCE, the Gressenhall Environmental Hub, and the Norwich Castle Gateway to Medieval England project, to enhance our offer to the people of Norfolk, maintaining the major investment in Norfolk by national organisations such as Arts Council England and Sports England
- We will deliver a step change in sustainable travel across the county, by growing passenger transport and active travel to keep our communities connected and improve access to activities and services across the county

Community resilience

- We will continue to support the delivery of the Norfolk Strategic Flooding Alliance Strategy to protect Norfolk from the threats of flooding and coastal erosion, through local collaboration and a collective approach to national funding opportunities
- We will work more effectively with partners to further develop community facilities, libraries, schools, high streets, and arts and culture, for the benefit of local communities
- We will lead the work of the council's Culture, Health and Wellbeing Group, and continue to identify investment and funding opportunities to develop new Culture, Health and Wellbeing initiatives to combat loneliness and isolation.

Our guiding principles

No one left behind

There is now little doubt that the impacts of COVID-19 and lockdown measures have widened social, economic and health inequalities. Inequality exists between places, such as the economic disparity between different parts of our county, as well as between and amongst communities, with people's life chances and quality of life affected by different factors. Our council plan Together, for Norfolk set out an aspiration to improve social mobility through inclusive growth. As a council, we think it's critical that no one is left behind, so that all people can prosper no matter who they are or where they live.

Prevention over cure

We want to see a focus on prevention and early help as fundamental in tackling the root causes or emerging issues that create adversity in people's lives. We'll pay particular attention to the factors that promote health and wellbeing. Getting these factors right, will create the conditions to improve people's quality of life, breaking down intergenerational cycles of poor outcomes, reducing the impact of life changing events and ultimately safeguarding good physical and mental health.

A local approach

We do not believe that one size fits all. Meeting the needs of people in the place they live, means understanding the people and the place. We will deliver better services that meet the needs of residents by joining up care and support with local partners in a place, including with district councils, health partners and the local voluntary and community sector, and targeting support where it is most needed.

Our commitments

We are steadfast in our desire to improve in the real-life experiences of people in Norfolk. In delivering our objectives we commit to being:

- **Innovative:** we want Norfolk to be ahead of the curve, so we will harness the power of innovation and digital technology to improve the way we deliver for our residents.
- **Empowering:** we want to build confidence and trust with people and communities, promoting equality, diversity and inclusion, so we will enable them to express the issues that matter to them and to take advantage of their strengths and assets.
- **Collaborative:** we don't pretend to have all the answers, so we will work with willing partners across all sectors, with experts and thought leaders, with communities and individuals to develop solutions to real problems - and make them last.
- **Evidence driven:** we want to achieve impact, so we will turn our data into rich insights and intelligence to inform our decisions and choose the approach which will make the greatest difference.
- **Prudent:** we cannot afford to do everything, so we will operate efficiently, using our resources wisely to ensure we can make investments where they are most needed.
- **Developmental:** we can only succeed through our people and we will continue to support them to build the skills needed for the future, as well as attract and retain the best, to be a modern and successful employer of choice.

Our plans for delivery

We commission or provide a number of services to our residents delivered in homes, communities and towns. Many of these are universal, provided to all members of the public,

such as libraries, public health, the fire service, local roads, public transport, broadband, education services and recycling centres. Others are targeted at specific groups, individuals and families who need different types of support. These include children's social care, services to older people and younger people with learning or physical disabilities, or poor mental health, fostering and adoption services, youth offending services, and drug and alcohol recovery services.

This is a high-level strategy. Rather than describe everything that we do, it sets out what we are focused on and the approaches will we take.

Delivering our strategic priorities requires whole organisation alignment and effort. Our next steps will be to develop our corporate delivery plan, containing the projects that will move us towards our objectives, and the measures to track our progress. We are strengthening our planning and performance mechanisms to boost collaboration on our strategic priorities, and create clear accountability for our cross-cutting objectives including levelling up and climate action. The principle of working in this way will go across all our priorities, across the whole council and across all our partnerships.

We will work tirelessly for the people of Norfolk and play our part in delivering a better future for everyone.

DRAFT

Cabinet

Item No: 9

Report Title: Natural Norfolk: Progress on delivering the Environmental Policy

Date of Meeting: 08 November 2021

Responsible Cabinet Members:

Cllr Grant (Cabinet Member for Environment and Waste)

Cllr Jamieson (Cabinet Member for Finance)

Responsible Directors:

Tom McCabe, Executive Director of Community and Environmental Services

Simon George, Executive Director of Finance and Commercial Services

Is this a Key Decision? No

If this is a Key Decision, date added to the Forward Plan of Key Decisions: Not applicable

Executive Summary / Introduction from Cabinet Member

This is a timely report in light of the UK hosting COP 26 this month. The County Council has much to be proud of, both in respect of the nationally recognised work it has done to promote nature recovery, and in respect of the reduction it has achieved in its Scope 1 (combustion) and Scope 2 (electricity) carbon emissions.

The progress updates and proposed commitments in this report relating to the Natural Norfolk programme and to Scope 1, Scope 2 and aspects of Scope 3 (indirectly influenced) carbon emissions are directly relevant to delivery of the Better Together for Norfolk objectives:

- *We will continue to implement our Environmental Policy, to protect our county's rich biodiversity, conserve areas of natural beauty such as the Norfolk Broads and Norfolk Coast, promote the efficient use of our natural resources and, working with our partners, achieve 'Net Zero' carbon emissions across our estates by 2030*
- *We will accelerate infrastructure that supports clean growth, sustainable housing, electric vehicle charging and the decarbonisation of transport, enabling businesses and people to make choices which build climate resilience*
- *We will ensure that each project the council undertakes is assessed for the contribution it will make towards achieving our environmental targets, and work with our providers to put in place measures that, together, achieve the overall targets for Norfolk.*

Natural Norfolk

The 'Natural Norfolk' concept places nature recovery and the reduction of emissions in the context of wider benefits to people and place. It makes clear that a successful strategy for 2030 and beyond is one that recognises the role of Norfolk's natural capital in delivering both reduced emissions and resilience against climate uncertainty, ultimately helping Norfolk's residents prosper alongside nature through inclusive and sustainable economic growth.

Key recent developments include the following:

Active and Greener Travel

2020/21 Achievements

- Local Cycling and Walking Infrastructure Plans for Norwich, Great Yarmouth, King's Lynn and Dereham with schemes put forward for funding from the Active Travel Fund and Transforming Cities
- A clearly defined Active Travel Programme Plan has been created following a successful bid to the DfT Capability Fund.
- Successful revenue funding bids for Norfolk-wide Active Travel interventions such as community hubs.

- The council has obtained funding for an extension to existing e-bike schemes and promotion of e-bike use.
- The council has worked with UK Power Networks to identify power grid improvement opportunities to enable on-street EV charging in Norwich.

Next Steps:

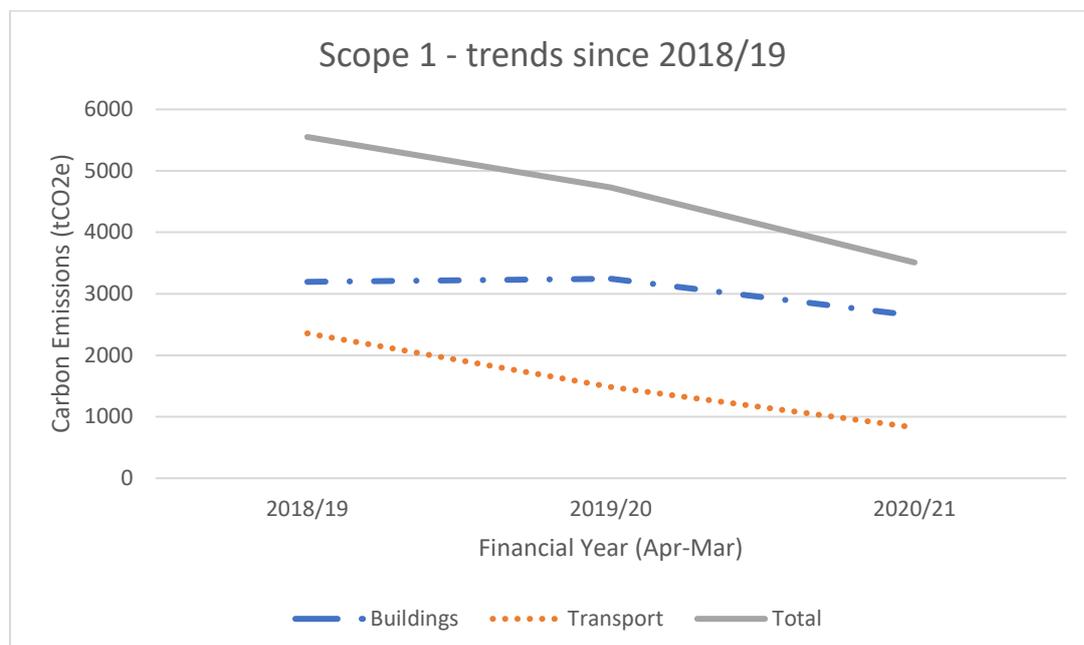
- Delivery of a Norfolk-wide local cycling and walking infrastructure plan
- Going out to tender in quarter 1 of 2022 for on-street EV chargepoints in areas with limited off-street parking.

Nature Recovery

- The 1 Million Trees for Norfolk project is progressing well, with scoping work now completed and partnership agreements in place. Despite the significant impact of Covid-19, 24,884 trees were successfully planted in 2020/21, with about 27,000 trees to be planted across the county in 2021/22. Plans are also in place for the roll-out of the next phase of the project in 2022/23.
- We have created Greenways to Greenspaces, a vehicle for directing funding toward schemes that combine habitat connectivity and biodiversity with the County Council’s Active Travel objectives.
- A new Environmental Hub has been established at Gressenhall Farm & Workhouse, to act as a centre for learning about Environmental Policy aims, empowering residents and communities to make positive changes in their own natural environments.

Scope 1 carbon emissions

The authority has substantially reduced its Scope 1 emissions, which result from burning gas and oil for heating and from the use of petrol and diesel in vehicles. Transport emissions have reduced by 65% since 2018/19, while buildings have reduced by 16% over the same period.



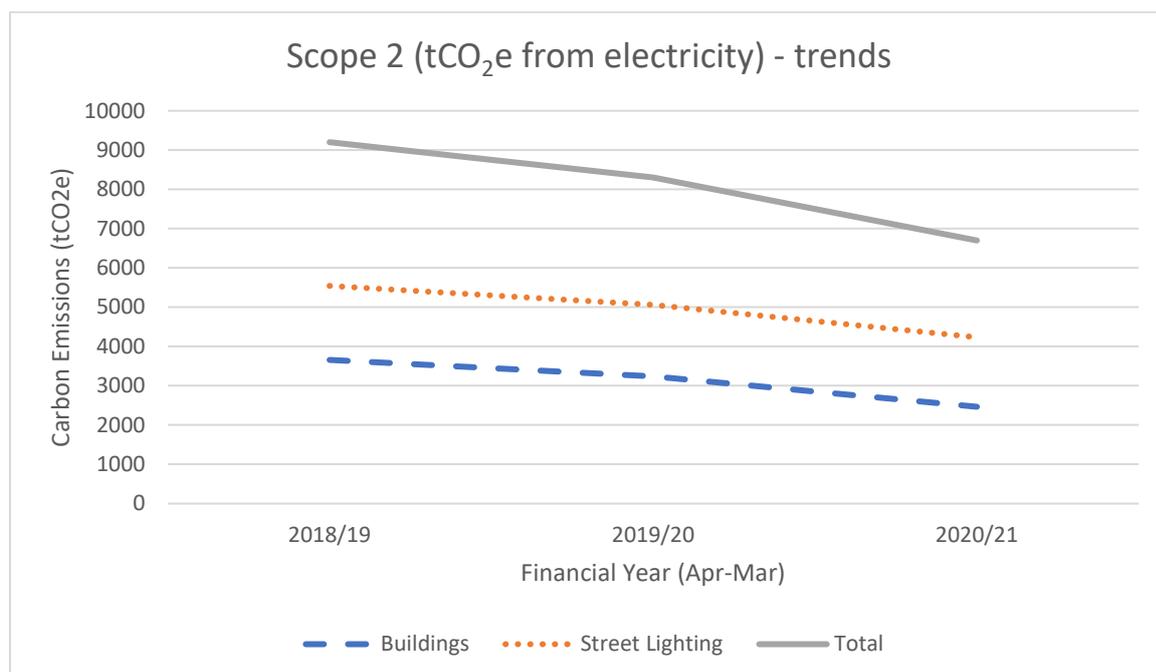
Major emission reductions have resulted from the refurbishment of County Hall, reducing gas consumption by more than 75% since 2013/14; from the rationalisation of the corporate property estate; and from a reduction in vehicle mileage. It will be important that we seek to retain the benefits of reduced mileage as we recover from Covid-19, whilst recognising that we still need to visit vulnerable people and attend properties across the county.

This report proposes a series of commitments relating to Scope 1 emissions, including:

- With immediate effect, ceasing to buy petrol and diesel cars and light vans, apart from where there are exceptional operational requirements.
- Installing electric vehicle charging points across the estate.
- Norfolk Fire & Rescue Service buying an initial tranche of ten electric Emergency Response Vehicles, and provided that there are no major issues, its future purchases being of electric vehicles.
- With immediate effect, ceasing to buy gas boilers for the corporate estate [offices, depots, libraries and so forth] unless there are exceptional reasons – replacing existing boilers with heat pumps or other low-carbon alternatives as they reach end of life.
- Conducting seven Salix-funded decarbonisation studies of significant council buildings. These will inform a decarbonisation plan for the corporate estate as a whole.

Scope 2 carbon emissions

In 2020/21, the total emissions for Scope 2 were 6699 tCO₂e, which is a 27% decrease since 2018/19. The largest contributor to the authority’s Scope 2 emissions is the electricity used by streetlights.



The conversion of 22,000 lights to LED since 2008 has resulted in a total reduction in Scope 2 emissions of 12,000 tonnes of carbon dioxide equivalent (tCO_{2e}). A further 15,000 lights will have been converted by July 2023.

Savings in Scope 2 emissions will also result from the shift of the Oracle HR and Finance system to the cloud.

The further commitments proposed in respect of Scope 2 emissions include:

- Making the business case for conversion of the remaining streetlights to LED.
- Completing the transition to low-energy lighting in council buildings by 2024.
- Shifting more IT loads to the cloud, and implementing a smaller and more efficient server estate next year for the remaining local requirement, reflecting a reduction in storage volumes, cloud migration and advances in server efficiency.

Scope 3 emissions

There has been a significant reduction in the authority's Scope 3 (indirectly influenced) emissions arising from business mileage as a result both of the pandemic and of changes in working practices. We recognise that business mileage will need to rise again as we recover from Covid and normal services are resumed, so we need to identify alternative means of travelling for these services that do not require the use of petrol and diesel.

Proposed commitments in respect of Scope 3 emissions include:

- Implementing a 'greener car' salary sacrifice scheme to enable more staff to drive electric cars for council business.
- Refreshing the Cycle to Work scheme.
- Engaging with services, staff and trade unions to develop alternative business travel arrangements that support the phasing out of diesel and petrol cars for council business.
- Using our pipeline of contract expiries and break points to identify opportunities for supply chain decarbonisation.
- Engaging with our construction framework contractors in readiness for implementing carbon reduction measures when the current major works framework expires in September 2023.
- Working with highway contractors to implement carbon reduction measures.
- Engaging with our supply chain about timescales for phasing out petrol and diesel vehicles in school transport.
- Submitting our business case for Zero Emission Bus Regional Authority (ZEBRA) funding.
- Seeking to minimise carbon emissions from the retendered Norwich Park and Ride Service.
- Engaging with providers to discuss how best to facilitate decarbonisation of buildings and transport.

- Engaging with potential bidders for the Integrated Community Equipment Stores to consider the scope for decarbonisation, including the use of electrified transport.
- Increasing the refresh interval for corporate laptop computers from four years to five, hence reducing the number purchased by up to 20%.
- Setting carbon reduction objectives for our wholly owned companies in the same way as we currently set financial objectives.

The Norfolk Pension Fund performs well from a climate risk perspective when compared with market benchmarks. The Fund's equity holdings currently contribute 86.8 tons of CO2 emissions per £m invested while the equivalent market benchmark is 163.0 tons. The pension fund will make further proposals to the Pensions Committee once the outcome of the DLUHC Responsible Investment consultation is known.

Financial and procurement framework for carbon reduction

This paper proposes a new financial and procurement framework for carbon reduction that will:

- Facilitate investment in reducing carbon emissions.
- Support more-consistent decision-making, and
- Enable adequate budgetary provision for carbon reduction programmes.

Recommendations

Cabinet is asked to:

1. Agree the proposed next steps in respect of Scope 1 and Scope 2 emissions set out in the report and summarised in Annex A
2. Agree the proposed next steps in respect of other aspects of the Environmental Policy set out in the report and summarised in Annex B
3. Agree the proposed next steps in respect of Scope 3 emissions set out in the report and summarised in Annex C
4. Recognise that the Norfolk Pension Fund is committed to understanding and monitoring its exposure to climate related risks as a materially significant financial factor via its Investment Strategy Statement, as part of its wider fiduciary responsibilities. This includes regular oversight and formal monitoring of climate related exposures within the fund's public equity portfolios across a number of key metrics.^[1]
5. Commission the Executive Director of Finance and Commercial Services to report to Cabinet about the options for setting formal low carbon objectives in relation to companies where the County Council is the majority shareholder.
6. Agree the following matters with respect to the financial and procurement framework for carbon reduction.
 - a. Acknowledge that sustainability of transport investments is determined via Department for Transport evaluation tools.
 - b. Agree that in respect of non-transport investments there will not be a maximum payback period for carbon reduction projects where the Executive Director of Finance and Commercial Services agrees that the net present value of the project is positive, after allowing a reasonable contingency for risk.
 - c. Commission the Executive Director of Finance and Commercial Services to provide further guidance to Executive Directors on the use of a carbon 'price' in option appraisals for non-transport projects.
 - d. Commission Executive Directors, in consultation with the Director of Procurement, to evaluate contracts within their services as they fall due for replacement or extension, and proposals for new contracts, in order to:
 - i. identify any potential to reduce carbon emissions;
 - ii. consider the optimum balance between price and carbon reduction opportunities which can be achieved; and

^[1] <https://www.norfolkpensionfund.org/media/1002-climate-risk-reporting-december-2020.pdf>

- iii. ensure that any identified cost pressures linked to carbon reduction in respect of their services are provided for within the Council's budget and Medium Term Financial Strategy.
 - e. Commission Executive Directors, in consultation with the Director of Procurement, to evaluate planned capital projects within their services, and capital contracts as they fall due for replacement or extension, in order to:
 - i. identify any potential to reduce whole-life carbon emissions;
 - ii. consider the optimum balance between price and low carbon which can be achieved; and
 - iii. ensure that any identified cost pressures linked to carbon reduction in respect of their capital projects are provided for within capital budgets.
 - f. Ask the Executive Director of Finance and Commercial Services to propose changes to the Contract Standing Orders and the Financial Regulations to enact recommendations 6a-6e above.
- 7. Agree that Natural Norfolk should be taken forward and developed as a vehicle for visible leadership on nature recovery and the environment including as a communication platform for the promotion of demonstrator projects and outreach initiatives such as the Gressenhall Environmental Hub.
- 8. Agree that the Council will continue to work in partnership in delivering the wider net zero ambitions for the region, providing leadership and support wherever possible, including working closely with Suffolk County Council, District Councils, the Norfolk Climate Change Partnership and the Integrated Care System.

1. Background and Purpose

- 1.1 In November 2019, Council agreed the Environmental Policy.
- 1.2 The need for action has been underlined by the report by the Intergovernmental Panel on Climate Change which has for the first time stated that human activity is changing the climate in unprecedented and sometimes irreversible ways. The report includes details of modelling of the impact of different levels of emissions on global temperatures and rising sea levels. The [IPPC Sixth Assessment report](#) sets out key findings and confidence levels.
- 1.3 The topic of climate change is of critical importance to the counties of Norfolk and Suffolk, which have a combined coastline of over 140 miles and a total land area of some 3,350 square miles. Much of the land is low-lying, with an average elevation of 35 metres and nearly a third of land below 20 metres. Therefore, any rise in sea levels will have a material impact for Norfolk.
- 1.4 The UK will be presiding over the 2021 United Nations Climate Change Conference, also known as COP26, between 31 October and 12 November

2021 in Glasgow. One day of the conference has been set aside for cities and local government, recognising local authorities' key role in reducing carbon.

- 1.5 The Environment Bill, expected to become an Act in the autumn, will create a number of new responsibilities for local authorities, and these will be factored into our overall planning process relating to the delivery of our Environmental Policy.

2. Progress and next steps on Scope 1 and 2 emissions

Context

- 2.1 Scope 1 emissions are direct greenhouse gas emissions that occur from sources that are directly controlled or owned by Norfolk County Council. This is measured in *tonnes of carbon dioxide equivalent* (tCO_{2e}) and includes other polluting greenhouse gases. The council is the direct owner or controller of various buildings and vehicles.
- 2.2 When the Environmental Policy was adopted by Cabinet in 2019, the approach taken by Norfolk County Council in relation to the net-zero challenge was to follow the energy management hierarchy. This meant actions were taken to:
 - Reduce fuel and energy demand
 - Adopt energy efficiency measures
 - Look to install onsite renewable energy systems
 - Offset whatever remains
- 2.3 In 2020/21, total emissions for Scope 1 were 3,467 tCO_{2e}, which is a 38% reduction since 2018/19. Transport emissions have reduced by 65% since 2018/19, while buildings have reduced by 17% over the same period. Some of this reduction is due to exceptional factors associated with the pandemic, but the reduction also reflects sustainable changes in working practices, rationalisation of the estate and investment in energy-saving technologies.

Building heating

- 2.4 The total carbon emissions associated with fossil-fuel based heating systems in 2018/19 were 3195 tCO_{2e} and reduced to 2642 tCO_{2e} in 2020/21. This is a 19% reduction overall.
- 2.5 Some of the reduction in consumption was due to temporary building closures due to Covid. It is expected that the consumption will revert to higher levels over this winter period due to increased ventilation requirements to minimise the spread of Covid.
- 2.6 The County Hall refurbishment programme has created a building fit for the 21st century and at the same time dramatically reduced the energy consumption of the building. The gas consumption for the main building and Archive Centre has reduced from a peak of 4,100 MWh in 2013/14 to less than 1,000 MWh in 2020-21. This is the equivalent of 570 tCO_{2e}. There has been a

shift of the heating gas load to electrical alternatives but nevertheless the electricity consumption has also reduced - from 3,700 MWh in 2013/14 to 3,000 MWh in 2020/21. This is due to the improvement in the building fabric through insulation, reducing the heating load; a switch to intelligent LED lighting systems with daylight and motion sensors; and the provision of solar photovoltaic electricity generating panels on the roof.

- 2.7 On a number of other corporate sites we have removed fossil-fuel based heating systems where they are end-of-life and have replaced them with low-carbon alternatives. There are now over 40 sites with low-carbon electricity-based heating systems. This includes sites such as Wroxham Library that were decarbonised earlier this year and two more already identified and likely to transition in the coming months.
- 2.8 With immediate effect we will cease installing gas and oil boilers in the corporate estate unless there is no feasible alternative. Most gas and oil boilers will reach end of life between now and 2030 and we will replace them with heat pumps or other low carbon heating systems.
- 2.9 We have obtained Salix funding for heating system decarbonisation studies in seven key sites, covering 15 buildings.
- 2.10 We will create a carbon reduction plan for our estate, starting with the largest emitters. The decarbonisation plans will feed into this overall plan.
- 2.11 We have implemented 'Internet of Things' (IoT) temperature sensors in ten buildings to identify and remediate problems with heating settings. These are a short-term solution – over time upgrades to controls will obviate the need for them – but we will continue to deploy them tactically.
- 2.12 Schools are autonomous bodies and are not within the council's Scope 1 and 2 emissions. Nevertheless, work is under way to understand the likely increase in project costs for building 'net zero' schools. The schools capital programme has been evaluating the cost and build implications of all new buildings being carbon zero with a presentation to members of Capital Priorities Group in June 2021. Officers are part of national and regional discussions with the Department for Education and other local authorities as this agenda moves forward. The report on Carbon Zero schools has been shared with NCC Construction Framework contractors to offer feedback, and many of the main contractors are on frameworks with other local authorities and the DFE.
- 2.13 The DFE is currently running its own pilot for Carbon Zero schools on its framework for modular buildings. This is yet to conclude, and officers will monitor the success and the relationship to off-site construction.

Petrol and diesel vehicles owned and leased by the council

- 2.14 The transport emissions under Scope 1 have reduced from 2,357 tCO₂e in 2018/19 to 825 tCO₂e in 2020/21.

- 2.15 We have substantially reduced business mileage during the pandemic, and many of these reductions can be retained as the pandemic ends. We need to recognise though that many activities will still require face to face contact or visits to site and to find the lowest emission means of travelling in each instance.
- 2.16 We will implement electric vehicle (EV) charging points across our estate wherever reasonably practicable.
- 2.17 We will cease buying and leasing petrol and diesel cars and light vans, unless a particular function cannot be performed by an electric vehicle.
- 2.18 We will initially buy at least ten electric cars as emergency response vehicles (ERVs), with other immediate ERV purchases being petrol hybrids. Provided there are no significant issues we will buy a further sixteen when the next round of replacements comes up in 2023/24, so that about half the ERV fleet will be electric at that point.
- 2.19 We will review the feasibility of moving to electric propulsion each time a tranche of heavy vehicles falls due for replacement.

Street lighting

- 2.20 Our main source of electricity consumption is street lighting.
- 2.21 Under the PFI street lighting contract, we have converted streetlights to improved technology (latterly LED) and introduced better controls such as central management systems to enable lighting levels to be adjusted remotely.
- 2.22 Upgrading our street lighting stock to LED lighting has produced cumulative savings of 54.7 million kWh and over 12,500 tonnes of CO₂ since 2008, along with financial savings of £6.6m.
- 2.23 Approximately 41% of NCC's streetlights have been converted to LED – about 22,000.
- 2.24 A new programme is under way which aims to upgrade a further 15,000 units to LED by July 2023.
- 2.25 We are currently developing the business case for conversion of the remaining lights to LED.
- 2.26 This LED upgrade programme is expected to reduce our energy and carbon emissions by a further 5 million kWh and 1,200 tonnes of CO₂ per year (using 2020/21 greenhouse gas conversion factors).

Building lighting

- 2.27 The last major improvement to the lighting within the corporate estate was around 10 years ago, where much of the lighting was replaced with low energy fluorescent fittings. More recently where buildings have been refurbished, the lighting has been replaced with LED fittings, including as part of high-profile

national projects such as the Norwich Castle: Gateway to Medieval England project.

- 2.28 There are still some buildings across the estate with older, inefficient forms of fluorescent tube light fitting, as well as some with halogen floodlighting. We will complete the move to low energy lighting in all our freehold buildings by 2024, unless listed-building status or other regulatory constraints prevent this.

Cloud computing

- 2.29 Very-large-scale cloud computing is more energy efficient, so we will continue to move IT loads to the cloud, including the Oracle HR and financial system in 2022.
- 2.30 We will implement a smaller and more efficient server estate next year for the remaining local requirement, reflecting a reduction in storage volumes, cloud migration and advances in server efficiency.

3. Progress and next steps on other aspects of the environmental policy

Active and greener travel

- 3.1 The council has produced Local Cycling and Walking Infrastructure Plans (LCWIPs) to provide a clear picture of the network we want to create for Active Travel, to identify the improvements needed to create this network and to set out the rationale and benefits.
- 3.2 LCWIPs are in a very advanced state for Norwich, Great Yarmouth, King's Lynn and Dereham. These have identified schemes which have been put forward for funding from the Active Travel Fund, as well as Transforming Cities in Norwich and the Towns Fund in King's Lynn.
- 3.3 Following a successful bid to the DfT's Capability Fund, the council has been funded to produce a Norfolk-wide LCWIP, ensuring all of Norfolk has a clearly defined Active Travel plan and identified schemes for improvements. This work will be completed over the next 12 month, complementing the market town network improvement strategies and provide further opportunities funding for Active Travel infrastructure Improvements.
- 3.4 The LCWIP programme is integrated into the wider Greenways to Greenspaces programme to identify opportunities for linear habitat creation and improvements on new active travel routes.
- 3.5 The council has also been successful in recent revenue funding bids to promote Active Travel. Following on from the DfT's access funding programme, "Pushing Ahead", we have secured funding through the Active Travel Fund for Norfolk-wide active travel interventions. This includes creating additional community hubs through working with Cycling UK and promoting Mobilityways workplaces across Norfolk.

- 3.6 The council has obtained e-cycle extension fund monies to promote the use of electric bikes across the county. This project will provide e-bike loans across the county at a reduced price and also expand the Beryl e-bike scheme outside of Norwich.
- 3.7 The council has been working with UK Power Networks under its Charge Collective scheme to identify opportunities to reinforce the power grid to allow on-street residential electric vehicle charging in parts of Norwich where there is very little off-street parking. A prior information notice was placed in August to kick-off engagement with potential chargepoint providers, and we expect to go out to tender in quarter 1 of 2022.

Nature Recovery

- 3.8 Nature-based solutions are integral to the effective delivery of our Environmental Policy, both at organisation and county scale, offering sequestration where the limit of emissions reduction potential is reached, resilience to shore-up fragile ecosystems, and a mechanism for delivering behaviour change by driving public engagement with nature.
- 3.9 Nature “recovery” refers to the urgent need to increase the resilience of ecosystem services upon which the unique character of Norfolk and its future economic prosperity rely:
- Provision: food, water, energy, materials
 - Regulation: climate, water, disease, pollination
 - Cultural: physical and mental health, tourism, recreation
 - Supporting: nutrient cycling, soil health, photosynthesis
- 3.10 Current Norfolk County Council work offers powerful nature recovery-based solutions that support the above, countering the effects of climate change and our emissions impact by bringing together land use planning, land management and community engagement to deliver four benefits:
- 1) Carbon Capture
 - 2) Flood Risk mitigation
 - 3) Recreation
 - 4) Biodiversity Enhancement

These solutions deliver against five out of six aims within the Environmental Policy:

	1. Using and managing land sustainably	2. Recovering nature and enhancing the beauty of natural landscapes	3. Connecting people with the environment to improve health and wellbeing	4. Resource efficiency, pollution and waste reduction	5. Clean, healthy, productive and diverse marine environments	6. Protecting and improving the global environment
1 Million Trees for Norfolk	Y	Y	Y	Y		Y
Greenways to Greenspaces	Y	Y	Y	Y		Y
Nature Recovery Partnerships	Y	Y	Y	Y		Y

Gressenhall Environmental Hub	Y	Y	Y	Y		Y
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Nature recovery via One Million Trees for Norfolk

3.11 This is a five-year, multi-faceted and wide-reaching project that seeks to create new tree planting or natural regeneration (self-seeding) opportunities, and to identify where these already exist within communities - supporting citizens and landowners with the information and resources they need to make their planting ideas a reality and contribute to Norfolk’s climate change response.

The Norfolk Trees and Hedges Map

3.12 An important aspect of the project is the collection and presentation of geospatial data with the aim of targeting planting effectively, as per the principles of “Right Tree, Right Place”. This is publicly available via the Norfolk Trees and Hedges Map which serves as an innovative public engagement tool, helping to develop wider understanding and appreciation of historical, present day and future county tree cover and the role it plays in carbon sequestration. The council has developed a due diligence process for assessing any planting activity taking place in Norfolk against the Right Tree, Right Place principles. Eligible schemes will be added to the map with the aim of evidencing change over the lifespan of the project and beyond in a visually impactful way.

3.13 Forthcoming planting currently indicated on the map consists of five areas on County Farm land funded through the Woodland Trust MOREwoods scheme, totalling 8 hectares or approximately 12,000 trees, expected to be planted by March 2022

Councillor Community Tree Fund Pilot

3.14 Running from September 2021 to the end of the 2022 planting season in March, this initiative has allocated a portion of the Environmental Policy Capital Fund for reserving tree stock. An application system has been created that allows councillor-approved community schemes to apply for stock, indicate the intended planting site and receive a viability assessment from the tree team. Learning from the 2021-22 pilot year will be used to scale up or adapt the initiative for the subsequent four years. As of 20th October 2021 there are twelve applications under consideration for funding through this scheme, representing a potential planting of 390 trees across a mix of fruit trees, small trees and hedging. The application deadline is 31st October.

Trees Outside of Woodlands: Defra Tree Planting Pilot

3.15 Norfolk County Council is one of five local authorities taking part in a Defra pilot project to understand survivability rates in saplings given away to, or purchased by the public. Phase 1 invited applications from any Norfolk resident from August 16th and closed two weeks later after the maximum amount of 140 tree packs was allocated. Digital promotion of this pilot was particularly effective at

generating interest in the wider One Million Trees project. It attracted over 200 applications, 125 of which were successful representing 600 tree packs - approximately 12,000 individual trees.

Trees Outside of Woodlands: Miyawaki Forests

3.16 The Miyawaki Method is one of the most effective planting methods for creating forest cover quickly on degraded land used for other purposes such as agriculture or construction. Norfolk County Council is working with other local councils to plant five new Miyawaki plots this planting season, each covering approximately 300m² with a combined total of 3,000 trees.

New Woodland Opportunity Mapping

3.17 In summer 2021 the School of Environmental Sciences at the University of East Anglia was commissioned to develop a woodland opportunity mapping demonstrator. This determined the extent and scale of opportunities for woodland planting and identified locations where the creation of new woodland is impossible or undesirable due to current land use.

3.18 Four criteria for enhancement are considered in the model: flood regulation; carbon capture; recreation; and biodiversity improvement.

3.19 About 59% of Norfolk is excluded by at least one constraint, the most important factors being high-grade agricultural land (25% excluded), protected or designated areas (17% excluded) and peat soils (14% excluded).

3.20 We have identified that flood regulation potential is greatest in the flat areas of West Norfolk and in the east around the Norfolk Broads. The potential to sequester carbon is greatest in South Norfolk and south-west Breckland – here the current soil carbon is low and could be improved through planting. Locations for potential enhancement to recreation are more varied across Norfolk as they are found close to population centres. Nevertheless, there is a large area of greater potential in the south of the South Norfolk district where current woodland provision is low. Locations for enhancement to biodiversity are also varied across Norfolk. Indicators here consider connectivity and enhancement to existing habitats; therefore, there is an absence of locations in the south of South Norfolk and a cluster around the Norfolk Broads, for example.

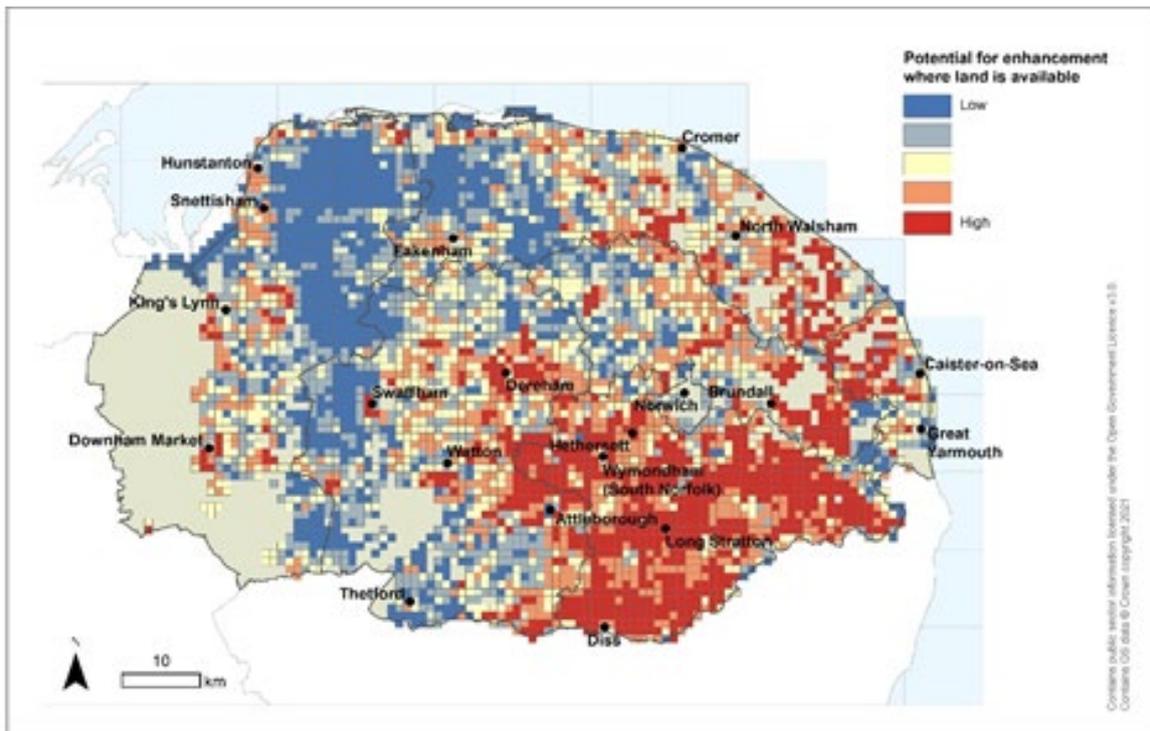


Figure 1. Locations with greatest potential to enhance all selected environmental goods and services at 100 ha scale (1 km resolution). Each criterion is assigned equal importance.

3.21 Directed by the insights from this report, County Council officers are working with the Forestry Commission to prepare a business case for Cabinet in January that proposes options for new woodland creation in Norfolk, aftercare and future maintenance for the benefit of flood regulation, carbon capture, recreation and biodiversity improvement.

3.22 One of the core deliverables of the Environmental Policy is to work with Suffolk County Council to publish a “Norfolk and Suffolk 25-year Environmental Plan”. The research from the University of East Anglia assists with strategic planning as numerous opportunities exist for tree planting around the county border area. In this aspect, linking and collaborating with our partners in the region can bring a host of benefits to the area which assist in enhancing flood regulation, carbon capture, recreation and biodiversity. To support the future development of this joint plan, the University of East Anglia was commissioned to produce the Natural Capital Compendium for Norfolk and Suffolk, a comprehensive assessment of the natural assets of both counties and the risks faced by them in the context of climate change. Norfolk and Suffolk County Councils have also jointly recruited a Nature Recovery Partnership Manager who will be in post from November 1st.

Nature Recovery via Greenways to Greenspaces

3.23 Greenways to Greenspaces is an umbrella concept that encompasses all work to improve Norfolk’s green travel networks for the benefit of both people and environment; Greenways improve connectivity between market towns by providing safe, low-carbon travel options while also functioning as linear

habitats, linking the county's Greenspaces into an extensive network and integrating biodiversity enhancement. The following strategies have or are being developed in support of Greenways to Greenspaces:

1. A Pollinator Action Plan for Norfolk and the future development of a Pesticide Policy for the County Council.
2. Designation of 112 roadside nature reserve sites with an extension to 300 over the next three years.
3. The Walking and Cycling Strategy 2021-2030
4. The Norfolk Active Travel Programme Plan
5. Local cycling and walking infrastructure plans for Great Yarmouth, King's Lynn and Norwich.

3.24 The addition of new Roadside Nature Reserve sites is part of Transport Corridor Connectivity, one strand of Norfolk and Suffolk's joint nature recovery programme led by the two County Councils, with the aim of bringing together highways and County Wildlife Sites (CWS) for the improvement of each. The following work packages will be delivered under Transport Corridor Connectivity in the next three years:

- Review of the CWS criteria.
- Review of available CWS data.
- Identify and map the nature resource in four pilot transport corridors - two each in Norfolk and Suffolk.
- Review the condition of the highways estate.
- Identify additional Roadside Nature Reserves.
- Provide and implement a monitoring framework for the connectivity corridors.
- Review the requirement to rebuild soils in the corridors in order to allow reconstruction of nature.
- Develop a plan for nature connectivity between the highways estate, CWSs and farmland.
- Improve highways estate land which is of poor quality for nature.
- Working with highways, amend the management prescriptions for their estate to deliver connectivity and land improvements.

3.25 Where the creation or enhancement of a Greenway or Greenspace allows opportunity for tree planting or natural regeneration, there is a natural overlap with One Million Trees for Norfolk and these trees would contribute to the target.

Nature Recovery Partnerships

1) Wendling Beck Exemplar Project (WBEP)

- 3.26 The Wendling Beck Exemplar Project (WBEP) is a pioneering habitat creation, nature restoration and regenerative farming project, spanning almost 2,000 acres of land north of Dereham.
- 3.27 The project is run by the Wendling Beck Alliance (WBA) – a collaboration between private landowners, Norfolk County Council, environmental NGOs, and Anglian Water - and aims to transform land use for environmental benefit, while also providing a sustainable income for farmers, together with amenities and learning opportunities for the local community and visitors.
- 3.28 WBEP represents a ground-breaking approach to conservation and land management in England, which will be financed by the sale of biodiversity units (BUs), ecosystem services and regenerative farming in the long term. It constitutes one of eight Natural England Biodiversity Net Gain pilot schemes being implemented across the UK and is also one of five Natural England Nature Recovery Projects (NRPs) helping to inform policy development around nature recovery in the UK.
- 3.29 This is a significant relationship for Norfolk County Council as the WBEP will closely align with the new Gressenhall Environmental Hub, both physically through the creation of new public access between the sites, and through the delivery of “science to practice” learning, where an education and engagement programme delivered by the Environmental Hub will introduce the public to aspects of the Environmental Policy that can be viewed in practice at the exemplar project.

2) Nature Recovery on Farms across the County

- 3.30 When farms transition to regenerative agriculture, their land ceases to be a net carbon emitter and becomes a carbon sink through sequestration in vegetation and soil. The Wendling Beck Exemplar Project serves as a useful framework for the creation of a similar schemes across the county. Alongside carbon sequestration, this approach uses nature recovery as a driver of sustainable growth in a county where soil degradation and consequent weathering poses a significant risk to its emblematic rural landscape.
- 3.31 The nature of agriculture and agricultural land varies significantly in the County, as does the importance of East Anglian food production - reducing the need for imported and often higher-carbon imports. There may be opportunities on land across the County to look at supporting different sized schemes and providing tailored advice and support.
- 3.32 The County Council leases over 16,000 acres of high grade agricultural land across the County as an entry point into farming, particularly for those who would not normally have the opportunity. County Farms already have a number of tenants who contribute to the environment and biodiversity – notably:

3.32.1 Emorsgate seeds (developing wildflowers, and native grassland seeds),

3.32.2 Welney Wildlife Trust (supporting wetlands, 'blue prescribing' and the Black Tailed Godwit),

3.32.3 Clinks Care Farm (with an holistic and community-based approach to horticulture)

3.33 Many tenants are already undertaking various schemes to improve the biodiversity of the holdings, including mid and upper tier stewardship, soil management, or water management. We will develop a programme of support, advice and guidance to supplement existing programmes on the County Farms estate.

Nature Recovery Deliverables

3.34 In summary, nature recovery provides the following benefits:

Carbon capture

- Carbon offsetting across council estates to ensure the Net Zero aim is achievable by 2030 where the limit of emission reduction activity is reached.
- Carbon offset credits for private investment as a part of the wider aim of developing Norfolk's green economy.

Flood risk mitigation

- Improvement of soil permeability through tree planting in areas identified as appropriate by the UEA Opportunity Mapping exercise

Recreation

- An enhanced and extended active travel network that makes nature accessible and low carbon travel the natural choice for short journeys, including to and from recreational activities and destinations within the county.
- A strengthened connection between Norfolk citizens and their natural environment, fostering buy-in and understanding for future engagement on environmental issues, increasing the likelihood of behaviour change and support for carbon mitigation initiatives.

Biodiversity Enhancement

- Robust regional ecosystems capable of withstanding climate change, mitigating the risks posed by extreme weather events and ensuring continued delivery of crucial ecosystem services.

4. Progress and next steps on Scope 3 emissions

Business travel

4.1 Business travel emissions have reduced from 2,713 tCO₂e in 2018-19 to 1,244 tCO₂e in 2020/21. This reduction is predominantly due to the pandemic and travel restrictions that meant that mileage claims have halved, and air and train travel reduced by over 90%. Since restrictions have lifted the mileage and

general travel emissions have increased, but not to the same level as pre-Covid.

- 4.2 As discussed in respect of Scope 1 emissions, as many services will still require face to face contact or attendance at site we will need to find the lowest emission means of travelling in each instance.
- 4.3 We will continue to permit flying only in exceptional circumstances.
- 4.4 We will implement a 'greener car' salary sacrifice scheme in the first quarter of next year. This will enable staff to lease electric cars out of gross salary, making a substantial tax and national insurance saving. The council will also obtain a national insurance reduction. We will also refresh our existing Cycle-to-Work scheme.
- 4.5 We will engage with services, staff and trade unions to develop alternative business travel arrangements that support the phasing out of diesel and petrol cars for council business.

Supply chain - general

- 4.6 We will use our pipeline of contract expiries and break points to identify opportunities for supply chain decarbonisation.
- 4.7 We will raise awareness in our supply chains about Procurement Policy Note 06/21 – "Taking Account of Carbon Reduction Plans in the procurement of major government contracts". This requires that the existence of a carbon reduction plan be a selection criterion for government contracts over £5 million per annum.
- 4.8 Although we are not required to implement PPN06/21, we will start to phase it in for larger contracts as awareness grows.

Supply chain - construction

- 4.9 We will put in place a suitable procurement vehicle, such as a framework, for designing and installing decarbonisation measures across the estate.
- 4.10 We will engage with our construction framework contractors in readiness for the implementation of carbon reduction measures in the new construction framework that will come into effect in September 2023.
- 4.11 In both existing and future highways contracts, we will work with partners to implement carbon reduction measures. Going forward, we expect to reflect the amendments to the Manual of Contract Documents for Highway Works and the near-zero construction roadmap that National Highways is expected to publish in 2022.

Supply chain – transport

- 4.12 We have created new SEND schools closer to pupils' homes to reduce the need to travel. Over time, as pupils are matched to places, we will reduce the mileage covered by SEND transport.

- 4.13 We will engage with our supply chain about timescales for phasing out petrol and diesel vehicles in school transport, starting with cars before moving on to people carriers, minibuses and eventually coaches.
- 4.14 Norfolk has been shortlisted for Zero Emission Bus Regional Authority (ZEBRA) funding. If successful, this project would see infrastructure upgraded and a fleet of electric buses to operate within the greater Norwich area. We will submit our business case in early 2022.
- 4.15 We will seek through the retendering of the Norwich Park & Ride service for September 2023 to minimise emissions.

Supply chain – social care

- 4.16 Social care providers are a significant source of supply chain carbon emissions because of the sheer volume of business we do with them. But the market is currently under tremendous pressure.
- 4.17 We will engage with providers to discuss how best to facilitate decarbonisation of buildings and transport.
- 4.18 We are engaging with potential bidders for the Integrated Community Equipment Stores to consider the scope for decarbonisation, including the use of electrified transport.

Supply chain - waste

- 4.19 Waste has a significant carbon impact and the government has stated it wants to work with local authorities to develop new performance metrics for waste, to complement and move beyond current weight-based targets to ones which recognise environmental benefits.
- 4.20 A new waste treatment contract with Veolia started in April 2021 with a solution based on:
- Zero waste from Norfolk residents sent directly to landfill.
 - All of Norfolk's left-over waste being used to generate energy.
 - More recycling, with metals and aggregate recovered from the used fuel.
- 4.21 This solution (which complements another arrangement to use waste as a fuel via an agreement with Suffolk County Council) allows 47,000 tonnes of carbon emissions to be saved every year, or over a quarter of a million tonnes of carbon emissions saved over the six years of the contract, compared to sending the waste to landfill.

4.22 The Council uses landfill gas from closed landfills to generate electricity and has 1 MW of installed capacity at sites it is responsible for.

Supply chain – IT

4.23 We will increase the refresh interval for corporate laptop computers from four years to five, hence reducing the number purchased by up to 20% [allowing for the possible need for some ad hoc replacements].

Norfolk Pension Fund

Context

4.24 Recommendation 4 invites Cabinet to recognise the actions undertaken by the pension fund.

4.25 Norfolk County Council, as the administering authority of the Norfolk Pension Fund, administers the Local Government Pension Scheme on behalf of 95,000 scheme members and 400-plus employers. Norfolk County Council delegates responsibility for the administration of the scheme (including investments) to Pensions Committee, under section 101 of the Local Government Act. The primary fiduciary responsibility of the Norfolk Pension Fund is to its scheme beneficiaries.

4.26 Pensions Committee maintains an Investment Strategy Statement in line with statutory guidance from the Department for Levelling Up, Housing and Communities, which includes consideration of factors that are financially materially significant to the performance of its investments, including environmental factors.

4.27 Pensions Committee has taken steps to measure, benchmark, monitor and report on the climate risk within its equity portfolios including carbon intensity, to engage with investment managers and to aid strategic asset allocation decisions.

Metrics, progress and targets

4.28 DLUHC's LGPS Responsible Investment consultation is expected to be released this autumn/winter. We understand that it will require funds to measure and benchmark carbon exposure and set carbon reduction targets from April 2023.

4.29 The Norfolk Pension Fund performs well from a climate risk perspective when compared with market benchmarks. The Fund's equity holdings currently contribute 86.8 tons of CO₂ emissions per £m invested while the equivalent market benchmark is 163.0 tons.

4.30 The pension fund will make further proposals to the Pensions Committee once the outcome of the DLUHC consultation is known.

Carbon governance for NCC-owned companies

- 4.31 The council is the sole or majority shareholder in a number of companies, including the Norse Group and Independence Matters. These companies are responsible for their own carbon reduction plans.
- 4.32 We will set carbon reduction objectives for our wholly owned companies in the same way as we currently set financial objectives.

5. Financial and procurement framework for carbon reduction

- 5.1 In order to facilitate meeting the council's necessary but nonetheless challenging net zero target by 2030, certain changes will be required to the way we assess and procure projects. Moving to carbon neutrality will also, in some cases, increase costs, and these costs need to be budgeted for.
- 5.2 Government has recently set out a national procurement policy statement, which requires that all contracting authorities consider the following national priority outcomes alongside any additional local priorities in their procurement activities:
- 5.2.1 creating new businesses, new jobs and new skills
 - 5.2.2 tackling climate change and reducing waste, and
 - 5.2.3 improving supplier diversity, innovation and resilience.
- 5.3 They are also required to consider whether they have the right policies and processes in place to manage the key stages of commercial delivery, and the skills and procurement resources to deliver value for money.
- 5.4 The Council, therefore, needs an appropriate framework in place to make sure that the minimisation of carbon emissions is appropriately considered in its procurement activity – which includes the procurement of goods, services and capital projects.

Scenarios

- 5.5 A number of financial scenarios can be envisaged. These include:
- A. Investments in carbon-saving capital projects that pay back quickly – the council has been investing in such projects for many years and so such 'quick wins' may be limited
 - B. Cost-neutral changes to revenue expenditure – for example where a lower-carbon solution is no more expensive because it has lower running costs.
 - C. Investments in carbon-saving capital projects that pay back (including costs of interest) over a protracted period.
 - D. Increases in revenue expenditure – where a lower-carbon solution is more expensive, and this is not offset by lower running costs.
 - E. Increases in project costs by comparison with existing practices which are offset by lower revenue costs.

- F. Increases in project costs which result in lower revenue costs that are insufficient to cover the cost of capital.
- G. Increases in project costs which result in lower revenue costs to an end user other than the council – for example a more energy-efficient school building will benefit the academy trust concerned.

5.6 Scenarios A and B are straightforward and no change in approach is needed.

Long-term investments

5.7 The Council is a **patient long-term investor**, and it is therefore logical that it also invests in carbon-saving projects that have a protracted payback (Scenario C). By their nature however, long-term projects may carry some risk – for example of change in government policy, or of equipment failing or needing to be refreshed. It is important, therefore, that any such investment includes a suitable risk contingency. This point is covered by recommendation 6b.

Cost of carbon

5.8 The budget for carbon reduction is not unlimited. It is important that carbon reduction proposals do not crowd out other essential expenditure, and that we invest in the best value carbon reduction initiatives so that the available funds achieve the greatest possible reduction in carbon. In some cases, current technology may be prohibitively expensive, and it may be necessary to await further developments whilst minimising consumption as far as possible in the meantime. To guide options appraisal, an internal cost of carbon may be required. This would assist in evaluation of all of scenarios C to G. Recommendation 6c asks the Executive Director for Finance to consider this issue.

Revenue and capital budgets

- 5.9 Reducing carbon emissions directly within its control will require that the Council reflects any additional pressures or savings within, as appropriate, the revenue budget, the Medium Term Financial Strategy, and/or the Capital Strategy. These will need to reflect all the scenarios above.
- 5.10 It is important to bear in mind both that carbon emissions are cumulative – so that it is important to reduce annual carbon emissions as soon as possible – and that revenue and in particular capital decisions taken now will affect emissions beyond 2030.
- 5.11 In order to update budgets, Executive Directors will need to consider both revenue contracts that are due for renewal or extension, and forthcoming capital projects – both those where the council will own the asset and those where the owner will be a third party such as a school.
- 5.12 Material revenue contracts are already covered by the contract pipeline process, which can be adapted to take into account opportunities to reduce carbon, either through contract review at break points or through the re-tendering process.

- 5.13 Capital projects are typically identified well in advance of procurement.
- 5.14 The finance for school building running costs (maintained or academy run schools) is completely separate to NCC funding and therefore there is not the opportunity to recoup any additional investment required for carbon zero.
- 5.15 These issues are covered by recommendations 6d and 6e.

Financial regulations and contract standing orders

- 5.16 To embed changes and ensure consistency, it will be necessary to amend the Financial Regulations and Contract Standing Orders. Recommendation 6f asks the Executive Director for Finance to make the necessary proposals, which will ultimately need to go to full Council.

6. Impact of the Proposals

- 6.1 The proposed commitments will:
- 6.1.1 Result in a material reduction in the emission of greenhouse gases associated with the council's operations.
 - 6.1.2 Further the delivery of other aspects of the environmental policy.
 - 6.1.3 Provide a framework for decision making in connection with carbon reduction.

7. Evidence and Reasons for Decision

- 7.1 The Council has an existing environmental policy that includes a commitment that we will work with our neighbours within the region, specifically Suffolk County Council and the Broads Authority, to (i) collectively achieve 'net zero' carbon emissions on our estates by 2030, but (ii) within our wider areas, work towards 'carbon neutrality' also by 2030.
- 7.2 The Better Together for Norfolk objectives include:
- *We will continue to implement our Environmental Policy, to protect our county's rich biodiversity, conserve areas of natural beauty such as the Norfolk Broads and Norfolk Coast, promote the efficient use of our natural resources and, working with our partners, achieve 'Net Zero' carbon emissions across our estates by 2030*
 - *We will accelerate infrastructure that supports clean growth, sustainable housing, electric vehicle charging and the decarbonisation of transport, enabling businesses and people to make choices which build climate resilience*
 - *We will ensure that each project the council undertakes is assessed for the contribution it will make towards achieving our environmental targets, and work with our providers to put in place measures that, together, achieve the overall targets for Norfolk.*

- 7.3 The proposed commitments regarding Scope 1 and Scope 2 emissions support the achievement of objective (i); the proposed commitments regarding Scope 3 emissions support objective (ii).
- 7.4 The proposals regarding Natural Norfolk support carbon sequestration in support of both objectives, as well as supporting broader objectives of the council's environmental policy.
- 7.5 Failure to implement an appropriate financial and procurement framework would be likely to result in:
 - 7.5.1 Failure to make adequate budgetary provision, resulting in either unbudgeted costs later or failure to achieve the policy.
 - 7.5.2 Missed opportunities to reduce carbon emissions at reasonable cost.
 - 7.5.3 An ad hoc approach resulting in poor quality investment decisions.
 - 7.5.4 Failure to comply with the national procurement policy statement.
 - 7.5.5 Risk from increased costs as energy prices increase and/or carbon becomes more highly taxed.

8. Alternative Options

- 8.1 Cabinet could decide not to adopt the proposed Scope 1 and Scope 2 commitments. This would require more drastic action later to achieve the net zero commitment by 2030, and result in greater cumulative carbon emissions.
- 8.2 Cabinet could decide not to adopt the proposed Scope 3 commitments. This would not be congruent with the carbon neutral commitment.
- 8.3 Cabinet could decide not to approve the next steps related to the broader environmental policy. This would cause progress on delivering against the policy to stall.
- 8.4 Cabinet could decline to adopt the proposed financial and procurement framework, with the consequences set out at 7.4 above.

9. Financial Implications

- 9.1 The proposals in this paper will result in amendments to the Council's Financial Regulations. The proposals will also have financial implications for the County Council. Where it is possible to estimate these with sufficient confidence now, details have been set out within the report. Further work will be undertaken to refine estimates so that as far as possible any cost pressures linked to these environmental policy and carbon reduction activities are reflected in the Budget and Medium Term Financial Strategy presented to Cabinet in January 2022. In a wider context the proposals set out in this paper are intended to enable the financial costs and benefits of carbon reduction to be better understood and provided for.
- 9.2 The potential financial implications arising from climate-related and other emerging risks may include, but are not limited to:

- asset impairment, including goodwill;
- changes in the useful life of assets;
- changes in the fair valuation of assets;
- effects on impairment calculations because of increased costs or reduced demand;
- changes in provisions for onerous contracts because of increased costs or reduced demand;
- changes in provisions and contingent liabilities arising from fines and penalties; and
- changes in expected credit losses for loans and other financial assets.

9.3 Accounting standards require disclosure of key judgements and estimates – climate change and impact on scenarios will be a major source of estimation uncertainty.

10. Resource Implications

10.1 **Staff:** Resourcing this programme will have material staffing implications, for programme management, procurement, analytics and reporting and for specialist ecological, property, IT and other input.

10.2 **Property:** As discussed, there will be a need to: (i) identify, prioritise and commission property decarbonisation; (ii) ensure that new installations are to an appropriate standard.

10.3 **IT:** There will be a need to: (i) identify and implement opportunities to reduce the carbon intensity of IT operations and IT capital purchases; (ii) support analysis of carbon reduction opportunities.

11. Other Implications

11.1 **Legal Implications:** No direct legal implications identified

11.2 **Human Rights Implications:** No impacts identified from the proposal.

11.3 **Equality Impact Assessment (EqIA) (this must be included):** No impacts identified from the proposal. Some individual aspects such as changes to travel arrangements will need an EqIA as more-detailed plans are worked up.

11.4 **Data Protection Impact Assessments (DPIA):** No impacts identified from the proposal.

11.5 **Health and Safety implications (where appropriate):** No impacts identified from the proposals. Some individual aspects such as changes to travel arrangements will need review as more-detailed plans are worked up.

Construction work will need to be managed in accordance with the CDM regulations.

11.6 **Sustainability** implications (where appropriate): As set out above.

11.7 **Any Other Implications:** No further implications identified.

12. Risk Implications / Assessment

12.1 Risk implications of climate change itself briefly include:

12.1.1 Physical risks relating to weather related events (storms, floods, fire/heatwaves) and the financial implications associated with such events, including damage to road surfaces (in extreme heat or freezing in winter).

12.1.2 Chronic physical risks such as reduced water availability, rising sea levels, biodiversity loss and changes in land and soil productivity.

12.1.3 Impacts from human migration.

12.2 Risks directly associated with the proposals in this paper include:

12.2.1 The risk of financial impacts arising from a failure to reduce carbon emissions and subsequent increases in energy prices or carbon taxation.

12.2.2 Risk arising from other government policy change.

12.2.3 The risk of unbudgeted costs.

12.2.4 Risk associated with the performance of any investment in carbon reduction techniques.

13. Select Committee Comments

13.1 No specific comments.

14. Recommendations

Cabinet is asked to:

- 1. Agree the proposed next steps in respect of Scope 1 and Scope 2 emissions set out in the report and summarised in Annex A**
- 2. Agree the proposed next steps in respect of other aspects of the Environmental Policy set out in the report and summarised in Annex B**
- 3. Agree the proposed next steps in respect of Scope 3 emissions set out in the report and summarised in Annex C**
- 4. Recognise that the Norfolk Pension Fund is committed to understanding and monitoring its exposure to climate related risks as a materially significant financial factor via its Investment Strategy Statement, as part of its wider fiduciary responsibilities. This includes regular oversight and**

formal monitoring of climate related exposures within the fund's public equity portfolios across a number of key metrics.^[1]

5. Commission the Executive Director of Finance and Commercial Services to report to Cabinet about the options for setting formal low carbon objectives in relation to companies where the County Council is the majority shareholder.
6. Agree the following matters with respect to the financial and procurement framework for carbon reduction.
 - a. Acknowledge that sustainability of transport investments is determined via Department for Transport evaluation tools.
 - b. Agree that in respect of non-transport investments there will not be a maximum payback period for carbon reduction projects where the Executive Director of Finance and Commercial Services agrees that the net present value of the project is positive, after allowing a reasonable contingency for risk.
 - c. Commission the Executive Director of Finance and Commercial Services to provide further guidance to Executive Directors on the use of a carbon 'price' in option appraisals for non-transport projects.
 - d. Commission Executive Directors, in consultation with the Director of Procurement, to evaluate contracts within their services as they fall due for replacement or extension, and proposals for new contracts, in order to:
 - i. identify any potential to reduce carbon emissions;
 - ii. consider the optimum balance between price and carbon reduction opportunities which can be achieved; and
 - iii. ensure that any identified cost pressures linked to carbon reduction in respect of their services are provided for within the Council's budget and Medium Term Financial Strategy.
 - e. Commission Executive Directors in consultation with the Director of Procurement, to evaluate planned capital projects within their services, and capital contracts as they fall due for replacement or extension, in order to:
 - i. identify any potential to reduce whole-life carbon emissions;
 - ii. consider the optimum balance between price and low carbon which can be achieved; and

^[1] <https://www.norfolkpensionfund.org/media/1002-climate-risk-reporting-december-2020.pdf>

- iii. ensure that any identified cost pressures linked to carbon reduction in respect of their capital projects are provided for within capital budgets.
 - f. Ask the Executive Director of Finance and Commercial Services to propose changes to the Contract Standing Orders and the Financial Regulations to enact recommendations 6a-6e above.
7. Agree that Natural Norfolk should be taken forward and developed as a vehicle for visible leadership on nature recovery and the environment including as a communication platform for the promotion of demonstrator projects and outreach initiatives such as the Gressenhall Environmental Hub.
8. Agree that the Council will continue to work in partnership in delivering the wider net zero ambitions for the region, providing leadership and support wherever possible, including working closely with Suffolk County Council, District Councils, the Norfolk Climate Change Partnership and the Integrated Care System

15. Background Papers

15.1 [Environmental Policy](#) Full Council 25 November 2019

Officer Contact

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

Steve Miller, Director of Culture & Heritage; telephone 01603 493620; email steve.miller@norfolk.gov.uk

Al Collier, Director of Covid-19 Recovery and Director of Procurement; telephone 01603 223372; email al.collier@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.

Annex A – Summary of Commitments for Scope 1 and Scope 2

Building heating

- With immediate effect we will cease installing gas and oil boilers in the corporate estate [offices, depots, libraries and so forth] unless there is no feasible alternative.
- We will put in place a suitable procurement vehicle, such as a framework, for designing and installing decarbonisation measures across the estate.
- We will implement “Internet of Things” (IoT) temperature sensors where these are useful to identify and remediate problems with heating settings.
- We will monitor the success of the DfE Carbon Zero Schools pilot and then determine next steps

Petrol and diesel vehicles owned and leased by the council

- We will implement electric vehicle (EV) charging points across our estate wherever reasonably practicable.
- We will cease buying and leasing petrol and diesel cars and light vans, unless a particular function cannot be performed by an electric vehicle.
- We will initially buy at least ten electric cars as emergency response vehicles (ERVs).
- Provided there are no significant issues we will buy a further sixteen when the next round of replacements comes up in 2023/24, so that about half the ERV fleet will be electric at that point.
- We will review the feasibility of moving to electric propulsion each time a tranche of heavy vehicles falls due for replacement.

Street lighting

- We will upgrade a further 15,000 streetlights to LED by July 2023.
- We will bring forward a business case for conversion of the remaining streetlights to LED.

Building lighting

- We will complete the move to low energy lighting in all our freehold buildings by 2024, except where listed-building status or other regulatory constraints prevent this.

Cloud computing

- We will shift the Oracle HR and financial system to the cloud in 2022 and continue to move other IT loads to the cloud.
- We will implement a smaller and more efficient server estate next year for the remaining local requirement, reflecting a reduction in storage volumes, cloud migration and advances in server efficiency.

Annex B – Summary of commitments for the Environmental Policy

Active and Green Travel

- We will create a Norfolk-wide Local Cycling and Walking Infrastructure Plan to create connectivity between existing schemes and form the basis of a clearly defined Active Travel Plan to be completed in the next 12 months.
- We will identify opportunities for linear habitat creation along the active travel network as part of an integrated approach between Active Travel and Greenways to Greenspaces.
- We will activate behaviour change, building on the work of “Pushing Ahead” through new funding from the Active Travel Fund by working with Cycling UK and Mobilityways to develop and promote new community resources.
- We will continue to promote the use of electric bikes as a mobility solution for short journeys via an e-bike loan scheme and Beryl Bike scheme extension.
- We will enable new on-street electric vehicle charging for locations in Norwich with minimal off-street parking, by working with UK Power Networks through their Charge Collective scheme and going out to tender in quarter 1 of 2022 to appoint chargepoint operators.

Nature Recovery

- We will continue to align Norfolk County Council nature recovery strategy with the Government’s 25 year Environment Plan and key themes within the forthcoming Environment Bill in order to ensure an enhanced state of preparedness for the further devolution of responsibility toward resource efficiency, biodiversity, waste reduction and air and water quality.
- We will establish 1 million new trees across the county through planting and natural regeneration, by connecting communities, landowners and parishes with external schemes, providing expertise, and identifying opportunities for council-led planting.
- We will propose the purchase of low-grade agricultural land in strategically significant locations identified by the UEA opportunity mapping exercise, in support of delivering the *1 Million Trees for Norfolk* target and offsetting emissions from council estates that cannot be reduced directly.
- We will enhance the biodiversity of the Norfolk’s active travel, trail, and linear habitat network through Greenways to Greenspaces and continue to promote the network as a low-carbon travel solution that improves health, wellbeing and connectivity with nature.

- We will develop an environmental education and engagement facility at Gressenhall Farm and Workhouse – the Gressenhall Environmental Hub, to improve public awareness and understanding of Environmental Policy aims.
- We will support the development of the Wendling Beck Exemplar Project as a strategic partner, linking its work into the education and engagement programme being developed by the Gressenhall Environmental Hub and improving access opportunities between both sites to enable this.
- We will develop natural regeneration pilot schemes across county farms to reduce their emissions output and create demonstrator projects to illustrate delivery of Environmental Policy aims for the benefit of public understanding.
- We will show visible leadership on climate resilience, inclusive green growth and nature for health and wellbeing by developing Natural Norfolk as a public-facing identity for work that delivers environmental policy aims.

Annex C – Summary of commitments for Scope 3

Business travel

- We will implement a ‘greener car’ salary sacrifice scheme in the first quarter of next year, as well as refreshing our existing cycle to work scheme
- We will engage with services, staff and trade unions to develop alternative business travel arrangements that support the phasing out of diesel and petrol cars for council business.

Supply chain - general

- We will use our pipeline of contract expiries and break points to identify opportunities for supply chain decarbonisation.
- We will raise awareness in our supply chains about Procurement Policy Note 06/21 – “Taking Account of Carbon Reduction Plans in the procurement of major government contracts”. This requires that the existence of a carbon reduction plan be a selection criteria for government contracts over £5million per annum.
- Although we are not required to implement PPN06/21, we will start to phase it in for larger contracts as awareness grows.

Supply chain - construction

- We will complete Salix-funded decarbonisation studies of seven buildings by March 2022.
- We will put in place framework agreements for further studies and for the resultant decarbonisation work across the corporate estate
- We will engage with our construction framework contractors in readiness for the implementation of carbon reduction measures in the new construction framework that will come into effect in September 2023.
- In both existing and future highways contracts, we will work with partners to implement carbon reduction measures. Going forward, we expect to reflect the amendments to the Manual of Contract Documents for Highway Works and the near-zero construction roadmap that National Highways is expected to publish in 2022.

Supply chain - transport

- We have created new SEND schools closer to pupils’ homes to reduce the need to travel. Over time, as pupils are matched to places, we will reduce the mileage covered by SEND transport through the opening of our new SEND schools.

- We will engage with our supply chain about timescales for phasing out petrol and diesel vehicles in school transport, starting with cars before moving on to people carriers, minibuses and eventually coaches.
- We will submit our business case for Zero Emission Bus Regional Authority (ZEBRA) funding in early 2022.
- We will seek through the retendering of the Norwich Park & Ride service for September 2023 to minimise emissions.

Supply chain – social care

- Social care providers are a significant source of supply chain carbon emissions because of the sheer volume of business we do with them. But the market is currently under tremendous pressure.
- We will engage with providers to discuss how best to facilitate decarbonisation of buildings and transport.
- We are engaging with potential bidders for the Integrated Community Equipment Stores to consider the scope for decarbonisation, including the use of electrified transport.

Supply chain - IT

- We will increase the refresh interval for corporate laptop computers from four years to five, hence reducing the number purchased by up to 20% [allowing for the possible need for some ad hoc replacements].

Norfolk Pension Fund

- The pension fund will make further proposals to the Pensions Committee once the outcome of the DLUHC consultation is known.

Carbon governance for NCC-owned companies

- We will set carbon reduction objectives for our wholly owned companies in the same way as we currently set financial objectives.

Cabinet

Item No: 10

Decision making report title:	Schools' Capital Programme
Date of meeting:	8th November 2021
Responsible Cabinet Member:	Cllr John Fisher (Cabinet Member for Children's Services)
Responsible Director:	Sara Tough, Executive Director of Children's Services
Is this a key decision?	No

Executive Summary

The County Council has a duty to secure sufficient pupil places to meet the demands of the school-age population, and the long-term needs are set out in the School's Local Growth and Investment plan annually.

Norfolk County Council receives schools' capital grant funding to support its strategic plans for the provision of additional places and for improving the quality of existing maintained school buildings.

The cost-effective provision of high-quality learning environments is central to meeting the County Council's ambition to ensure high standards of achievement in schools.

Last year, Cabinet approved the schools' capital programme from 2020-2023+ and agreed that once all other funding opportunities were fully exploited, NCC would underwrite any further shortfall.

This report provides a refreshed schools' capital programme and the updated financial position on other funding income and borrowing implications for NCC.

Recommendations To

- Endorse the proposed Schools' Capital Programme for the next three years and beyond, including new schemes added
- Agree to continue to review annually the funding gap, taking into account other sources of external funding which have come forward
- Endorse the impact of external grant funding received and revised financial profiling

1. Background and Purpose

- 1.1 The County Council has a duty to secure sufficient pupil places to meet the demands of the school-age population. The main financial source to support this duty is the annual schools' capital grant funding from the Government. This grant, along with funding from other sources, is used to support the Council's strategic plans for the provision of additional places and for improving the quality of existing NCC-maintained school buildings.

In May/June of each year, Cabinet is asked to either approve the roll-forward of its approved schools' capital building programme or approve a new programme approximately every three years. This report forms part of an annual reporting cycle as follows:

- 1.1.1 November – Portfolio Member update and identification of emerging capital pressures and priorities for the forward years
- 1.1.2 January - Growth and Investment Plan (summary of strategic pupil place pressures) to Cabinet
- 1.1.3 May/June – proposed revisions to capital programme in the light of funding allocations.
- 1.2 The Capital Priorities Group considers emerging business cases for investment and makes a recommendation to the Executive Director of Children's Services as decision maker on schemes for inclusion into the programme and subsequent budget adjustments.
- 1.3 The group continues to support and monitor the progress of the capital programme and considers in detail projects of concern, based on a regular risk assessment.
- 1.4 The structure of this report is as follows:
 - A summary of existing schools' capital funding sources
 - A summary of progress against the programme approved in August 2020
 - A schedule of schemes in the approved programme for 2021-2024+
 - A refresh to the profile of projected NCC borrowing to support the agreed programme and profile of anticipated expenditure based on current information

2. Proposals

Priorities underpinning the programme

- 2.1 Three priorities have been set for the capital programme in recent years Current unallocated sums are as follows but include programme level budget risks (eg. Covid -19 budget increases):

Priority	Scope	Unallocated as at 1 September 2021
A	Growth	£19m

B	Special Educational Needs	NCC Borrowing capacity only
C	Rationalisation, major capital maintenance and compliance	£9.6m
	TOTAL	£28.6m

2.2 Government funding sources for the NCC schools' capital programme are as follows:

- Government grant: 'Basic Need' for growth places at all state-maintained schools and 'Capital Maintenance' for major condition improvements at NCC- maintained schools
- SEND Government capital grant – all fully allocated to support provision for children with EHCPs
- £2m CIL income from the Greater Norwich Growth Area. CIL has replaced Developer Contributions in all the Districts within the Greater Norwich Growth Area and between 2017 and 2021 an annual £2m allocation has been agreed for education provision, based on projected CIL income. Recent economic challenges have resulted in central Government encouraging Authorities to negotiate deferral of CIL payments to smaller and medium size developers.

2.3 Capital grants payments are summarised in the table below

£m	2020/21	2021/22	2022/23
Basic Need	0.00m	7.802m	8.090m
LA Capital Maintenance	5.280m +2.456m	5.280m	-
SEN provision capital	0.908m	4.393m	-
CIL Income	2.00m	2.00m	-

2.4 As set out in the table above, Norfolk County Council has been successful in receiving an additional Basic Need allocation of £8.09m announced by government since the last report, this has mitigated demand on NCC finance in the current year.

2.5 Other sources of capital funding available are:

- Developer funding – this funding is received from housing developers via District Council Section 106 agreements. Where the scale of development warrants it, a new school site can be claimed free of charge.
- Free school programme – at present new school proposals might be eligible for free school funding from central Government. The current criteria include the need for both new pupil places and

improved standards in an area. Applications from Sponsor Academies are made in ‘waves’ opened by the Department for Education and available land from the LA is preferable to assist delivery. Considerable schools’ capital has been previously channelled to deliver the Government free school programme and expansion of selective schools, but with a Spending Review pending there is no certainty of allocations for future programmes of work.

2.6 Any alternative further sources of schools’ capital funding for provision of places which arise will be fully considered and utilised as appropriate.

2.7 Section 106 developer contributions for education are set out in the table below.

Developer contribution collected	Between 2018/19 and 2020/21 £30,312,332 was collected towards educational provision.
Developer contribution yet to be collected	From agreements between 2018/19 and 2020/21 there is a provisional amount of £35,793,168 yet to be collected.

2.8 When received subsequent to project completion, these contributions release schools’ capital previously invested into supporting the future programme. There is no certainty on this funding, if, for example, the planning approval expires, or the housing concludes before the trigger for the S106 is reached.

2.9 **Progress against previously agreed programme**

The principle of borrowing was agreed last year as a last resort to support the statutory duty. However, the past two annual Basic Need grant allocations provide a steady income which has been allocated to high priority schemes on the programme for secondary expansion, allowing other schemes to enter the programme without additional funding required.

2.10 These two high priority schemes now being delivered are the expansion at Costessey Ormiston Victory Academy and Sprowston Community Academy, both providing additional secondary school places in response to housing growth. The total accumulated value for these two alone is in excess of £17m.

2.11 The process for refreshing the programme entails reviewing the construction delivery programme for the remaining schemes and has resulted in some changes to timescales, reflecting largely the progress of housing growth.

Proposals for the forthcoming mainstream schools' capital programme

A1-4 Growth

- 2.12 The programme in the next three to five years constitutes largely category A1 schemes either new primary schools within large housing developments or new secondary school provision.
- 2.13 New primary schools are planned in housing developments and therefore reliant on the output of the housing market. As a key element of infrastructure in a new community there is considerable pressure to bring new schools forward, but this needs to be balanced with the demand for additional places which can take longer in some parts of the County. All new schools are designated as Free Schools under legislation. They will be subject to 125-year lease from Norfolk County Council to the incoming Academy Trust assigned to open the school either via an LA presumption route or a DFE Free School wave.
- 2.14 The following table sets out all schemes approved and proposed for 2021-24+ to support pupil growth as a result of new housing development.

Project	Anticipated year construction commencement
New Blofield Primary (relocate and expansion)	2023
*Hethersett High Academy (expansion)	2023
*Wymondham High Academy (expansion)	2023
*Bradwell Primary (new school)	2024
Holt Primary (relocation and expansion)	2024
Cringleford Primary (new school)	2024
Poringland Primary (new school)	2024
* Silfield (new primary school)	2024
Thetford new 2FE Primary (new school)	2024
North Norwich/Rackheath High School (new school)	2025+
*Attleborough (new primary school)	2025+

* new schemes entering the programme for 2021-2024+

- 2.15 The majority of these schemes have been accepted into in previous schools' mainstream capital programmes at design development stage but are currently not fully funded. Many of the other new schemes have considerable S106 funding available to support their delivery, including Bradwell and Attleborough's first new primary in the Strategic Urban Extension (SUE).
- 2.16 The nature of pupil forecasting means that identifying the precise time at which a new school will be required is a challenge, as it depends on a number of factors

including the location of nearest schools and the existing capacity in surrounding schools. As a Local Authority, we are conscious of the need to ensure the stability of existing schools, and not to oversupply places and create unnecessary surplus. One way this has been managed is to use growth in addition as an opportunity to shape the education landscape and fulfil the policy desire to have primary schools of 420 (2 forms of entry). In areas of Infant and Junior schools this has meant change to primary as restated in the Cabinet Paper of January 2020.

2.17 Proposed profile of expenditure

Year	2021/22	2022/23	2023/24
Borrowing Required	£1m	£19m	£10m
Schemes assumed for delivery	Hethersett High Academy expansion design development Wymondham High Academy expansion design development	Blofield new primary construction Wymondham High construction Hethersett High construction Cringleford and Silfield new primary design development Potential land acquisition costs	Cringleford Silfield new primaries construction Thetford new Primary construction North Norwich/Rackheath High design development Poringland new primary design development

3. Impact of the Proposal

- 3.1 The proposed new three-year rolling programme will ensure that the Local Authority's statutory duty to provide sufficient school places is effectively discharged.
- 3.2 By ensuring the delivery of schools in new communities, this will secure important infrastructure as part of housing development.

4. Evidence and Reasons for Decision

- 4.1 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

5. Alternative Options

- 5.1 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.

6. Financial Implications

- 6.1 There are no new financial implications for the delivery of the new three year rolling programme. Additional external funding has been allocated which allows the new schemes entering the revised programme for this year to have no additional financial impact.

7. Resource Implications

- 7.1 **Staff:** The schools' capital programme will be delivered within existing staffing capacity.
- 7.2 **Property:** New schools will result in development of the schools' estate. All new schools opened are academies under the Education and Inspection Act 2006, and as such are subject to a peppercorn 125 lease from Norfolk County Council.
- 7.3 **IT:** There are no ICT implications for this programme other than infrastructure delivered as standard within the new schools.

8. Other Implications

- 8.1 **Legal Implications** None identified
- 8.2 **Human Rights implications** None identified
- 8.3 **Equality Impact Assessment (EqIA) (this must be included)**

This programme has been assessed to ensure that it has no adverse impact on young people including those with disabilities, gender reassignment, marriage/civil partnerships, pregnancy/maternity, race, religious belief, sex or sexual orientation where appropriate, as it aims to secure a good place of education for every child. In particular it seeks to ensure that every school has sufficient capacity for strong leadership and governance to safeguard a good education for all.

- 8.4 **Health and Safety implications** (where appropriate)
- 8.4.1 **Investment in condition of the estate is frequently in support of health and safety and safeguarding of pupils on school sites.**
- 8.5 **Sustainability implications** (where appropriate) NCC has a target to carbon net zero by 2030 and this has implications for all new building design and schools as a subset. Investment in sustainable infrastructure is generally predicated on additional capital investment returned via reduced running costs. Any offset of costs in this case will not be recouped by NCC but the school as user of the building.

8.6 **Any other implications**

9. Risk Implications/Assessment

- 9.1 There is a long-term risk to the Council's ability to deliver its statutory responsibility without sufficient investment in maintaining and expanding its assets. The schools' mainstream capital programme is aligned to the Schools' Local Growth and Investment Plan.
- 9.2 The programme requires regular monitoring, management and budgetary control to deliver schemes on time and within budgets. This is addressed through the bi-monthly meetings of the Children's Services Capital Priorities Group, the oversight of the Executive Director of Children's Services and via the Cabinet Member's regular report.
- 9.3 The programme is set out on best estimate of costs and through good procurement practice, the Council will continue where possible to manage down the capital expenditure and minimise need for borrowing. At a programme level, key risks have been incorporated into a risk register as beyond individual project capacity. An allowance has been identified for the programme so delivery is assured if one or more of these risks comes to fruition. The most recent example of this is Covid-19 or a similar pandemic.
- 9.4 There is a risk that external grants and payments from third parties will not be received for reasons outside the Council's control. The programme will be adjusted to reflect these circumstances and reduced available funding.

10. Select Committee comments

10.1 n/a

11. Recommendations

- 11.1
- Endorse the proposed Schools' Capital Programme for the next three years and beyond, including new schemes added
 - Agree to continue to review annually the funding gap, taking into account other sources of external funding which have come forward

ANNEX A - Mainstream schools' capital programme

Existing residual programme 2018-2021

Project	Priority area	2021/22	2022/23	2023/24+	Total allocation	Funding source	Completion	Additional Information
		£m	£m	£m	£m			
Aylsham St Michael Primary	A3	0.750	0.335	-	0.75	S106 - grant to Diocese	Spring 2022	Conversion to primary
Gayton VC Primary	A3	7.886		-	7.886	Basic Need and Condition	Summer 2022	Relocation and expansion of school to 1FE
Tunstead Primary	C1	0.250		-	0.250	Condition	Autumn 2021	Mobile replacement

Mainstream programme 2021-2024+

Project	Priority area	2021/22	2022/23	2023/24+	Total allocation	Funding Source to date	Anticipated completion	Additional Information
		£m	£m	£m	£m			
Attleborough High Academy	A2	0.050	-	-	0.050	Basic Need	TBC	Refresh of masterplan
Bradwell Primary (new school)	A1		0.500	1.146	1.646	S106	2024	New 2FE Primary school
Costessey Ormiston Victory Academy	A1	9.900	-	-	9.900	Basic Need and CIL	2022	Expansion of existing school
Hethersett High Academy	A2	0.050	-	-	0.050	Basic Need	TBC	Refresh of masterplan
Sprowston High Academy	A1	8.217	-	-	8.217	S106 and Basic Need	2022	Expansion of existing school
Blofield Primary	A1/A3	0.500	1.000	-	1.500	CIL and S106	2024	Relocation and expansion to 2FE
Bradwell Primary (new school)	A1/3					S106		New 2 FE Primary
Holt Primary	A1/A3	0.500	-	7.500	8.000	S106, Basic Need and Condition	2024	Relocation and expansion to 2FE
Cringelford Primary	A1	0.500	2.000	-	2.500	Basic Need and CIL	2024	New 2FE Primary school
Poringland Primary	A4	0.750	-	-	0.750	S106 and Basic Need	2022	New studio hall
Poringland Primary (new school)	A1	0.000	-	-	0.000	TBC	TBC	New 2FE Primary school
North Norwich/Rackheath New High School	A1	0.050	-	-	0.050	Basic Need	TBC	New High School
Silfield Primary (new school)	A1	0.155	0.300	4.28	4.733	S106 and Basic Need	2024	New 2FE Primary school
Thetford Primary (new school)	A1	0.500	-	-	0.500	Basic Need	2024	New 2FE Primary school

Wyndham High Academy	A1	0.050	0.446	2.00	2.496	S106	TBC	Refresh of masterplan
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SEND Capital Programme**Existing programme**

Project	Priority area	2021/22 £m	2022/23 £m	2023/24+ £m	Total allocation £m	Funding Source	Completion	Additional Information
Fakenham ASD School	B1	11.500	-	-	11.500	NCC Borrowing	Winter 2021	New ASD School
Easton Cognition and Learning School	B1	2.230	-	-	2.230	NCC Borrowing and Dfe Free School capital	Spring 2022	New Complex Needs School site and access
Fen Rivers Academy	B1	3.600	-	-	3.600	Basic Need and DFE SEN Grant	Autumn 2021	Secondary phase opening (reuse of St Edmund's Primary building)
John Grant Complex Needs School	B1	2.800	-	-	2.800	NCC Borrowing	Winter 2021	Expansion of existing school
Parkside Special School 6th form	B1	0.050	0.450	-	0.500	NCC Borrowing - grant to school	Spring 2022	Relocation of 6th form

Specialist Resource Bases

Drake Primary	B1	1.780	-	-	1.780	NCC Borrowing	Summer 2022	Expansion of existing SEMH SRB from 8 to 16 places
Greyfriars Primary, King's Lynn	B1	1.750	-	-	1.750	NCC Borrowing	Summer 2022	New 16 place ASD SRB
Millfield Primary, North Walsham	B1	0.50	-	-	0.500	NCC Borrowing	Autumn 2021	Expansion of existing SRB from 10 to 16 places

Condition improvements to Special Schools

Fred Nicholson School	B1	0.638	-	-		NCC Borrowing	Winter 2021	Replacement modular building and fire safety works
Sidestrand Hall	B1	0.050	-	-		NCC Borrowing	Autumn 2022	Replacement modular

Cabinet

Item No: 11

**Report Title: Norfolk Safeguarding Children Partnership
Annual Report 2020 - 21**

Date of Meeting: 8 November 2021

Responsible Cabinet Member: Cllr John Fisher

**Responsible Director: Sara Tough, Executive Director Children's
Services**

Is this a Key Decision? No

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

Executive Summary / 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 2020 and 30 June 2021.

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 are responsible for local safeguarding arrangements. Publication of an annual report is a statutory requirement.

This year, the three statutory partners also commissioned a [children and young people's version of the annual report](#). This not only demonstrates the NSCP's commitment to hearing the voice of the child but also ensures that the report is inclusive and accessible to our service users.

Recommendations:

- 1) endorse the content of the report**
- 2) proactively share this report with partner organisations with whom they have contact and actively encourage their involvement with NSCP's work**

- 3) 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 plan is owned by three statutory partners: the Local Authority \(Norfolk Children's Services\), Police and Health \(Norfolk & Waveney CCG\).](#)
- 1.2 In order to bring transparency for children, families and all practitioners about the activity undertaken, *Working Together* requires that the safeguarding partners publish a report at least once in every 12-month period. This should include:
- *evidence of the impact of the work of the safeguarding partners and relevant agencies, including training, on outcomes for children and families from early help to looked-after children and care leavers*
 - *an analysis of any areas where there has been little or no evidence of progress on agreed priorities*
 - *a record of decisions and actions taken by the partners in the report's period (or planned to be taken) to implement the recommendations of any local and national child safeguarding practice reviews, including any resulting improvements*
 - *ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service provision* (Chapter 3, Paragraph 42)
- 1.3 This annual report sets out what the NSCP has done as a result of the arrangements, including responding to child safeguarding practice reviews, and how effective these arrangements have been in practice.

2. Proposal

- 2.1 In May 2021 the National Child Safeguarding Practice Review Panel published its second [Annual Report](#), drawing on evidence from Safeguarding Partners' published Yearly Reports. 68 yearly reports were reviewed against the requirements of WT2018; the NSCP's 2019 - 20 report was selected alongside 18 others to be reviewed for learning about practice issues. Feedback was provided and the National Panel noted the maturity of the partnership and requested more information about Norfolk's response to Covid as well as better analysis of the impact of learning on practice.
- 2.2 This year's report is lengthy in order to respond to the National Panel's direction, however, a separate report has been produced with the support of Norfolk's In Care Council to act as both a children and young people 'friendly' version as well as an executive summary.

- 2.3 The proposal to Cabinet is to support them in their understanding of the work of the NSCP, including the partners' perspectives on safeguarding arrangements, and, in turn, request their continued support for the partnership.

3. Impact of the Proposal

- 3.1 There has been significant political support and investment in Children's Services and safeguarding in general across Norfolk. There is also particular scrutiny on how well we safeguard Norfolk's children, including inspectorates such as Ofsted as well as from the media. The annual report provides a good account of how well we think we are doing as well as recognising ongoing challenges and emerging issues for the safeguarding system.
- 3.2 Cabinet endorsement and dissemination of the report will provide a clear message of Norfolk County Council's commitment to the child safeguarding agenda in terms of both valuing partnership working and, more importantly that all Norfolk's children and young people flourish.

4. Evidence and Reasons for Decision

- 4.1 A recent review of the [Reform to Safeguarding Arrangements](#) conducted by Sir Alan Wood (the Wood review, published May 2021) places clear accountability to the three statutory partners for governance arrangements for their local plan. The annual report is a key mechanism for holding the partners to account.
- 4.2 As noted above, the National Panel also undertake an annual analysis of annual reports to monitor the national response to the safeguarding system.

5. Alternative Options

- 5.1 N/A

6. Financial Implications

- 6.1 None. The NSCP operates on a pooled budget with contributions from the Local Authority, Police and the CCG as well as smaller contributions from other partners.

7. Resource Implications

- 7.1 None.

8. Other Implications

8.1 Legal Implications: The publication of the NSCP annual report is a statutory requirement under *Working Together 2018*.

8.2 Human Rights Implications:

None identified.

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

None identified.

8.4 Data Protection Impact Assessments (DPIA):

None identified.

8.5 Health and Safety implications (where appropriate):

None identified.

8.6 Sustainability implications (where appropriate):

None identified.

9. Risk Implications / Assessment

9.1 None identified.

10. Select Committee Comments

10.1 None.

11. Recommendations

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

12. Background Papers

12.1 Links provided.

Officer Contact

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

Officer name: Abigail McGarry

Telephone no.: 01603 223335

Email: 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.



Norfolk Safeguarding Children Partnership

Annual Report 2020 - 21
8 Nov 2021

Sara Tough
Executive Director
Children's Services



Background and Context

Under Working Together 2018, Local Safeguarding Partnerships are required to report on local arrangements covering:

- evidence of the impact of the work (including training) of the safeguarding partners and relevant agencies on outcomes for children and families from early help to looked-after children and care leavers
- an analysis of any areas where there has been little or no evidence of progress on agreed priorities
- a record of decisions and actions taken by the partners in the report's period (or planned to be taken) to implement the recommendations of any local and national child safeguarding practice reviews, including any resulting improvements
- ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service provision
- response to learning from child safeguarding practice reviews, Rapid Reviews and child death

The scope of this annual report runs from 1 July 2020 to 30 June 2021.

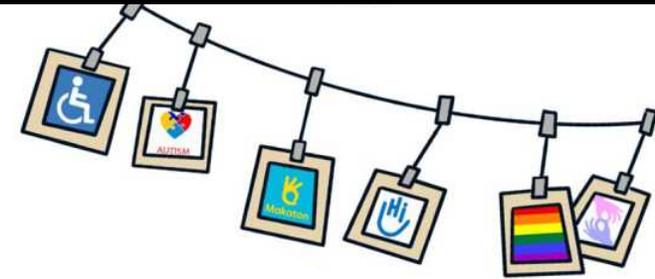
Two versions of the report

- Version 1: detailed report – circulated with HWB papers
- Version 2: Children & Young People's annual report = Executive Summary – illustrated and co-produced with members of Norfolk In Care Council - tabled
- Focus today on CYP version



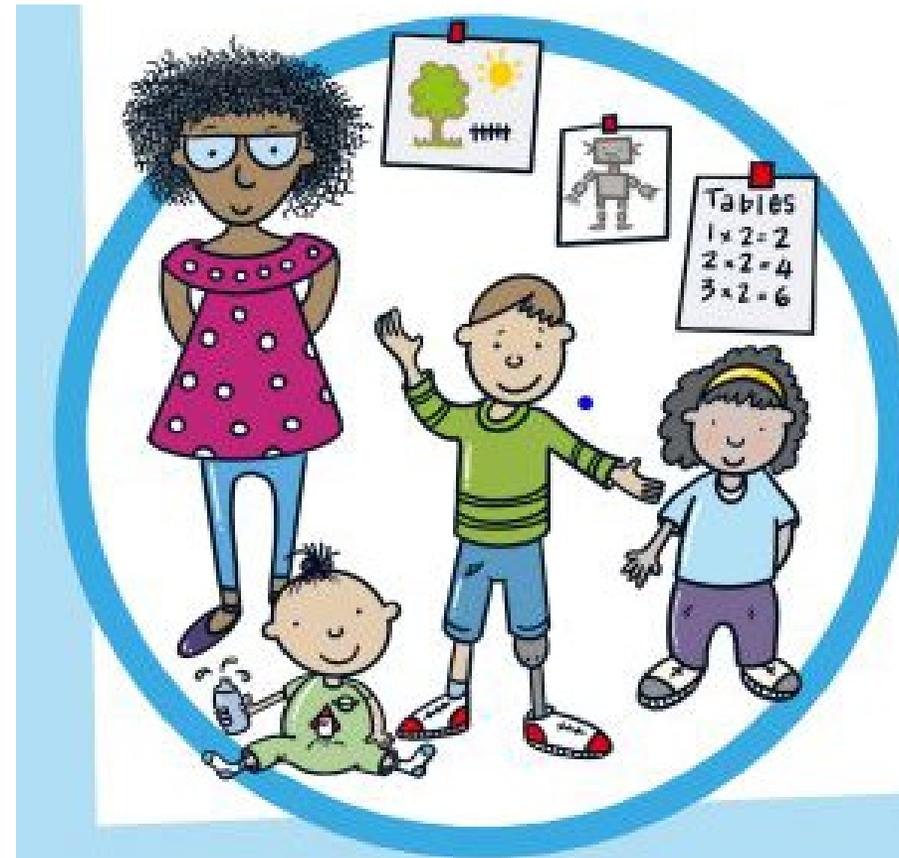
Why a CYP version?

Commitment to hearing the voice of the child
Making the report inclusive and accessible



What is important to them:

- Colourful images
- Diversity
- Using their words



1. Governance: Role of statutory partners

“We can put faces to the names.”

It is really important to us that leaders are available and approachable.”





1. Governance: Messages to Leadership

“ Children and young people need to feel loved and cared for (where possible, pets can help!) ”

“ We need to know there are people who can help if something goes wrong in our lives. ”

“ Adults need to listen! If you are asking us questions because you are curious about our experience, that is fine so long as you don't make us just keep repeating ourselves. ”

Show that you care about what we have to say and are willing to do something about it. Adults need to pay attention and believe it when children are telling them they are having a hard time. Sometimes they might not have the words. ”

“ Communication is so important and if people are making changes that affect us we need to understand what they are and why decisions have been made. It is really important that children know who they can talk to, who to trust and how to contact the people who will help keep them safe. ”

“ We need to know we can trust the people that work with us. It is hard if people keep changing jobs, particularly social workers, because we need stability. ”

1. Governance: Links to Other Boards

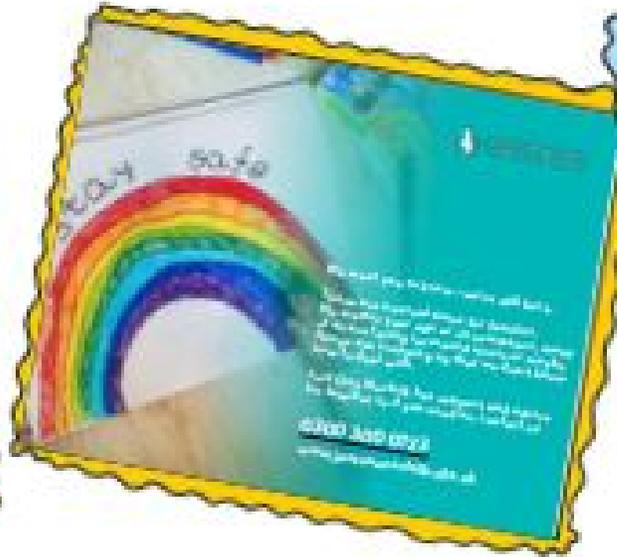
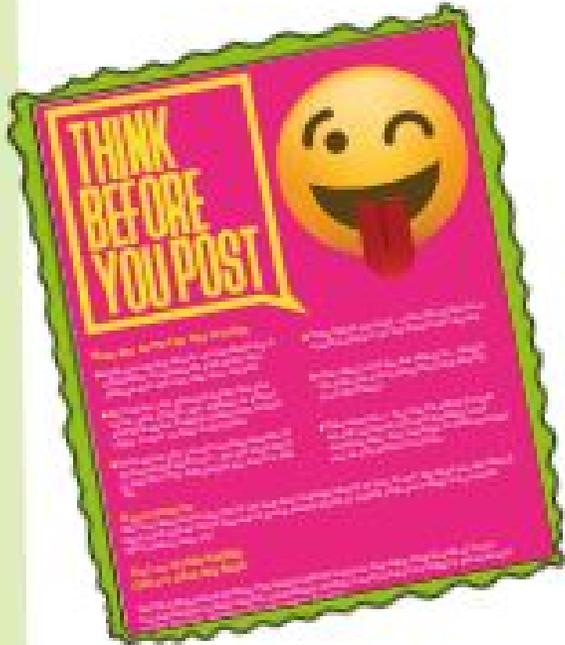
- Acknowledging the other Partnership Boards involved with children and/or safeguarding
- Supporting the Children & Young People's Strategic Alliance FLOURISH agenda

“FLOURISH not only means to grow well, but each letter stands for something that makes the lives of children, young people and their families better. This includes: Family and Friends; Learning; Opportunities; Understood; Resilience; Individual; Safe and Secure; and Healthy.”



2. Covid: Strange Times!

Comms campaigns



“We really liked the positive messages because there was such a lot of bad news and we needed something to keep us going.”



2. Covid, cont.

- Schools and other partners also got better about talking about mental health as many people felt anxious as we have never lived through a pandemic before.

“We know if you don’t talk about how you’re feeling when things are tough, those feelings can slowly eat away at you.”

- Building Back Better: Research in Practice commissioned report looking at trauma informed and resilience oriented leadership and practice.

“To us, trauma means getting stuck in a bad head space and needing help to understand and accept scary experiences so we can start to feel safe and get over it. Resilience is about never giving up, on yourself or other people. It requires determination, ambition, staying hopeful and wanting the best for yourself. We can only make positive change if we are resilient and this is true for the adults who work with us. We need adults to be confident so they can get things done for us.”



“IT IS ALSO REALLY IMPORTANT TO BE KIND AND, WHEREVER POSSIBLE, TO HAVE FUN. FOR EXAMPLE, IF A SOCIAL WORKER IS KIND AND FUN, THEN WE CAN FEEL MORE OPEN WITH THEM.”



3. Independent Scrutiny

Independent Scrutiny Team



Chris Robson



Sian Griffiths



Natasha Rennolds

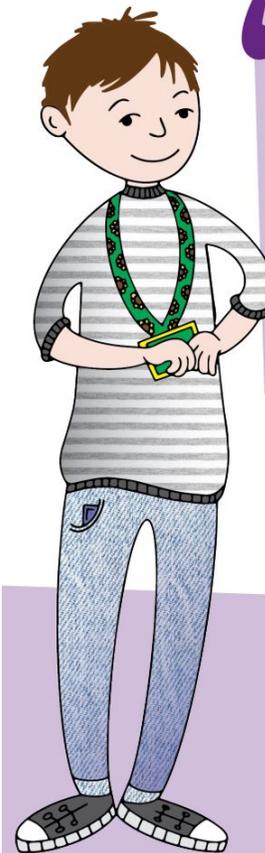
“Independent scrutiny means that the NSCP can check how well the partnership is doing to keep children safe. Scrutiny is a tool to help people to improve as it is a way to understand what the problems are.”



3. Independent Scrutiny, cont.

Scrutiny Activity included:

- Independent Scrutiny Team looked at adolescent neglect, Safeguarding Practice Review processes and impact of training
- Multi-agency audit: response to Covid and neglect
- Section 11 Safeguarding Self Assessment



“ We can also contribute to scrutiny as there are children in Norfolk who have been trained as young inspectors. Ask us and we can help. This also helps us to understand what good looks like and is great for our own personal development as we learn new skills. ”

4. NSCP Priorities



PROTECTING BABIES



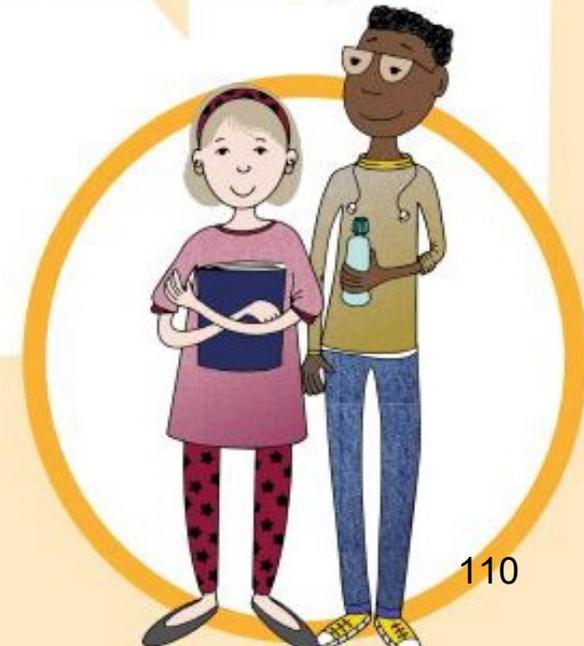
NEGLECT



CHILD EXPLOITATION

All priorities have published strategies and dedicated webpages on NSCP website with resources available to support best practice.

“ We think these are the right priorities and that young people could help in promoting the issues as well as finding the solutions. We go back to the points about communication and trust so we always know who to talk to if we are facing these issues or see them happening to someone we care about. ”



5. Rapid Reviews/Safeguarding Practice Reviews



Between July 2020 and June 2021, the NSCP:

- Completed 4 Rapid Reviews
- Published 4 Safeguarding Practice Reviews (some of these were called Serious Case Reviews)
- Completed another Safeguarding Practice Review and are waiting to publish it
- Looked at another 6 cases that were worrying



“One of the things we are interested in is how people learn from when things go well. The metaphor we used was thinking about footballers: if you managed a football club and had a young talented player, you wouldn’t teach him or her by just showing videos of when players get sent off with a red card. You would also want them to study teamwork, football skills, good communication and what it looks like when you get the ball into the back of the net. These are positive messages and keep you focused on achieving your goal – in our case, keeping children safe and making sure they are loved and looked after. This helps with building confidence in the safeguarding system.”

3. Training: It's All in the Skill!



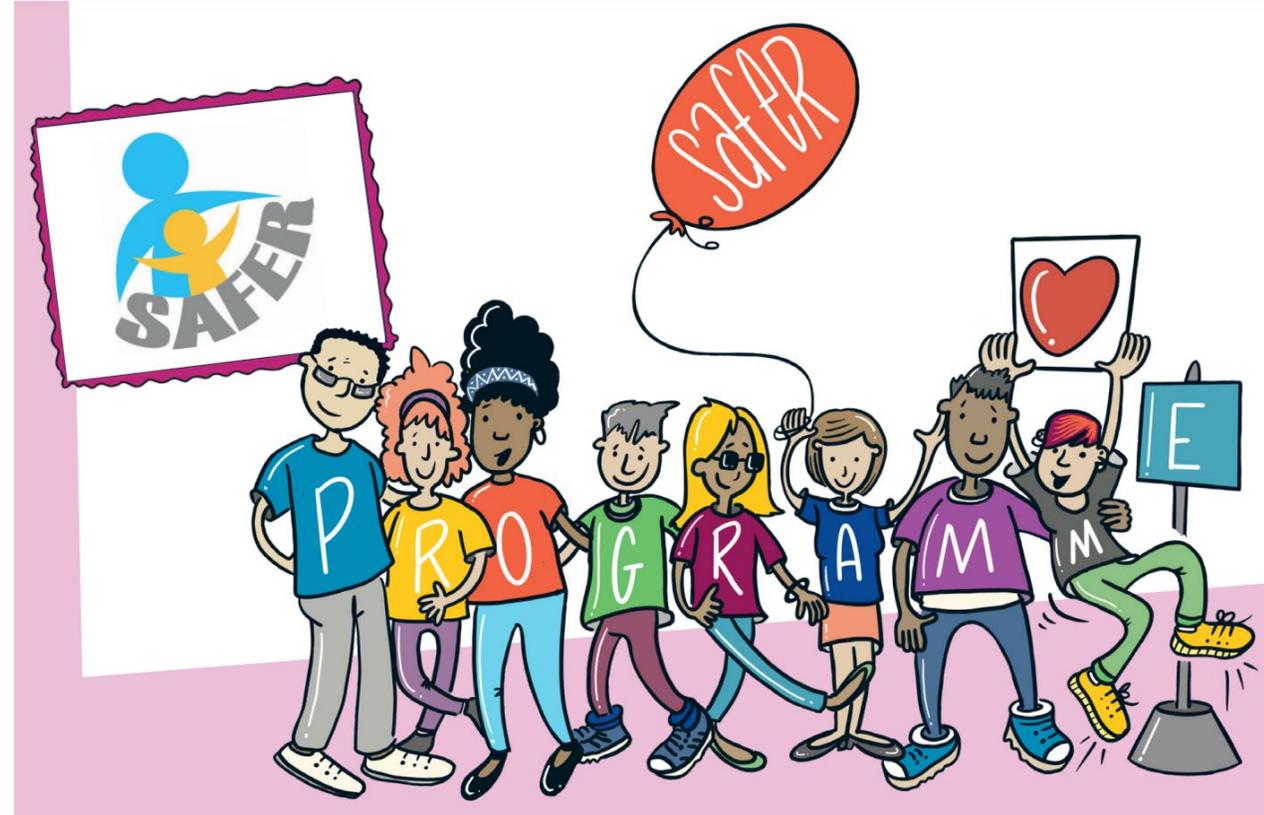
- Overseen by Multi-Agency Workforce Development Group
- 66 multi-agency training courses offered
- 1064 places taken
- 173 'did not shows' - a worry!
- Best Practice events, SPR roadshows and Train the Trainer events
- Impact evident in terms of reaction and learning but need to improve monitoring changes to behaviour in practice

“We think one way the NSCP could measure impact is by talking to children directly after one of their workers has been on a training course..”

3. Training: Safer Programme

The NSCP is pretty special because in addition to the training the Business Unit provides, there is also a Safer programme, which helps the voluntary sector and other partners develop their skills. Safer also helps them make sure their policies and safeguarding guidance is up to date.

Safer has 492 members and is looking for more so they can help people from all the smaller organisations get better at keeping children safe.



Conclusions

We hope that you have noticed all the great things the NSCP has done this year and that it has achieved a lot. With safeguarding there is always a lot more to be done as children grow up and society changes. We don't know what lies ahead of us, particularly after this last year of Covid, but there are certain things that the NSCP wants to get better at. This includes:

- Continuing to develop a truly trauma informed safeguarding system from leadership to frontline and the communities they serve
- Independently scrutinising the mental health and emotional wellbeing of Norfolk's children and young people
- Evidencing impact and outcome against our priority areas with clear measures, performance intelligence, data and qualitative feedback
- Developing mechanisms for monitoring the impact of training on practice
- Reviewing the Multi-Agency Safeguarding Arrangements
- Working directly with the children, young people and families to ensure that their voices are heard and they contribute directly to strengthening the safeguarding system
- Promoting equality and inclusion and celebrating diversity in Norfolk.

“ We hope that we, the children and young people of Norfolk, are fully involved in supporting the NSCP achieve its future goals. ”



Final word goes to the In Care Council...

The children involved could not present this in person due to both school commitments and Covid restrictions to in person meetings.

They have seen the final report and would like you to know:

We would like to be involved in more projects like this in the future

We are really proud of the report that we have produced. We think it came out amazing!

What has been included in the report is really informative.

We had an amazing day working on the report, talking about lots of interesting things, having good food and seeing people in person. The tubing was pretty good too!

NB The published version will have signposting at the end for children and families

Any questions or comments?

Both versions of the report were published on the NSCP website
on 29 September 2021

www.norfolkscb.org



Norfolk Safeguarding
Children Partnership



Cabinet

Item No: 12

Report Title: Norfolk Safeguarding Annual Report for 2020-21 - Safeguarding adults during a global pandemic

Date of Meeting: November 2021

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

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

Is this a Key Decision? No

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

Executive Summary / Introduction from Cabinet Member

Publication of a Safeguarding Adults Board's annual report is a statutory requirement under the Care Act (14.136 Care Act Guidance 2021). It is shared with Cabinet as part of this requirement.

In addition, a copy of the annual report is required to be sent to the Head of Paid Service and Leader of the Local Authority, the Police and Crime Commissioner, the Chief Constable and the local Healthwatch.

This report summarises the work of the Norfolk Safeguarding Adults Board (NSAB) and the wider partnership's adult safeguarding activity during 2020/21. It sets out work done to safeguard those at risk of abuse and harm in very challenging and fast changing circumstances of the response to the Covid-19 pandemic.

The report provides key point summaries on adult safeguarding activity covering the following topics:

- a) The statutory duty to carry out Safeguarding Adult Reviews
- b) Activity summaries from NSAB three statutory partners
- c) NSAB's key achievements during Covid
- d) Review of the business plan
- e) NSAB's website and social media

The Norfolk Safeguarding Adults Board Annual Report 2020/21 is included at **Appendix A**.

Recommendations: (for Cabinet reports these should be highlighted in bold)

Cabinet is recommended to:

- a) **Agree the contents of the annual report 2020/21**
- b) **Promote the work of NSAB to NCC partner organisations and stakeholders**

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 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 NSAB leads adult safeguarding arrangements across Norfolk and oversees and coordinates the effectiveness of the safeguarding work of its member and partner agencies.
- 1.3 This requires the NSAB to develop and actively promote 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
- 1.4 During the lockdown there has been increased concerns about many of the above topics.
- 1.5 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.
- 1.6 The Executive Director takes a keen and active involvement in the work of NSAB and safeguarding is one of the items that continues to be discussed at monthly locality accountability meetings.
- 1.7 The period of time covered by this annual report is up to March 2021. For this reason, the report does not include the recent Safeguarding Adult Review into the deaths of three residents at the privately run Cawston Park Hospital. Oversight on the implementation of the recommendations of that report are led by the Norfolk Adult

Safeguarding Board, with additional scrutiny through Norfolk Health Overview and Scrutiny Committee.

2. Proposal

2.1 To receive and agree this annual report.

3. Impact of the Proposal

3.1 None identified

4. Some of NSAB's key achievements and activity during 2020/21

- 4.1 a) In support of our partners and quickly following the first lockdown, NSAB set up a dedicated Covid-19 page on its website, providing advice and guidance in response to fast-changing challenges facing the partnership.
- b) NSAB launched its '**See Something, Hear Something, Say Something**' campaign during the lockdown to raise awareness of adult abuse and harm and how to report it.
- c) During the year there were **4,310** safeguarding concerns made to the local authority with **2,031** progressed to Section 42 enquiries. This gives a conversion rate of **47%**.
- d) During the pandemic we switched to running all our meetings virtually and put in place an Executive Group consisting of key board members, who met alternate months in place of a full board meeting. Full board meetings resumed in July 2020 (virtually of course), and currently take place every two months, as normal. The executive group was stood down in March 2021.
- e) The Safeguarding Adults Review (SAR) Group received **17** case referrals (**nine males and eight females**), with **four** meeting the criteria for a SAR and one to be considered as a Multi-Agency Review (MAR). Those referred were predominantly 18-64 years old.
By far the main type of abuse identified in referrals was neglect and acts of omission.
- f) Board meetings included updates and assurance from partners and linked organisations throughout the year, covering topics such as impact of pandemic on care providers, health and social care systems including hospital discharges, use and understanding of the mental capacity act, workforce resilience, support for voluntary and community sector, risks associated with lockdowns and social isolation, approaches to tackling homelessness.
- g) A **Response and resilience plan** was developed and published in December 2020 with the support of statutory partners, setting out NSAB's response to the changed safeguarding adults landscape.

- h) NSAB's **Locality Safeguarding Adults Partnerships** continued meeting during the pandemic, supporting local organisations on safeguarding and providing vital intelligence back to the board on what was happening in the localities. From July 2020 onwards these meetings were virtual and have focussed on a number of key topics including:
- ❖ Safeguarding in a pandemic
 - ❖ Safeguarding in the community
 - ❖ Safeguarding for all - seldom heard communities
 - ❖ Mental Capacity Act and safeguarding
 - ❖ Safeguarding in less formal settings – volunteers and carers
- i) Our Twitter followers have increased by **280** plus and we published **272** news stories during the year covering a wide range of subjects, all with a safeguarding theme.

5. Alternative Options

5.1 None identified

6. Financial Implications

6.1 None identified

7. Resource Implications

7.1 **Staff:** None identified

7.2 **Property:** None identified

7.3 **IT:** None identified

8. Other Implications

8.1 **Legal Implications:** None identified

8.2 **Human Rights Implications:** None identified

8.3 **Equality Impact Assessment (EqIA):** None identified

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

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

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

8.7 **Any Other Implications:** None identified

9. Risk Implications / Assessment

9.1 None identified

10. Select Committee Comments

10.1 Not applicable

11. Recommendations

11.1 Cabinet is recommended to:

- a) Agree the contents of the annual report 2020/21
- b) Promote the work of NSAB to NCC partner organisations and stakeholders

12. Background Papers

12.1 None

Officer Contact

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

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

Norfolk Safeguarding Adults Board

Annual Report

1 April 2020 – 31 March 2021



 @NorfolkSAB

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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 (NSAB) want to ensure that the person is at the centre of our attention as well as focusing on the outcome of investigations. We need to make sure 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. You can read more about the board's main objectives in section 43 of the Care Act 2014.

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

// 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
- Commission Safeguarding Adult Reviews (SARs) for any cases which meet the criteria for these
- Publish an annual report detailing how effective our work has been

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

The board meets every other month and has a good attendance at its meetings from:

- Acute hospitals
- Adult Social Services
- Association Representing Mental Health Care (ARMC)
- Build Charity (giving a voice from the community sector)
- Department of Work & Pensions
- Healthwatch
- Norfolk County Council's elected councillor, Penny Carpenter
- Norfolk Community Health & Care NHS Trust
- Norfolk Constabulary
- Norfolk Fire & Rescue
- Norfolk & Waveney NHS Clinical Commissioning Group
- Norfolk & Suffolk NHS Foundation Trust
- Police & Crime Commissioner's Office
- Prison Service
- Probation
- Public Health (Norfolk)
- University of East Anglia



Message from **Joan Maughan, independent chair**



Dear colleagues

I am pleased to welcome you to the Norfolk Safeguarding Adults Board annual report for 2020-21 and what a year it has been! All of us can reflect back and realise that we have never lived through such unexpected and challenging times.

On behalf of the members of NSAB and the safeguarding team I want to congratulate and thank all those front-line staff whose efforts have saved and supported so many lives. Despite all the efforts made many people have suffered the loss of loved ones and have had to deal with the heartache of not being able to have direct contact with them in their last days. The success and progress of the vaccination programme gives us all hope for a brighter future.

In a recent advice note from the Association of Directors of Adult Social Services, we are reminded that the easements provided by the Coronavirus Act 2020 neither withdrew nor reduced safeguarding responsibilities for all partners. Indeed, many professionals expressed increased concerns about safeguarding especially in relation to domestic abuse, scamming and exploitation, isolation and mental wellbeing.

Norfolk followed the national trend for the numbers of referrals to safeguarding services reducing dramatically during the first lockdown in 2020. Those figures have risen steadily and, in some safeguarding areas, have escalated. Using a variety of communication tools, including social media, NSAB has concentrated on maintaining as much contact as possible with citizens and with staff to ensure that they know how to report concerns.

So, it's business as usual for NSAB and the board safeguarding team, including undertaking and managing a very complex Safeguarding Adults Review (SAR) and the necessary logistics with the restrictions in place.

Just as the first lockdown hit, Becky Booth joined the team as deputy board manager. Becky brings a wealth of safeguarding knowledge and experience as well as the respect of her colleagues. She has been an invaluable asset to the team, and we are grateful to those funders who helped make her appointment possible.

Like so many of you we have got used to virtual meetings and our network with partners has gone from strength to strength. As we go forward the strength of those networks and working together will be essential to ensure the people remain safe from harm, abuse and exploitation.

It has been a privilege to work with Walter, board manager, Becky, Andrea and James, (board coordinators) and I offer my thanks and those of NSAB for their commitment and hard work. The annual report will provide more detailed information of work undertaken through 2020-21 and I commend it to you all and your organisations.

Sadly, this will be my last introduction to the NSAB annual report. I am retiring in early June but want to take this opportunity to thank all of you for your support over the last six years to me personally, and to the work of the board. I particularly want to pay tribute to my colleagues, Walter, Becky, Andrea and James who have worked so hard to ensure that adults in Norfolk are made safer through their diligent efforts. It has been a privilege to work with them.

Joan Maughan
Independent chair, NSAB

Message from Walter Lloyd-Smith, board manager



A year of working differently

Like all other safeguarding adults boards, for us Covid brought a sudden and rapid adjustment to our cycle of business, with almost daily changes in the early weeks of lockdown. What we were planning to focus on for 2020-21 had to be adjusted throughout the year, our priorities flexing as different needs arose.

From the second week in March our safeguarding board activity was temporarily stood down to support our partners' response to the lockdown, including the data dashboard and review work. Our immediate concerns were to ensure safeguarding advice was being received by the local community hubs, the local resilience forum and the dozens of 'mutual aid groups' which sprang up. With the strong commitment of our partnership we were soon able to get back together, virtually at least, to continue the business of the board.

Working in a different space demonstrated the value of social media for channelling information to reach wider networks in a largely rural county. We were particularly concerned that in care homes there was less 'eyes-on' safeguarding because professionals and families were not allowed to visit, which left people at greater risk.

A rise in reported targeted scams and financial exploitation reported by many SABs was another concern. In March and April 2020, the number of safeguarding concerns being raised to the local authority dropped, and subsequently there was a drop in the number of concerns going through to section 42 enquiries.

The phrase 'working from home' insufficiently describes the scale and reach of the change to our safeguarding work practices. As a colleague pointed out, this was not normal working from home, this was being at home, trying to work through a crisis.

This experience has exposed both the strengths and weaknesses of our current arrangements, while presenting new concerns to those at risk of abuse, harm and exploitation.

Some standout points for me from this very different year include:

- Promotion of 'Professional Curiosity' across all sectors including many new volunteers – "See Something, Hear Something, Say Something" campaign shared across adult, child and domestic abuse forums
- Welcoming pro-active approaches to NSAB by local organisations, especially in initial stages of lockdown; direct advice given around safe recruitment practice and what volunteers should look out for
- Meeting the challenge of progressing a SAR virtually

Message from Walter Lloyd-Smith, board manager



Stand out numbers



12

Blogs. The most popular were Behind Closed Doors (April 2020) followed by Defrosting my Freezer (June 2020) and Daily Exercise (May 2020)



285

new followers
on Twitter



5

Executive
meetings



4,155

total unique*
page views for the
Coronavirus page
on the website

As we move to the next phase of the pandemic, the board's focus is to maintain key safeguarding relationships, better understand the impact on the workforce, and ensure that our local and national safeguarding networks emerge stronger. We must not miss the opportunity to learn, for example, through safeguarding adults reviews, which would ideally be delivered on a national platform to save significant duplication and cost.

I would like to acknowledge and thank the NSAB team: Andrea Smith and James Butler who worked incredibly hard to keep the board's work moving and on track, adjusting to new and at times fast moving circumstances.

I want to highlight the significant contribution Becky Booth has made as NSAB's deputy board manager. Two weeks after coming into post Becky was working at home starting her new role in a very different way, making an immediate positive, tangible and vital impact. In supporting the work with our locality partnerships (**see page 21**), linking with Norfolk's district councils and inputting or leading on guidance and policy development Becky has been instrumental in the achievements in this year.

Have Norfolk's agencies and colleagues made a difference during a very different and tough year? I think this report shows ... yes, we have.

Walter Lloyd-Smith

NSAB Board manager / business lead

* Unique page views show the number of times the page was viewed within one session, so is more accurate in showing the number of unique users that have seen it.

Safeguarding Adult Reviews

In Norfolk, no SARs were completed in this year although we have been busy reviewing three cases which are linked to the same private hospital in Norfolk.

The past year has been very busy for the Safeguarding Adults Review Group (SARG) which returned to meeting monthly from August 2020. The group also welcomed Dr Maria Karretti in January 2021 as the new named GP for safeguarding adults. Having a GP sitting as part of the group again has helped to better understand the vital role of primary care services in the lives of adults at risk of abuse and harm.

The SARG made decisions on referrals for 17 people, nine males and eight females, with four meeting the criteria for a SAR and one to be considered as a Multi-Agency Review (MAR). Those referred were predominantly 18-64 years old.

By far the main type of abuse identified in referrals was neglect and acts of omission. This type of abuse featured in all the cases proceeding to a SAR or MAR.

* This SAR (Joanna, Jon, Ben) is to be published in early September 2021

Section 44 of the Care Act states that we must carry out a Safeguarding Adult 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 individual or organisation.



Safeguarding Adult Reviews

Here are just some of the recommendations from Safeguarding Adult Reviews that we have been actively working on in relation to SARs F and G

- **Recommendation:** XYZ care home had reported that they had updated and revised their admission template to improve their processes and paperwork, ensuring that appropriate historical information was always collected

NSAB have received and reviewed evidence from XYZ care home and are satisfied that this recommendation has been implemented

- **Recommendation:** XYZ care home to check whether a carer's assessment is offered to involved family members, particularly for privately funded clients who might not have a formal means of connection to statutory services

XYZ care home has added a piece to private terms and conditions to signpost relevant people to a carer's assessment and offer to connect them to statutory services

- **Recommendation:** Adult social care's head of service, safeguarding, has advised that where an individual has deviated from practice recommendations about recording safeguarding incidents (against both victim and perpetrator) this will be followed up with an appropriate line manager

Conversations have been had with individuals concerned. Written guidance will be circulated to all concerned once a SAR has been published

- **Recommendation:** The care experience for Ms F and Mr G would have improved if there was a central person coordinating their care

Provision is now in place to provide complex case coordination

- **Recommendation:** There should be forums/meetings between the Dementia and Intensive Support Team (DIST) and care homes with whom it has regular working relationships, particularly where those relationships could be improved. The purpose of the meetings would be to build relationships, clarify expectations about DIST service provision, review and discuss the use and purpose of the Mental Health Act as well as clarify methods of communication

A multi-agency protocol has been developed to support shared understanding and greater collaborative working across acute health, mental health, care home sector and the local authority, including guidance on the right tools to use (ABC charts) and a dedicated provider line into NSFT

- **Recommendation:** Wider clinical and care systems should respond to guidance that challenging behaviour should be understood through a behavioural/functional/psychological approach rather than using psychotropic medication as a first-line approach to manage such behaviour

The development of roadshows had to be abandoned due to Covid. Guidance for care providers: 'Moving away from a medication-first approach to challenging behaviour' was co-produced and published by NSAB in May 2020.

Contributions from our three statutory partners

In December 2020 the board published its Covid 19 **Response and Resilience Plan**. The pandemic is unprecedented in living memory and the impact for individuals, families, communities and wider society is significant and will be long lasting. It has touched every part of our lives.

The plan has been developed with the support of key statutory partners and sets out NSAB's response to the changed safeguarding adults landscape.

The plan is structured into response/resilience themes and is in two parts. First, themes identified for NSAB where we might expect changing or increased needs. Second, themes which NSAB will support other boards/partners with.

At the end of the document are four trigger questions to be answered. We asked the three statutory agencies to consider these, and their responses are given below.



Adult social services



Norfolk Constabulary



Clinical Commissioning Group

Can you identify any good safeguarding practice used during the first and second lockdown periods which would be valuable for Norfolk's safeguarding network to learn from?

Contributions from our three statutory partners



Despite the option of introducing Care Act easements, the department has continued to meet its statutory safeguarding responsibilities throughout the pandemic.

In the early stages of the pandemic and first lockdown, calls were made to all those identified as at risk for example carers under significant pressure where service provision was affected, or those at risk of domestic abuse.

The local authority had implemented Microsoft Teams prior to the pandemic, so video conferencing was available to practitioners and managers from the outset. Creative use of video conferencing, telephony or other technology to carry out safeguarding enquiries was quickly developed. Engagement of provider staff and other professionals to support with carrying out interviews with people who have experienced a safeguarding incident, including to gather their views as part of Making Safeguarding Personal is an important part of the safeguarding response.

A Journal of Adult Protection article co-authored by our head of service, safeguarding, reviewed the challenges and opportunities safeguarding adults practice and remote working in the Covid 19 era.

Safeguarding training was quickly adapted to an online platform.

A risk assessment process was introduced to support practitioners and managers to identify when a visit is indicated due to the level of risk, complexity of the situation or inability to carry out the necessary intervention in any other way. The risk assessment supports staff to explore other alternatives as appropriate but when a visit is needed, PPE is available.

The quality assurance team has worked with providers to support them to implement the rapidly changing guidance issued from central government to keep people safe.

A close interface has been maintained between safeguarding and quality assurance.

A care provider incident room was set up to escalate relevant concerns about providers without sufficient staff/PPE etc, within the outbreak management team (quality assurance and public health and NWCCG) both in and out of office hours.

A set of safeguarding principles linked to the discharge to assess processes was developed following meetings with safeguarding leads from all acute hospitals, adult social services department (ASSD), Healthwatch, the community health provider organisations and safeguarding colleagues. These sit alongside the ethical framework and have been agreed by all agencies concerned.

Data is systematically gathered and ASSD works closely with the domestic abuse and sexual violence group (DASVG) to monitor the number of domestic abuse reports during and after the lockdown periods.

The adult safeguarding team introduced improvements to speed up closure of safeguarding cases

Contributions from our three statutory partners

The increased risks around domestic abuse increased appetite for learning in this area so domestic abuse courses and services have been promoted.

The council provided £200K funding to support the recruitment of two additional independent domestic abuse advocates in the county in the first two weeks of lockdown.

ASSD led on drafting guidance for professionals working with those who don't understand social distancing, which received national recognition.



Norfolk Constabulary are proud to have been an active member of the Norfolk Safeguarding Adults Board in 2020-21. In a year of some stability in among the changing times of Covid our senior representation at the board remains with Assistant Chief Constable Nick Davison, Detective Chief Superintendent Chris Balmer and Detective Superintendent Andy Collier.

As with all partners we were forced to operate in new ways as a consequence of the global pandemic and national regulations which applied equally to our workforce and the force as an employer as to the people we serve. Our force ICT department very quickly accelerated the rollout of modern mobile working technology which has greatly increased our ability to work together without being together and this will be one area in which we will never fully return to old ways of working.

The partnership response which stood up to meet the needs of local residents both in need of traditional safeguarding responses and those who were specifically vulnerable to the virus reiterated for us how effective Norfolk's networks are. We were able to provide key crime -prevention messages to volunteers and staff involved in the regular phone calls to people who were shielding so that social isolation was not exacerbated by extra vulnerability to crime. This was achieved through joining up processes designed to prevent serious and organised crime with key safeguarding partners in another model of operating which will outlast the pandemic.



Contributions from our three statutory partners



The CCG designed a support model named Covid Project which was created to identify those at the highest risk during the Covid outbreak, by promoting national guidance on self-isolating, distancing and quarantining deliveries. Empowering people to report how they are doing and responding to those who need clinical, or non-clinical support (e.g. food) and reducing pressures on GP practices. The CCG adult safeguarding team (AST) joined and supported this work and provided guidance on identified issues of domestic abuse, self-neglect and other forms of abuse.

During the second lockdown and beyond, the model morphed to connect with at risk and isolated patients for other purposes (flu vaccinations and diabetic support) creating a new way of reaching and supporting some traditionally hard to reach members of the population; this would be a very valuable tool to explore for use in safeguarding. The AST supported the system by coordinating and disseminating safeguarding updates and communications to commissioned health services and developed pathways to ensure that adult safeguarding and Mental Capacity Act legislation (including the Coronavirus 2020 Act) was followed in obtaining consent to swab and vaccinate.



As mentioned above, Care Act easements have not been introduced in Norfolk so we continue to meet our statutory responsibilities.

Norfolk County Council continues to operate a policy of remote working with a risk assessment required and visits to adults and provider settings carried out only when all other options have been explored.

Care provider anxieties can hinder the provision of visits from community health practitioners who are acting as the 'eyes and ears' of the safeguarding network, during the pandemic.

Day centres are able to support up to 15 adults but day care is only provided if there is an essential need.



As a 24/7 frontline service there was no point at which we withdrew from our safeguarding responsibilities and so we were never faced with the need to restart services from standstill. Reflecting back on the early stages of the pandemic we did have to rapidly adjust our processes for interviewing vulnerable witnesses to keep them Covid-secure but having done so sustainably we now feel confident that we can maintain this stance for as long as we need to.

Contributions from our three statutory partners



The safeguarding service has worked remotely during the pandemic and has had to review its priorities in meeting the safeguarding responsibilities and supporting the services it commissions to do the same. The CCG has worked in close collaboration with the local authority and other safeguarding board partners to ensure that statutory requirements continue to be met.



Less restricted visiting and the opening up of provider settings will occur in line with government guidance on social distancing.

As mentioned above, Norfolk has not enacted the Care Act easements so we continue to meet our statutory responsibilities.

If not, what are the gaps and how, and by when, will you restore a fully functioning safeguarding service to meet your statutory responsibility?



Aside from the virus itself the largest change in the threat to vulnerable adults from both the safeguarding and overall perspective has been a large increase in fraud offences across the UK, from which Norfolk has not been exempt. Social isolation means that victims have less opportunity to check the veracity of a fraudster's story with friends and family, and a desire just to speak to someone for a little bit longer can play into the criminal's hands even more. Together with partners in the Norfolk Against Scams Partnership the police have put great effort into making the county of Norfolk a hostile environment for fraud offenders and this is work we will continue to prioritise into the next year.

Contributions from our three statutory partners



Some 'business as usual' work has been put on hold or reduced, to minimise the impact to safeguarding teams in health so that priority safeguarding work can continue; for example, data requests to the large providers have been on hold for the financial year 2020-21 – the risk of this lack of oversight has been mitigated by ensuring regular contact has been maintained with their safeguarding staff, providing support, wellbeing reviews and sense checking where issues might be developing and providing recovery or resilience solutions.

Additionally, further examples would be memorandums of understanding that have been explored and created to help safeguarding risks be identified early, with pathways for a triaged s42 response being agreed between the local authority, the CCG and one of the acute trusts experiencing a temporary safeguarding resource issue. There has also been a system wide approach to the revised discharge to assess processes that saw safeguarding considerations being added to the health flowchart.



Continued close working between the three statutory partners who are meeting regularly with the NSAB to identify emerging issues and tackle identified priorities during the pandemic.

Continued close work with the DASVG to monitor domestic abuse prevalence and responses.

Maintaining publicity during the pandemic to raise awareness of safeguarding and how to report.

Targeting vaccination centres as places where safeguarding reporting can be promoted.

Maintaining a partnership focus on carers, day services and volunteering as identified key board priorities.

Developing a mutually agreed understanding of 'harm' across the safeguarding partnership, particularly in relation to healthcare interventions.

Lobbying for a national SAR response or enquiry into deaths in care provider settings and any other nationally identified themes.

Reflect on whether any changes that take place within the various partner agencies in response to the pandemic could be communicated in a timely way across the network.

Thinking forward to the next phase of the pandemic response, are there any safeguarding practice issues which would help us improve our response (for example, how to maintain safeguarding functions as localised restrictions continue)?

Contributions from our three statutory partners



Looking forward into the next phase of the pandemic response the Constabulary will remain a committed member of the safeguarding adults board working in partnership to protect everyone in the county. We have new streams of work in Norwich to identify and divert those at greatest risk of harm from drug misuse (Project ADDER) and across the county to intervene into cycles of repeated domestic abuse by focussing on changing the behaviour of perpetrators (DAPPA program). Both are areas where we have long worked with other agencies to achieve the aim of reducing crime rather than simply investigating it and prevention of harm will continue to be our watchword as we move towards 2022.



The CCG adult safeguarding team continues to remain agile to meet its safeguarding responsibilities and ensure the services it commissions achieve the same. Effective planning and communication ensure we flex to meet evolving needs, such as supporting the vaccination programme and where able, enhancing the knowledge of staff at these centres to 'Think Safeguarding'.

Ensuring safeguarding and domestic abuse awareness is ever present and public messaging offering advice and support are at all the test and vaccination centres.

Moving forward, coordinated and condensed communications are beneficial so that, where possible, duplication and information overload can be avoided. With rapidly shifting processes and priorities, the opportunity should be taken to consider safeguarding involvement in all work streams at the earliest possible point to ensure that the specialist knowledge these staff have enables a 'safeguarding lens' to be applied to every element of the Covid response. Supporting colleagues internally and across other agencies and ensuring those most at risk to abuse or neglect are protected to the best of all partners' capabilities.



Our key achievements during Covid

**April
2020**

Created coronavirus page on website

Advice sheet created for those volunteering to help them see safeguarding adults as intrinsic to the volunteering task, whether making a welfare phone call, delivering food packages or walking a dog to help out a neighbour

As people relied on home deliveries and the kindness of others, scammers upped their game, mimicking courier messages, pretending to be the victim's bank, etc. We have continued to highlight any scams that we're aware of via our social media channels

Guidance was produced for professionals to assist with those who don't adhere to social distance guidelines

**May
2020**

We switched to running all our meetings virtually and put in place an executive group consisting of key board members, who met alternate months in place of a full board meeting

Statutory partners meetings set up on regular basis

NHS Safeguarding Adults National Network is opened up to a wide safeguarding adult designates membership – board manager starts joining national call to ensure the Norfolk board is kept updated

**June
2020**

Position statement on Covid related SAR referrals. Statement put together to enable the best learning possible and avoid duplication in relation to Covid referrals

Virtual SAR panel meetings, bringing together different agencies and organisations from around the UK

**July
2020**

First virtual meeting of the full board takes place

No homelessness in Norfolk initiative: 680 homeless people in Norfolk housed over 48 hours at the start of the pandemic (reported to board in July)

Safeguarding adults information circulated to parish and town councils to support awareness raising in community and voluntary settings

The LSAPs held their first virtual meetings

Our key achievements during Covid

**September
2020**

A proposal for refreshing the NSAB website was agreed by the board. The team started working on this, which continued through the following months and the new website went live in June 2021

**October
2020**

Supported Safeguarding Friends with a quiz, which they developed, to prompt conversations with care home residents during restrictions

NSAB partners with Norfolk & Suffolk Care Support (NSCS) for a webinar on mental capacity to consent to the flu vaccination and Covid testing for care home staff

**November
2020**

Supported safeguarding adults update presentation to NSCS provider meeting

Board manager provided safeguarding adults training for UEA clinical psychology students

**December
2020**

NSAB hosted a seminar by Alex Ruck-Keene in which he gave an update on mental capacity to over 100 participants from different agencies and organisations

NSAB supported the Norfolk's Sustainability and Transformation Partnership's Clinical Care Transformation Group with updates on safeguarding adults

Response and resilience plan developed with the support of statutory partners, setting out NSAB's response to the changed safeguarding adults landscape

**January
2021**

Board manager co-authors article published in the Journal of Adult Protection - COVID-19: a shock to the system-reflections from practice by safeguarding adults board managers

**February
2021**

Train the trainer safeguarding workshops: KP Training ran the first virtual workshop for NSAB; more are planned for the remainder of the year

NSAB Executive group

The board last met, in person, back in March 2020. Full board meetings were suspended due to the pandemic and the establishment of the executive group was in part a response to the unknown effects on safeguarding at the time. As the nation went into lockdown on 23 March 2020, it was business as usual for both children and adult safeguarding but, what could we expect?

As we were ordered to work from home wherever possible and family and friends were unable to mix outside of their own households, we lost the eyes and ears on the ground looking out for the most vulnerable individuals in our systems and communities.

Would we see a dramatic rise in the safeguarding issues related to the new conditions of bereavement, social isolation, carer fatigue, domestic violence and mental health breakdown? In the event the opposite happened with a dramatic reduction in referrals which was a concern in itself.

The executive group supported NSAB and its partners by ensuring that those important communications reached those most vulnerable groups.

The eight members of the group represented the local authority, police, Healthwatch, Office of Police and Crime Commissioner for Norfolk, Clinical Commissioning Group, district councils and a locally elected council member; Joan Maughan chaired the group. The meetings began in May, and due to the continued unpredictability of Covid, the group continued to meet every other month where there was a need.

Full board meetings resumed in July 2020 (virtually of course), and currently take place every two months, as normal.

During this year we had several changes to board membership these were:

Changes to board membership	
July 2020	Greg Preston replaced Gary Collins as the Norfolk Fire & Rescue representative
September 2020	Leon McLoughlin-Smith replaced Charlotte Belham as the National Probation Service representative
January 2021	Amy Askew replaced Paula Gilbert to represent Norfolk prisons
March 2021	Mike Pursehouse replaced Lee Robson as the Norfolk district council representative

The executive group was stood down in March 2021.

PML update

In August 2019 NSAB set up three new thematic subgroups to better reflect board's strategy. These new thematic groups structured their work on the three pillars of the strategy – prevention, managing and responding to concerns and learning lessons and shaping future practice. PML for short.

PML uses a workshop style structure which has all three subgroups meet simultaneously, in the same room, all working on the same topic. The aim is to prevent delays in action being taken, reduce the likelihood of tasks not being completed and improve the interaction and collective responsibility felt by the groups. Collaborative working at its best.

From the end of March 2020, as we could no longer meet face to face, the planned workshops for April, May, July and September 2020 were stood down. This was regretful but, as enhancements to the virtual world were made, we were able to meet in November 2020, online, and were able to have breakout rooms too! This meant that the work on adapting the Suffolk Safeguarding Partnership Framework document for the Norfolk partnership could continue.

Even with the introduction of the third national lockdown in January 2021 PML was still able to meet virtually. The March meeting paused work on the framework document to consider any new or emerging safeguarding adult themes coming out of the Covid lockdown and how best to respond to these.



Locality Safeguarding Adults Partnerships (LSAPs)

There are five LSAPs in Norfolk, which meet every other month, and they are aligned with adult social services geographical boundaries. The partnerships are made up of a range of local organisations, agencies and individuals who work with adults at risk and/or have responsibility for safeguarding adults within their role.

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 - know what to do when abuse happens.

With Becky Booth in post as deputy board manager, NSAB have been able to support the LSAPs even more in the last year. Becky has been helping to co-ordinate processes and topics for the groups to discuss across the county. While the planned March and May 2020 meetings were stood down in response to the immediate pandemic pressures, Becky and the chairs of the LSAPs worked on developing a more structured approach for their meetings. This has helped to strengthen the link between strategic planning and operational practice in relation to safeguarding issues for Norfolk, and also make the best use of time for those attending.

The groups now have two co-chairs each to share the role, and while some of the names have changed over the last 12 months, the desire to lead and explore where change can be made at all levels has remained strong.

Norfolk County Council continues to offer administrative support which has been invaluable to the smooth running of the meetings and interim communications. NSAB thanks the local authority for this continued support.

LSAPs were able to start meeting again in virtual form from July 2020 onwards; the board recognised the considerable and ongoing impact of the pandemic on many of the partners and the meetings have regularly considered wellbeing and resilience within the partnerships, looking to offer support to each other and share experiences.

Over the last nine months we have covered:

- Safeguarding in a pandemic
- Safeguarding in the community
- Safeguarding for all – seldom heard communities
- Mental Capacity Act and safeguarding
- Safeguarding in less formal settings – volunteers and carers

Locality Safeguarding Adults Partnerships (LSAPs)

The meetings promote actions by partners and NSAB – some examples of this:

- Discussion around information sharing and safeguarding led to additional guidance being published on the NSAB website (March 2021)
- Discussion around the potential of digital exclusion led to a member in the west taking safeguarding posters and displaying them in her local area; connections between organisations strengthened in terms of engaging and supporting those who may present as homeless; identified the huge number of welfare checks being made by Norfolk library service, district councils and social care staff, and how skills have had to develop to pick up on concerns when there is so little face to face work happening
- Discussion around mental capacity has led to work with housing colleagues to develop MCA prompts
- Discussion around seldom heard communities has led to new members being invited to some of the groups and supported NSAB to make stronger operational links
- Discussion around domestic abuse, especially in relation to older adults, led to sharing across all the groups of relevant awareness materials for all to use

Through the meetings we have heard how organisations have adapted to meet the changing needs created by the pandemic, from supporting vulnerable communities to ensuring that safeguarding training can still take place virtually.

Links with the Locality Childrens' Safeguarding Groups have been strengthened through regular meetings that Becky has with her equivalent, Dr Mark Osborn, in the Norfolk Safeguarding Children Partnership. This led to the first joint meeting of the chairs of both groups in December 2020, where similarities and differences in the groups were discussed to achieve more effective understanding of the two. For 2021/22 the aim is to make the most of opportunities to explore themes and issues which align with both adult and child safeguarding.

Self-neglect and hoarding issues remain a key theme for the LSAPs, with the likelihood that the easing of restrictions will lead to an increase in cases. There is also recognition across all the partnerships that early intervention has been less possible leading to an increase in complex cases which can include safeguarding. However there have been many positive stories of how the pandemic conditions have really drawn communities together to support the people living within them.

Review of the business plan

We set out our plan for 2020-21 just as the pandemic started to take hold and found that we did have to adapt some items as the year progressed. However, we are very proud that the continued dedication of our partnership to safeguarding adults in Norfolk ensured a strong return to 'safeguarding business as usual' once the initial pressures of lockdown began to ease in summer 2020.

Prevention & Engagement

We added a new topic to this strategic aim to reflect the ongoing responses to Covid, to maintain prompt engagement and positive approaches to safeguarding. Some examples of what we achieved against this:

- Created and maintained a dedicated coronavirus safeguarding page on our website
- Created and published guidance relating to the pandemic, e.g. around mental capacity, volunteering
- Took a position on SARs and published a statement on this June 2020
- Created and published a multi-agency resilience and response plan in December 2020, inviting other organisations to contribute, with an updated version published in February 2021
- Through our LSAPs we shared messaging and looked to offer support to our local networks, including regular discussion on wellbeing
- Partnered with Norfolk Safeguarding Children's Partnership and the Domestic Abuse and Sexual Violence Group in 'The See Something, Hear Something, Say Something' campaign to support consistent messaging throughout
- Created and distributed over 40 roller banners with a safeguarding adults message to vaccination centres and other organisations

Another new area has been Modern Slavery and Human Trafficking. In 2020-21 we have supported the new role of anti-trafficking network coordinator in building Norfolk's Anti-Slavery Network, promoted the issue through board and LSAP meetings, and we have developed a dedicated area on our website.

A planned summit on safeguarding issues for people with learning disabilities and autism had to be postponed and will now link with further recommendations from a Norfolk Safeguarding Adult Review that has been completed in this year.

Review of the business plan

Our commitment to care homes has continued, for example:

- Guidance around supporting behaviours that challenge others for care providers (published May 2020) and the development of falls and safeguarding guidance in partnership with Norfolk County Council's integrated quality service and their adult social care safeguarding team (published January 2021)
- Through Norfolk & Suffolk Care Support, a presentation to providers in July 2020 and quarterly articles for their newsletter
- While our volunteers, Safeguarding Friends, had to stop their visits to care homes, they produced a quiz that could be used to have some fun and help with conversations around safeguarding with the residents
- In October 2020, delivered a workshop in collaboration with Norfolk & Suffolk Care Support Ltd on Mental capacity to consent to the flu vaccination and Covid testing

We have continued to raise the regional and national profile of NSAB, participating in the regular network calls through the last year, sharing the work we have done. We have been working with two potential national research projects around dementia and self-neglect, and our board manager became co-chair of the National SAB managers network in February 2021. We have also strengthened our links with the Suffolk Safeguarding Partnership. We have maintained a strong Twitter presence, and worked hard to update and improve our website.

In terms of our local profile, and communication with groups who are seldom heard, we have been able to provide more support to our district councils following the appointment of our deputy board manager, who has also been working regularly with our LSAPs, building and growing relationships, strengthening safeguarding understanding and responses across the county networks. We have begun pieces of work linking with carers, domestic abuse and older adults, volunteers, and diverse communities, continued in our 2021/22 plan.

Managing & Responding to concerns & enquiries

Our aim to have a closer working relationship with the Norfolk Safeguarding Children Partnership has progressed with more regular meetings between the team members and particular collaboration around local partnerships and district councils. Topics for ongoing work include transitional and organisational safeguarding.

We reviewed our Self-Neglect & Hoarding Strategy in August 2020 and have continued to have a keen interest in this area of safeguarding. NSAB are supporting the national research mentioned above and have recognised the need to take some further steps in achieving an effective county model, leading to board agreement for a new subgroup to focus our work.

Review of the business plan

Learning from and shaping future practice

Work on a data collection tool for self-neglect and hoarding was delayed due to the impact of the pandemic pressures on our partners, but this will be carried forward to 2021/22.

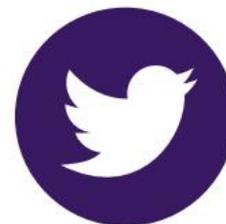
Learning from SARs was impacted to a degree as we could not hold county events, however we have created and published a short briefing on a multi-agency review and also guidance on information-sharing (the latter a common theme in many SARs). Further guidance on the Mental Capacity Act is in progress, as well as work to share the learning in relation to the SAR which was undertaken through 2020-21.

Work on the NSAB self-assessment tool (to be used by any partner agency to benchmark their safeguarding work and processes) has also been delayed due to pandemic pressures and later recognition of some amendments needed to it. This too is carried forward into next year.



Our website and social media

Twitter @Norfolksab



Our Twitter followers have increased by 280 plus in the past year. Of course, we all know that social media can be a fickle beast and that followers will come and go (and sometimes come back again) but we do have a loyal group of followers who we interact with and share key messages! We don't want to gloat, but we are pleased to say that our Twitter audience is one of the largest of the safeguarding adult boards.

We use Twitter to share the latest social care news, to promote job vacancies within the safeguarding arena, to keep our audience up to date with what NSAB are doing and occasionally we use it to share fun things. Who can forget Walter's daily press ups shared on Twitter last year? All for a good cause to highlight awareness for anxiety, depression and male suicide.

During the last year, NSAB tweeted around 1,136 times which, on average, is 95 tweets a month. Suffice to say that in April, at the beginning of the first lockdown, we put out the highest number of tweets (217) and we also tweeted one of our most viewed and engaged with tweets around the CQC's coronavirus insight report.

Website

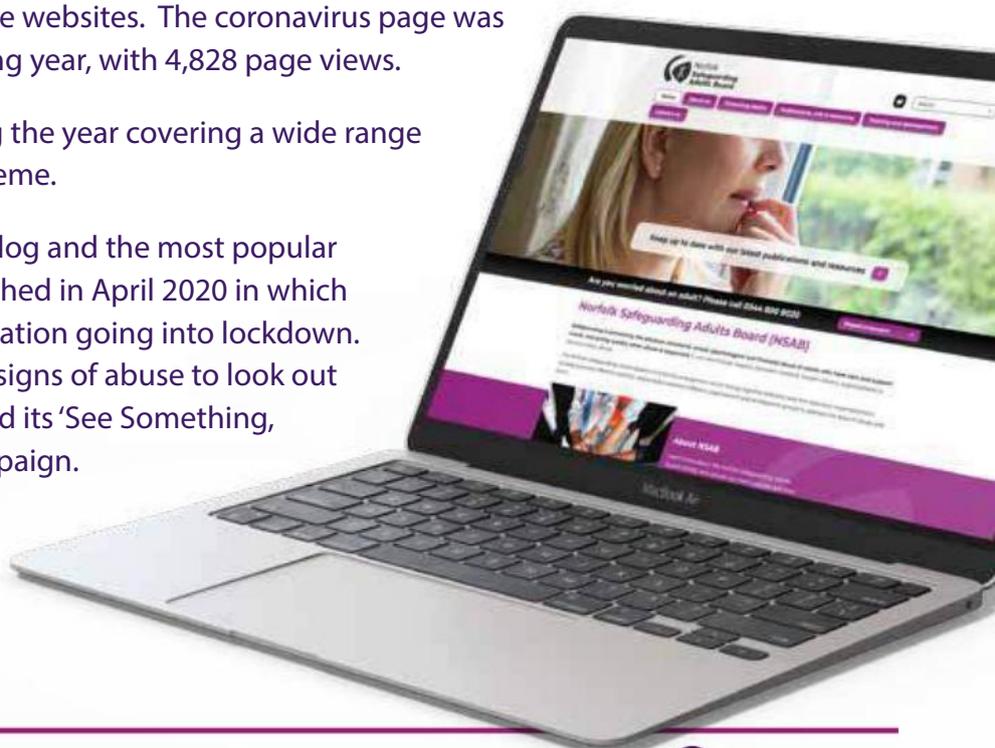
We had an average of 1,868 users a month visit our website and the month that drew the most users was April 2020, at the very start of the global pandemic and lockdown in the UK. The website had the least number of users during August, as many people took a summer break.

A decision was made to set up a coronavirus page on the website on which we shared useful guidance, information and links to other valuable websites. The coronavirus page was our most popular page of the reporting year, with 4,828 page views.

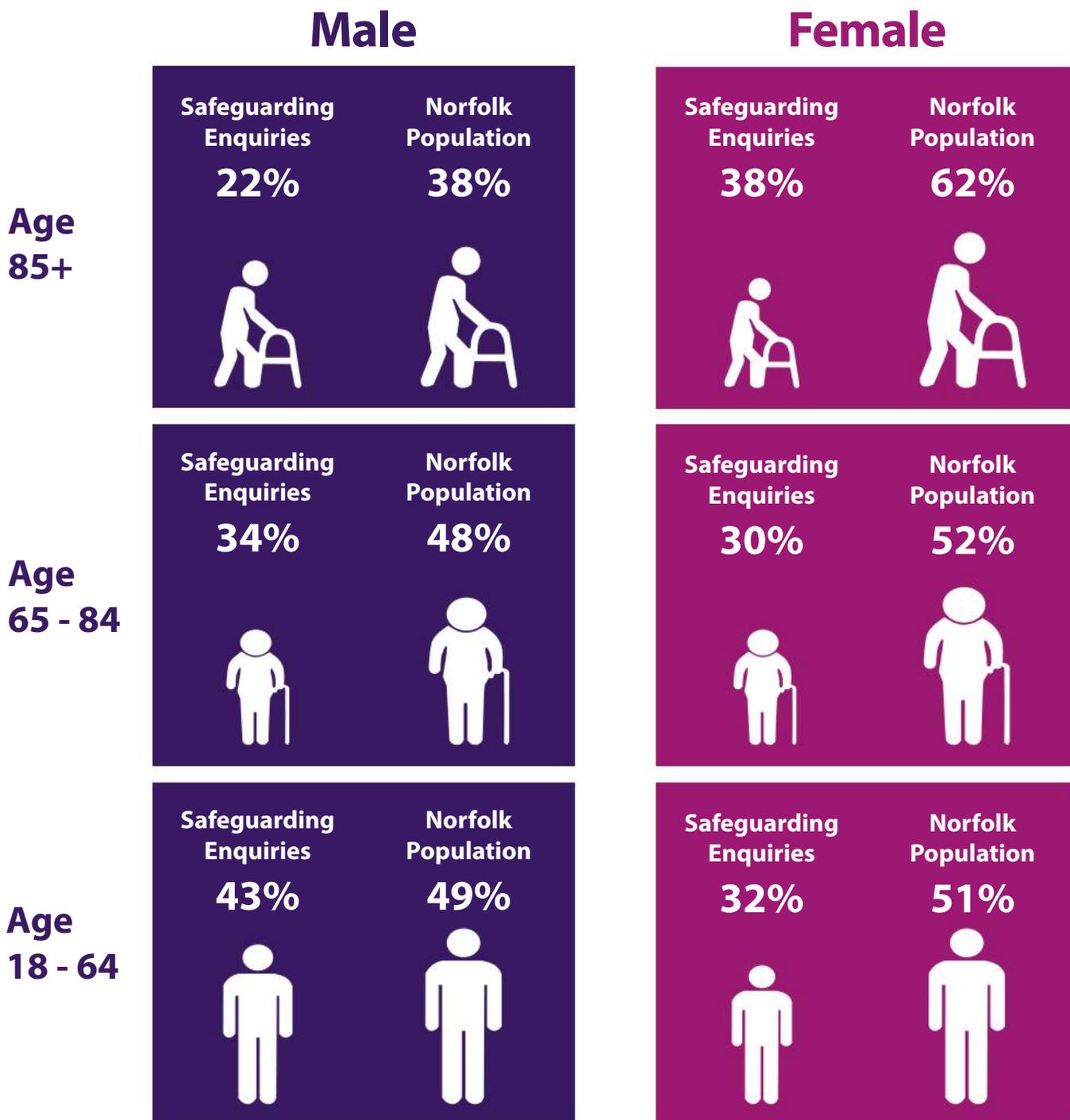
We published 272 news stories during the year covering a wide range of subjects, all with a safeguarding theme.

Many people enjoy reading Walter's blog and the most popular was titled 'Behind closed doors' published in April 2020 in which Walter wrote about the shock of the nation going into lockdown. He provided some useful insight into signs of abuse to look out for during lockdown as NSAB launched its 'See Something, Hear Something, Say Something' campaign.

During the latter part of 2020, work started on our new, refreshed website. Next year we'll be able to report on that!



Safeguarding Adults Collection Return 2020-21



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

Safeguarding Adults Collection Return 2020-21

Completed Safeguarding Enquiries by Age	
Age	Enquiries
18-64	752
65-84	647
85+	662

Completed Safeguarding Enquiries by Gender	
Male	Female
797	1,264

Abuse Type	No. of cases recorded
Physical Abuse	759
Sexual Abuse	160
Psychological Abuse	408
Financial or Material Abuse	359
Discriminatory Abuse	10
Organisational Abuse	65
Neglect and Acts of Omission	828
Domestic Abuse	210
Sexual Exploitation	3
Modern Slavery	3
Self-Neglect	26

Summary

During the year there were 4,310 safeguarding concerns made and 2,031 went on to be section 42 referrals. This gives a conversion rate of 47%

The most represented groups are older people and those with mental health needs, which confirms anecdotal discussions with partners throughout the year. The percentage of cases where the victim lacked capacity is likely to link to an increase in safeguarding cases in older people and mental health specialisms.

% of cases	18/19	19/20	20/21
% Cases where the victim lacked capacity	34%	36%	43%
% Cases where the "risk remained"	13%	8%	7%
% Cases where the victim was asked and outcomes were expressed	64%	78%	79%
% Cases where outcomes were "fully achieved"	63%	69%	72%

The table above shows that the number of cases where the risk has remained has almost halved, between 2019/19 and 2020-21. From these figures we could determine that people are feeling safer as the risk to those people has been eliminated.

The increase in the percentage of people who were asked and able to express the outcome that they would like, and where those outcomes were fully achieved, gives an indication that Making Safeguarding Personal is positively embedding in practice.

Given the headlines in the media, it is perhaps unsurprising to see an increase in the number of domestic abuse cases in the last year. In 2019/20, 89 cases of domestic abuse were reported as a safeguarding concern. In the past year there were 210. This presents a significant 136% increase.

Data shows that there was an average of 17 domestic abuse cases reported each month between 2019 and 2021. The number of cases of neglect and acts of omission has had a stark increase too; in 2019/20 there were 623 cases, rising to 828 in the past year. This is an increase of almost 33%.

Financial summary 2020-21

Income Source	General funding £	Contribution to Deputy Board Manager Post £
NCC	20,000	10,000
CCG	22,500	8,333
Norfolk Constabulary	20,000	10,833
Other partners		35,417
<ul style="list-style-type: none"> District councils x 7 Norfolk Suffolk Foundation Trust (NSFT) Norfolk Community Health & Care (NCHC) 		
Income from Train the Trainer	1,250	
Sub Total	63,750	64,583
Budget carried over from 2019/20	8,096.20	
Balance brought forward from 2019/20 – transferred to SAR budget	8,096.20	
Total	63,750	64,583

Costs Breakdown – General budget	Expenditure £
Total staffing	87,995
<ul style="list-style-type: none"> Independent chair (21,793) Deputy manager (54,737) NSAB contribution to board coordinator hours (11,465) 	
Training (including Train the Trainer)	866
NSAB website costs	3,392
Licences	350
Design & animation production costs	8,027
Publicity materials (posters roller banners)	
NSAB meetings costs	
<ul style="list-style-type: none"> Venue hire Catering 	
NSAB events (including speaker costs)	
LSAPs	2,500
Miscellaneous	76
Total	103,206
Total income	128,333
Total expenditure	103,206
Carry forward to 2021/22 (Transferred to SAR budget)	25,127

Financial summary 2020-21

Costs Breakdown – General budget	Expenditure £
SAR costs	
SAR report and related costs 2020-21	27,452.00
Balance brought forward in 2019/20 from general budget	8,096.20
Balance	-19,355.80
Balance brought forward from 2020-21 from general budget	25,127.00
Balance for SAR budget for 2021/22	5,771.20

NSAB began the year with a carry forward amount of £8,096.20. This is transferred to the Safeguarding Adults Review budget and set against future costs.

Additional staffing costs of the deputy manager post have been met through new contributions, most notably from our district council colleagues and one of our acute health partners.

Each year the Locality Safeguarding Adults Partnerships are allocated £500 (£2,500) each in support of their work. This was not spent in 2020-21. The 2019-20 LSAP allocation (£2,500) was carried forward into this year.

In previous years NSAB has particularly invested in a range of county learning and training events to support safeguarding awareness and multi-agency working in the county. In 2020-21, this was not possible due to the pandemic. NSAB did take the opportunity to refresh and update the website, completed a SAR, and spent money on publicity / awareness materials, but overall costs were lower and NSAB have a continued carry forward as a result.

And finally...

Some positive comments from organisations in the height of the pandemic and lockdowns which reassured us that systems were still working despite the unprecedented disruptions:

“ Since Covid 19 and lockdown I’ve nothing but praise for the contact centre and safeguarding team(s). My calls have been answered and directed to the right place fast. Communication has also been great. ”

Dementia support worker

“ I didn’t really know what to expect given the pandemic and with people having to work in different ways. I thought they’d (social services) be really busy and might be operating a reduced service – but I found the opposite. My call was answered swiftly, the alert (safeguarding) was put through to the relevant team straight away and contact with the person at risk happened faster than normal. Not only that, but the social worker contacted me again when she couldn’t get hold of the person I’d referred. I’ve since spoken with the person at risk, who happily reported the social worker had made contact and a follow-up appointment has been made. ”

Dementia support worker

“ We have had quick responses to safeguarding concerns raised during the pandemic. We have also found that practitioners are supportive and understanding of the pressures providers have been put under during the pandemic. ”

Service manager



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Original Document Name:

Norfolk Safeguarding Adults Board Annual Report 2020-21

Version Control: 1

Date of publication: September 2021

Availability: Hard copy on request.

Please email nsabchair@norfolk.gov.uk or at norfolksafeguardingadultsboard.info

Cabinet

Item No: 13

Report Title: Integrated Community Equipment Service (ICES)

Date of Meeting: 8 November 2021

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

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

Is this a Key Decision? Yes

If this is a Key Decision, date added to the Forward Plan of Key Decisions: 29 July 2021

Executive Summary / Introduction from Cabinet Member

Norfolk County Council's (the Council) Director of Commissioning for Adults is lead commissioner for the Integrated Community Equipment Service (ICES) for Norfolk & Waveney. This arrangement is governed via a Section 75 agreement between Norfolk County Council (NCC), Suffolk County Council (SCC) and the Clinical Commissioning Group (CCG).

The ICES contract provides equipment to enable children and adults who require assistance to perform essential activities of daily living, to maintain their health and autonomy to live as full a life as possible.

ICES clearly supports the wider health and social care system to achieve 'Home First' aspirations, by providing around 500 items of equipment per day to meet identified care and support needs. This also supports delivery of the ASSD Promoting Independence strategy.

The ICES contract is currently held by Nottingham Rehabilitation Services (NRS) but is due to end in March 2023 after a 10-year duration, which includes any extensions to the contract term. We do not have further opportunity to extend the contract and must go through a competitive process to award a new contract. The contract value (based on 20/21 spend) is almost £24m gross, with a net spend of £9.6m.

Having gained agreement with key stakeholders and in line with the Section 75 agreement, the Council will have the delegated responsibility to lead the tendering exercise for the re-procurement of the service. We will be seeking to broadly replicate the current contract terms and specification but with provision to include the following options as part of the service:

- a) Extended hours of operation to be over seven days with longer days and the inclusion of same day delivery
- b) An expanded 'catalogue' of items, reducing the need for specialist ordering
- c) Increased provision of children's equipment (from year two of the new contract)

Recommendations: (for Cabinet reports these should be highlighted in bold)

Cabinet is recommended to:

- a) Approve commencement of this essential re-procurement, delegating responsibility to the Executive Director of Adult Social Services, in conjunction with key stakeholders, including the Head of Procurement, to award the contract**
- b) Delegate responsibility to the Adult Social Services Director of Commissioning to manage the re-procurement**

1. Background and Purpose

- 1.1. The Section 75 arrangement for ICES is supported by effective contract management and governance in the form of an ICES Board. The Board is formed of partners from across Norfolk & Waveney, who have delegated responsibility for the provision of equipment.
- 1.2. Practitioner, Clinical and Financial matters are discussed via bespoke forums. For this re-procurement new forums are being put in place, which includes a Core Group to oversee the re-procurement and operational engagement to develop the detailed specification.
- 1.3. Overall, the ICES arrangements are effectively governed and can be extended to oversee this re-procurement. The current arrangements for Governance and Contract Management, will be replicated within the new Contract.
- 1.4. The financial structure of the current contract is a 'cost and volume' contract underpinned by a 100% recycling model. The recycling credit model incentivises the provider to maximise the volume and speed of equipment retrieved and 'recycled' out to the next client.
- 1.5. The financial value of the contract is of gross spend offset by credit for returned equipment, resulting in a net spend charged to the respective commissioning organisations. It is practitioners and clinicians who create the orders that determine the gross spend and both customers and practitioners/clinicians leading the recall of equipment, thereby creating the credit. The contractor is also paid for deliveries and collections at an agreed rate.
- 1.6. The performance of the contract has been in line with the contract expectations. Any performance considerations are managed robustly through the current governance in place. There were brief periods of poor performance during Q4 2016/17 and Q1/2 2017/18, performance was swiftly rectified, utilising the remedies within the contract.
- 1.7. Covid 19 has presented challenges to the service but the contract (and provider) has performed well in response to this. The provider has flexed their staffing in response to need, as well as sourcing alternative equipment to mitigate any supply chain issues. Working with NCC, the delivery drivers and warehouse staff also have 'key worker' status.
- 1.8. The significant change to this contract was in 2018 when SCC joined the arrangement. This change was underpinned by a Deed of Variation to the Section 75. Other changes have been service development contract variations, including the inclusion of Saturday deliveries as routine, the employment of an Occupational Therapist (at contractor cost) to support clinical oversight and increased recycling targets to improve contract efficiency.
- 1.9. The updated contract and specification that will be part of this tender process, will reflect the Norfolk and Waveney system commitment to key programmes, such as Discharge to Assess and the ASSD strategy of Promoting Independence.

- 1.10. Children's Services are also a key partner and work is underway to scope out their future requirements. The documentation shared with the market will signal potential changes to the current ICES scope in April 2024 (the second year of the new contract).
- 1.11. Commissioners expect there to be considerable interest in this opportunity, with the market being both vibrant and competitive. The updated specification will also include service developments that will ensure the service continues to deliver against operational expectations.

2. Proposal

- 2.1 Norfolk County Council's Director of Commissioning for Adults is lead commissioner for the Integrated Community Equipment Service (ICES) for Norfolk & Waveney. This arrangement is governed via a Section 75 agreement between Norfolk County Council (NCC), Suffolk County Council (SCC) and the Clinical Commissioning Group (CCG).
- 2.2 The ICES Contract is currently held by Nottingham Rehabilitation Services (NRS) but is due to end in March 2023 after a 10-year duration, which includes any extensions to the contract term. We do not have further opportunity to extend the contract and must go through a competitive process to award a new contract. The contract value (based on 20/21 spend) is almost £24m gross, with a net spend of £9.6m.
- 2.3 Having gained agreement with key stakeholders and in line with the Section 75 agreement, NCC will have the delegated responsibility to lead the tendering exercise for the re-procurement of the service. We will be seeking to broadly replicate the current contract terms and specification but with provision to include the following options as part of the service:
 - a) Extended hours of operation to be over seven days with longer days and the inclusion of same day delivery
 - b) An expanded 'catalogue' of items, reducing the need for specialist ordering
 - c) The potential for a contract variation in Year 2 of the contract to include increased provision of children's equipment as part of ICES

3. Impact of the Proposal

- 3.1. Gaining Cabinet approval enables the process of Procurement to proceed as proposed.

4. Evidence and Reasons for Decision

- 4.1. This re-procurement will proceed in accordance with Public Contract rules.

5. Alternative Options

- 5.1 There is no option to not expose this service to formal re-procurement, the only options are in relation to method. The preferred method is competitive dialogue as detailed within 8.1.1.

6. Financial Implications

- 6.1 No specific request is made of Cabinet to agree detailed financial matters relating to ICES, nor specific arrangements covered by the Section 75 arrangements, as these are unchanged by the new procurement. These existing structures will be relied upon

to support the re-procurement but also extended to ensure that clinicians and prescribers are engaged. Key changes such as the future provision of Assistive Technology and the review of the Social Care 'Front Door' services are given due consideration.

- 6.2 In addition to issues relating to the new procurement, there will be parallel activity to ensure that the operational arrangements for financial matters, the monitoring of prescribing trends and overall reporting is effective. This will include a review of the ICES Board members.
- 6.3 In terms of expenditure on ICES, this is increasing, the expected contractual spend 10 years ago being circa £7.2m per annum net, with spend in 20/21 reported at £9.7m.
- 6.4 The addition of Waveney to the contract in 2018 is a key change but generally we are seeing a continued increase in spend, driven by the Home First and Promoting Independence strategies but also changes to Population Health. Noting this already increasing trend, we can expect that these changes will continue, especially in response to key strategic activity, such as Discharge to Assess.
- 6.5 A key driver for the re-procurement will be to ensure we continue to achieve value for money, which will be key area reviewed for any bids received. This will include a continuation of current clauses in relation to increases in equipment price, all of which effectively provide a 'corridor' of pricing (-10% to +10%) that is neither passed back to or on to the commissioning organisations. Further details of this clause are included below:
 - a) Prices that increase >10% will be accepted if the appropriate evidence (i.e., explanation from supplier as to the increase) is provided. If not satisfied, we can ask the provider to source a most cost effective alternative or remove it from the contract catalogue
 - b) Prices that increase between 0-10% will be absorbed by the provider
 - c) Prices that decrease > 10% - difference between the new (lower) price and the contract price will be split 50:50 between provider and commissioners
 - d) Prices that decrease between 0-10% do not need to be passed on as a saving

7. Resource Implications

7.1 Staff:

- 7.1.1 Impact on staffing from this re-procurement includes the resource to lead this exercise and the actual staff impacted by any potential change in provider. Should a new provider be awarded the contract, Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) may apply, though this will be picked up as usual through the procurement process and will be a matter between the outgoing and incoming provider.

7.2 Property:

- 7.2.1 There are no significant implications for NCC, SCC and CCG to consider. There are peripheral stores used by practitioners and clinicians which are based within Acute and Community Health locations, where certain equipment can be accessed. This is provided for and managed by the host organisations and we do not see this arrangement changing.
- 7.2.2 The existing provider does operate the service from a depot within the Norwich area. This will be a consideration for any provider that wishes to bid for this contract. We

have stipulated in the specification requirements that the main depot site is situated within Norfolk.

7.3 IT:

7.3.1 There are no specific considerations relating to specialist IT matters. There will be IT considerations relating to the sharing of data as part of the procurement exercise and data retrieval upon the new award.

7.4 Governance

7.4.1 As referenced within 1.1 and 7.1.1, ICES has a governance structure which provides for both strategic and operational engagement. As part of this procurement, a review of governance and oversight of contract performance will be undertaken to ensure that any improvements requested can be supported by the new Provider.

8. Other Implications

8.1 Legal Implications:

8.1.1 The decision to adopt competitive dialogue is because there are certain aspects of the service model where we need the providers' input, to ensure that the model is optimal in terms of service delivery and value for money.
This will be carried out in accordance with the Public Contracts Regulations 2015.

8.2 Human Rights Implications:

8.2.1 None identified.

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

8.3.1 The service currently supports all protected groups. Any contract changes will ensure that the needs of protected groups will continue to be met.

8.4 Data Protection Impact Assessments (DPIA):

8.4.1 ICES currently comply with the requirement to undertake DPIA and these arrangements will be continued during the Procurement and carried forward into the new contract.

8.5 Health and Safety implications (where appropriate):

8.5.1 Health and Safety criteria are standard considerations for this process.

8.6 Sustainability implications (where appropriate):

8.6.1 Carbon zero considerations are a key consideration within the procurement process and award of the contract, this being a standard consideration.

8.7 Any Other Implications:

8.7.1 None identified

9. Risk Implications / Assessment

- 9.1 The key risk is that there cannot be a gap in service provision due to the criticality of the service. This risk is mitigated for by the development of a timeline for the procurement, against which progress will be closely monitored.

10. Select Committee Comments

- 10.1 Not applicable

11. Recommendations

11.1 Recommendations

Cabinet is recommended to:

- a) **Approve commencement of this essential re-procurement, delegating responsibility to the Executive Director of Adult Social Services, in conjunction with key stakeholders, including the Head of Procurement, to award the contract**
- b) **Delegate responsibility to the Adult Social Services Director of Commissioning, to manage the re-procurement**

12. Background Papers

- 12.1 None

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Cabinet

Item No: 14

Report Title: Limited Company Consents

Date of Meeting: 08 November 2021

Responsible Cabinet Member: Cllr Greg Peck, Cabinet Member for Commercial Services & Asset Management

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

Is this a Key Decision? No

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

Executive Summary / Introduction from Cabinet Member

The creation of limited companies owned by Norfolk County Council (NCC) require the consent of the Cabinet. Limited companies owned by the County Council also require the consent before they can make certain decisions including the appointment of directors.

Recommendations:

- 1. To approve the formation of a new subsidiary company of Repton Property Developments Limited, Bowlers Green 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 Cabinet.
- 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 Bowlers Green, Hopton-on-Sea.
- 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 Bowlers Green to own and run (their purchase documents commit them to taking this on) and Repton will step out of the picture

2. Proposal

- 2.1 Creation of New Company – Bowlers Green Estate Management Ltd
Repton's Board has approved the creation of the new company. The Executive Director of Finance and Commercial Services has reviewed the requirement and approves of the creation of a separate company.

- 2.2 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 Bowlers Green Estate Management Ltd and the appointment of NCC directors to the new company.

3. Impact of the Proposal

- 3.1 Will ensure that open space and private roads are properly managed.

4. Evidence and Reasons for Decision

- 4.1 This is a common approach for the management of open space and private roads on new estate.

5. Alternative Options

- 5.1 No viable alternative.

6. Financial Implications

- 6.1 Any costs associated with the set up and running of the management company, until transferred to the owners, will be included in the Bowlers Green Business Plan and will not incur a cost to the Council.

7. Resource Implications

- 7.1 **Staff:** n/a

- 7.2 **Property:** n/a

- 7.3 **IT:** n/a

8. Other Implications

- 8.1 **Legal Implications:**

The company will be subject to the Local Government (Best Value Authorities) (Power to Trade) (England) Order 2009/2393 and Local Authorities (Companies) Order 1995/849.

8.2 **Human Rights Implications:** n/a

8.3 **Equality Impact Assessment (EqIA):** None

8.4 **Data Protection Impact Assessments (DPIA):** n/a

8.5 **Health and Safety implications (where appropriate):** n/a

8.6 **Sustainability implications (where appropriate):** n/a

8.7 **Any Other Implications:** n/a

9. Risk Implications / Assessment

9.1 There are no significant risks to the County Council.

10. Recommendations

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.

11. Background Papers

11.1 None

Officer Contact

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Appendix A – proposed Directors

Company	Proposed directors
Bowlers Green Estate Management Ltd	Harvey Bullen
	Al collier

Cabinet

Item No: 15

Decision making report title: Business Rates Pool – Annual Report 2020-21 and Pooling Decision 2022-23

Date of meeting: 08 November 2021

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

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

Is this a key decision? Yes/No

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

Introduction from Cabinet Member

The Norfolk Business Rates Pool has allowed local authorities in Norfolk to retain the levy on business rates growth that would otherwise have been paid over to Central Government.

The pooling agreement states that after retention of a volatility fund and any “safety-net” costs, retained income will be used to support economic development projects which will help with the delivery of Norfolk’s priorities. Use of funds is agreed by the Norfolk Leaders Group (as the Pool Board).

This report provides an overview of the 2020-21 Pool, as well as providing an update on the potential for a 2022-23 Pool.

Executive Summary

The Norfolk Business Rates pool agreement states that the Pool Board will produce an annual report. Accordingly, this report provides a summary of the financial benefits of the Business Rates Pool, and the decisions taken to date in respect of allocating the pool’s resources in Norfolk.

The report also provides details of the work which has been undertaken with Norfolk Leaders in submitting an application to the Department for Levelling Up, Housing and Communities (DLUHC) for a Norfolk Business Rates Pool in 2022-23.

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Recommendations:

1. **Note the performance of the Norfolk Business Rates Pool and endorse the decisions taken by Norfolk Leaders in respect of the allocation of 2020-21 (and prior year) Pool resources (section 3);**
2. **Endorse the use of Norfolk County Council's share of the 2020-21 retained levy (as shown in Table 1), noting that that a reconciliation process and potential adjustment (including a claw back of overpayment) may be required in the event of audit adjustments to District 2020-21 NNDR3 returns being made (section 4); and**
3. **Endorse the application and governance arrangements for the 2022-23 Norfolk Business Rates Pool (section 5).**

1. Background

- 1.1. The Norfolk Business Rates Pool enables Norfolk Authorities to retain revenue from additional business rates growth by avoiding a levy on growth which would otherwise be payable to Central Government. The business rates outturn position as reported in NNDR3 returns to Government has demonstrated that Norfolk authorities have made appropriate decisions on Pool membership for 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20 and 2020-21. Growth in business rates has allowed the Pool to retain additional business rates in Norfolk of:
 - £2.146m for 2014-15;
 - £2.449m for 2015-16;
 - £3.810m for 2016-17;
 - £4.521m for 2017-18;
 - £7.475m for 2018-19;
 - £7.897m for 2019-20; and
 - £6.747m for 2020-21.
- 1.2. Pooling has been suspended for 2021-22 in view of the risks to business rates income linked to COVID-19. An update on the scope for a 2022-23 Pool is set out below.
- 1.3. The Pool Agreement requires that the Pool holds a volatility fund to manage risks against business rates appeals, applications for relief, and the natural volatility of business rates in future years. The remainder of the saved levy is used to support economic development projects in Norfolk with Norfolk Leaders (acting as Pool Board) approving the allocation of funds.

2. Norfolk Business Rates Pool 2020-21 Annual Report

2.1. The Annual Report of the 2020-21 Norfolk Business Rates pool is set out at Appendix A. This provides a summary of pool funds for the period 2014-15 to 2019-20, and considerations by the Pool Board in respect of 2020-21 pool funds.

3. Distribution of Pool Funds

3.1. At its meeting 28 October 2021, the Pool Board agreed:

1. To approve the immediate distribution of £6.747m of 2020-21 pool funds split 70% to Districts and 30% to the County Council, noting that these will be subject to a reconciliation process and potential adjustment subject to audit and final certification of NNDR3 returns.
2. To approve holding back residual pool balances for the period up to 2019-20 (£1.041m) to (1) mitigate risks of audit adjustment to 2020-21 NNDR3 and (2) be added to any saved levy achieved from the 2022-23 Pool for future distribution in line with the terms of the 2022-23 Pool.
3. To approve rolling over the existing volatility fund (£1.000m) to (1) mitigate risks of audit adjustment to 2020-21 NNDR3 and (2) establish the volatility fund for the 2022-23 pool.

4. Use of 2020-21 Pool Funds by Norfolk County Council

4.1. Norfolk County Council's 30% share of the 2020-21 pool funds amounts to £2.024m. The Pool Board has agreed that use of these funds will be at the discretion of the individual authority, noting that there will be a need to ensure spend is eligible under Pool Governance Agreement (in essence that it supports the objective of delivering economic growth).

4.2. The Pool Board has agreed that payment should be made on the basis of final, but unaudited NNDR3 positions. As such, Authorities should be aware that a reconciliation process and potentially adjustment (including a claw back of overpayment) may be required in the event of audit adjustments to District NNDR3 returns being made.

4.3. The Leader of the Council has agreed the following proposals to be funded from the Norfolk County Council share:

Table 1: Use of 2020-21 pool funds by Norfolk County Council

Brief description of the project/stage	Funding (£m)
<ul style="list-style-type: none"> • A149 has persistent traffic congestion and delay which is likely to be causing strategic traffic to divert through the town centre • Observed traffic flows well exceed the levels associated with the type of road • Significant opportunities to enhance walking / cycling and bus priority measures • Initial feasibility work is required to determine possible options for a dualling the road from Hardwick to Knights Hill with high level cost estimates • This pre SOBC feasibility work is similar to that which has recently been carried out for the A17/A47 Pullover junction • Carrying this out now will put us in a strong position to inform priorities for the next Large Local Major (LLM) scheme programme 	0.150
<ul style="list-style-type: none"> • Norfolk Gateway scheme • Scheme part of the Transport East MRN programme and going through the DfT business case process • Pre Strategic Outline Business Case (SOBC) completed • Potential options <ul style="list-style-type: none"> ○ Flyover £11.2m ○ Hamburger £3.4m ○ Signals £2.8m • Now need to progress work to produce an SOBC to secure DfT support for continued scheme development and scheme funding • Likely cost lower than MRN threshold but DfT have indicated that should not be an issue • Need funding as soon as possible to meet programme for a construction start in spring 2025 	0.500
<ul style="list-style-type: none"> • Norfolk Gateway scheme • Existing traffic issues in Thetford with vehicles using unsuitable routes to travel through the town and congestion and delay at the A11 junctions • Problems will be exacerbated by significant housing growth in Thetford • Significant opportunities to enhance walking / cycling and bus priority measures • Need to understand appropriate highway solutions to these issues as the current housing growth mitigation (speed limits and signals) will have a detrimental impact on the A11 as a strategic route • Need to investigate A11 improvement options now to inform priorities for the next MRN and trunk road programme from 2025 	0.050
<ul style="list-style-type: none"> • Development of a Norfolk Investment Framework which sets out the challenges across Norfolk in the next 3 to 5 years and creates an evidence base for multiple funding streams. £75k is the maximum the work will cost, which will be commissioned 	0.075
<ul style="list-style-type: none"> • Initial design work - To take forward the detailed design work following the preliminary feasibility study for the proposed new roundabout and access enhancements to unlock significant jobs growth at the Hethel employment site including improved access to Lotus and the Hethel Engineering Centre. 	0.200

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Brief description of the project/stage	Funding (£m)
Sub total	0.975
Support for Norfolk Office of Data Analytics (NODA) to become self-sustaining	0.280
Total at November 2021	1.255
Norfolk share of 2020-21 pool funds	2.024
Remaining funding	0.769

4.4. Proposals for use of the remaining funding will be reported to Cabinet in regular Financial Monitoring reports as projects are identified. As set out above, there is some risk that allocations could be adjusted (subject to completion of External Audit work on District 2020-21 accounts) so in the short term it would be prudent to hold the unallocated balance to mitigate any risk in this area.

5. 2022-23 Pool

5.1. On 13 September, the Government invited councils to submit proposals for Business Rates pooling in 2022-23. The establishment of a pool provides an opportunity to retain locally the levy on business rates growth which would otherwise need to be paid to Government by the District Councils. Norfolk Councils previously opted not to pool in 2021-22, taking into account the risks of pooling in light of the potential impact of the COVID-19 pandemic on business rates income (at the time the extension of extraordinary reliefs into 2021-22 had not been confirmed). A response to the 2022-23 pooling invitation was submitted to DLUHC on 8 October 2021 consisting of eight authorities:

- Breckland District Council
- Broadland District Council
- Borough Council of King's Lynn and West Norfolk
- Great Yarmouth Borough Council
- Norfolk County Council (Lead Authority)
- North Norfolk District Council
- Norwich City Council
- South Norfolk District Council

5.2. The pooling invitation was submitted following discussions undertaken with all Norfolk authorities. The current forecast shows a potential gain from pooling in 2022-23 of approximately £5.886m. Districts have highlighted significant uncertainty and / or limited confidence in the forecasts at this stage.

5.3. The pooling invitation for 2022-23 is unchanged from that in previous years, meaning that the Government would not support the 2022-23 Pool until or unless the Pool as a whole fell below the safety-net position. The Pool would have to absorb significant reductions in business rates income before Government support would be provided.

5.4. Norfolk Leaders' Group discussed pooling options for 2022-23 and associated risks at meetings 23 September 2021 and 20 October 2021 and agreed the intention to pursue pooling in 2022-23 on the terms set out below:

- 1/3 to Districts shared equally
- 1/3 to the County Council
- 1/3 to be distributed to Districts based on actual growth achieved, after an allocation of 1/3 to County (i.e. this renders 22.2% of total growth shared between Districts based on growth achieved, 11.1% of total growth to County)

5.5. In overall terms this model will deliver a 44.4% share to County, 55.6% to Districts (breakdown of the District share being 33.3% equally split, 22.2% shared based on growth).

5.6. Risk would be shared under this model on the following basis:

- Use of volatility fund
- Use of unallocated pool funds
- Use of any growth achieved
- Remaining loss shared in proportion to the proposed share of the MOU (44.4% County 55.6% District (District share then split in proportion to the cash amount that would have been received from DLUHC as part of the annual Settlement))

5.7. This was submitted to DLUHC for the deadline 22 October 2021. The Local Government Finance Act 1988 confirms that members of a pool have a period of 28 days from the date of publication of the provisional local government finance settlement to make a request to revoke a pool – in such an event the only option would be to dissolve the pool entirely, not alter membership.

5.8. The latest available forecast and confirmation of pooling decision will be used to inform final decisions on pooling in December 2021. All local authorities in the Pool will need to review their own position, taking into account the levels of risk and potential gain, and may need to consider withdrawing from 2022-23 pooling and dissolving the pool at that point.

6. Financial Implications

6.1. The formation of a Norfolk Business Rates Pool has proved worthwhile for Norfolk local authorities in 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, and 2020-21 retaining additional funds of £35.046m in Norfolk to support economic development.

6.2. Pool Funds are held on a partnership cost centre by Norfolk County Council. There are no budget implications in 2021-22 for the County Council or any of the Pool members.

6.3. The detailed budget implications for 2022-23 of forming a Norfolk Business Rates Pool will be known following the Provisional Local Government Finance Settlement in December 2021 and completion of 2022-23 NNDR1 returns by Districts in January 2022. Where appropriate, these will be reflected in the County Council's 2022-23 Budget and MTFs planning.

6.4. Financial implications and potentially significant risks are set out throughout this paper but are extremely difficult to predict at this point for the reasons discussed. Two specific risks are:

- Audit work in respect of District accounts for 2020-21 requires a clawback of 2020-21 pool funds distributed to pool members.
- 2022-23 forecasts for business rates income are not achieved.

6.5. This paper proposes a mitigation of these risks by holding back the unallocated element of 2020-21 funds in the short term. The Business Rates Pool also holds a volatility fund to mitigate against risks of rates income not being achieved.

7. Resource Implications

7.1. **Staff:** There are no direct implications arising from this report.

7.2. **Property:** There are no direct property implications arising from this report.

7.3. **IT:** There are no direct IT implications arising from this report.

8. Other Implications

8.1. **Legal Implications:** A governance agreement (Memorandum of Understanding) in respect of the 2022-23 pool has been agreed between Leaders and signed by S151 Officers of the pool members and submitted to DLUHC.

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

8.3. **Equality Impact Assessment (EqIA) (this must be included):** None.

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

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

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

8.7. **Any other implications:** Risks, assumptions and implications have been set out throughout the report.

9. Recommendations

9.1. Cabinet is recommended:

1. **Note the performance of the Norfolk Business Rates Pool and endorse the decisions taken by Norfolk Leaders in respect of the allocation of 2020-21 (and prior year) Pool resources (section 3);**
2. **Endorse the proposed deployment of Norfolk County Council's share of the 2020-21 retained levy, noting that that a reconciliation process and potential adjustment (including a claw back of overpayment) may be required in the event of audit adjustments to District 2020-21 NNDR3 returns being made (section 4); and**
3. **Endorse the application and governance arrangements for the 2022-23 Norfolk Business Rates Pool (section 5).**

10. Background Papers

10.1. Background papers relevant to the Norfolk Business Rates Pool and Pilot are set out below.

[Norfolk Business Rates Pool Annual Report 2015-16, Policy and Resources Committee, 31 October 2016, Item 13](#)

[Norfolk Business Rates pool annual report 2016-17 and development of 2018-19 Business Rates pilot bid, Policy and Resources Committee, 30 October 2017, Item 11](#)

[Norfolk Business Rates pool annual report 2017-18 and 2019-20 Business Rates pilot bid, Policy and Resources Committee, 26 November 2018, Item 13](#)

[Business Rates Pool – Annual Report 2019-20 and Pooling Decision 2021-22, Cabinet, 7 December 2020, Item 8](#)

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Appendix 1: Norfolk Business Rates Pool 2020-21 Annual Report

1. Background

- 1.1. The Norfolk Business Rates Pool has allowed local authorities in Norfolk to retain the levy on business rates growth that would otherwise have been paid over to Central Government. The value of rates retained is dependent on a number of factors including the actual business rates collected and the member authorities' individual financial positions, and as such the amount available in the Pool varies from year to year. Authorities within the Norfolk Business Rates Pool enjoy the benefits of retaining the saved levy but are also exposed to more risk as authorities within the Pool forgo any individual safety-net payments from Government should their income drop below a certain level.
- 1.2. The provisional outturn position for the 2020-21 Pool is now available (subject to the External Audit of District accounts). Leaders agreed to suspend pooling for 2021-22 in view of the increased risk to business rates income due to COVID-19. At the time of writing this report, activity is underway to establish a 2022-23 Pool.
- 1.3. The Norfolk Business Rates pool agreement states that the Pool Board will produce an annual report. Accordingly, this report provides a summary of the financial benefits of the Business Rates Pool, and the decisions taken to date in respect of allocating the pool's resources to economic development projects in Norfolk.
- 1.4. This report therefore provides an overview of the approach agreed in respect of use of the funds generated by the 2020-21 Pool. In light of the suspension of pooling for 2021-22, it also provides an overview of the financial position of the Pool since its creation.

2. Historic Pool Funds – overall position to 2019-20

- 2.1. Since 2018-19, all Norfolk authorities have been part of the Business Rates Pool (and Pilot in 2019-20). The Norfolk Business Rates Pool for 2020-21 therefore consisted of eight authorities:
 - Breckland District Council
 - Broadland District Council
 - Borough Council of King's Lynn and West Norfolk
 - Great Yarmouth Borough Council
 - Norfolk County Council (Lead Authority)
 - North Norfolk District Council
 - Norwich City Council
 - South Norfolk District Council
- 2.2. The business rates outturn position as reported in NNDR3 returns to Government has demonstrated that Norfolk authorities have made appropriate

decisions on Pool membership for 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, and 2019-20. Growth in business rates has allowed the Pool to retain additional business rates in Norfolk totalling £28.299m. After transfers to the Volatility Fund, interest and administration costs, £27.387m was available to support economic development projects in Norfolk. £26.346m has been allocated by Norfolk Leaders, leaving residual funds of £1.041m available from the 2014-15 to 2019-20 pool rounds as shown in the table below. For the avoidance of doubt, the £1.041m of residual funding is distinct from the £1.000m Volatility Fund.

Table 1: Historic Pool Position

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	Total
	£m	£m	£m	£m	£m	£m	£m
Saved Levy	2.146	2.449	3.810	4.521	7.475	7.897	28.299
Volatility Fund	-0.300	-0.700	0.000	0.000	0.000	0.000	-1.000
Interest Received	0.000	0.010	0.020	0.055	0.070	0.012	0.167
Pool administration	0.000	0.000	-0.019	-0.018	-0.021	-0.020	-0.079
Total	1.846	1.759	3.811	4.558	7.524	7.889	27.387
Allocated to projects	-1.947	-1.294	-3.883	-5.595	-7.137	-6.490 ¹	-26.346
Remaining balance	-0.101	0.465	-0.073	-1.037	0.387	1.398	1.041

3. 2020-21 Pool Outturn

3.1. Pooling has also delivered a gain for 2020-21 (subject to External Audit of District accounts being completed) as shown in the table below.

Table 2: 2020-21 Pool Outturn

Local Authority	Outturn saved levy 2020-21
	£m
Breckland District Council	0.905
Broadland District Council	0.827
Great Yarmouth Borough Council	0.542
Borough Council of King's Lynn and West Norfolk	2.036
North Norfolk District Council	1.201
Norwich City Council	0.000 ²
South Norfolk District Council	1.235

¹ Includes £1m allocated to the Great Yarmouth Operations & Maintenance Campus project which was agreed outside of a funding round. Following the Leaders' meeting of 12 February 2021 where this project was approved, it was suggested that Great Yarmouth, having bid for the 19-20 pot outside of a funding round, would not bid for the remainder of funding in the 19-20 pool. This will need to be taken into account in the use of the residual pool funds.

² Norwich City Council outturn is above safety-net level.

Pool total	6.747
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4. Proposed allocation of available Pool funds

4.1. At their meeting of 14 May 2021, Norfolk Leaders' Group, carrying out their function as the Norfolk Pool Board, discussed the allocation of 2020-21 Pool funding and residual Pool funds. Norfolk Leaders' Group agreed:

“To divide the Pooled Business Rates pot into 10 shares, allocating 3 to the County Council and 1 share each to each district.”

4.2. When the principle of 10% per District and 30% to County is applied to the 2020-21 outturn total of £6.747m, it renders the amounts shown in the table below.

Table 3: Allocation of 2020-21 Pool Funds

Local Authority	Allocation of 2020-21
	£m
Breckland District Council	0.675
Broadland District Council	0.675
Great Yarmouth Borough Council	0.675
Borough Council of King's Lynn and West Norfolk	0.675
North Norfolk District Council	0.675
Norwich City Council	0.675
South Norfolk District Council	0.675
Norfolk County Council	2.024
	6.747

4.3. Use of these funds will be at the discretion of each individual authority, noting that each will undertake their own programme management and reporting and there will be a need to ensure spend is eligible under Pool Governance Agreement (i.e. that it supports the objective of delivering economic growth). Norfolk County Council Growth & Development will seek assurance from S151 Officers that funding has been used in compliance with the relevant Pool Governance agreement.

4.4. In previous years, the Lead Authority would normally raise invoices for these amounts following audit of NNDR3 returns and submission of certified final NNDR3 returns. However the Department for Levelling Up, Housing and Communities (DLUHC) are aware of delays to local authority external audits and not expecting all certified final 2020-21 NNDR3 returns until at least December 2021.

4.5. Recognising that authorities will wish to receive funds promptly, it is proposed that payment be made on the basis of Table 3 above in respect of the NNDR3

position (subject to audit). **Authorities should be aware that a reconciliation process and potentially adjustment (including a claw back of overpayment) may be required in the event of audit adjustments to NNDR3 returns being made.**

- 4.6. An **alternative option** has been requested to be put forward by Chief Executives in relation to the need for funding for the Norfolk Climate Change Partnership (NCCP). This issue was discussed at the meeting on 20 September 2021. The minutes of that meeting state:

“NCCP portfolio group and budget: following the decision to not pool business rates this financial year, and the reallocation of funds to partners, it has been proposed that either all or a significant element of funding left over at closedown is allocated to Norfolk climate change initiatives as identified via the Norfolk Climate Change Partnership and the Norfolk Portfolio Holder Climate Change Group. There needs to be a steer from Norfolk Leaders, and an options paper on this is required to determine how that money will be spent. This needs to be resolved swiftly as there is a lack of resources to drive the work forward.”

- 4.7. This matter was further discussed at the Norfolk Chief Executives meeting on 18 October 2021. Having regard to the fact that the pool paper to Leaders on 4 May 2021 was based on a forecast £4m of pool gains, which has increased at outturn to £6.747m, Chief Executives have put forward an option that Leaders consider an alternative distribution of the 2020-21 pool as follows:

Table 4: Alternative allocation of 2020-21 Pool Funds

Local Authority	Allocation of 2020-21 £m
Total 2020-21 available	6.747
Less allocation to Norfolk Climate Change Partnership	0.670
Balance remaining for allocation on 70/30 split	6.077
Individual LA shares:	
Breckland District Council	0.608
Broadland District Council	0.608
Great Yarmouth Borough Council	0.608
Borough Council of King’s Lynn and West Norfolk	0.608
North Norfolk District Council	0.608
Norwich City Council	0.608
South Norfolk District Council	0.608
Norfolk County Council	1.823
Total directly allocated to pool members	6.077

4.8. The £0.670m NCCP funding would provide for:

- 4.8.1. Establishment of a two year fixed term Climate Change Partnership Programme Manager post (equivalent to a similar role established by the Suffolk Climate Change Partnership, estimated as £0.170m including on costs and support).
- 4.8.2. A project budget to bring forward a *Norfolk Climate Change Plan – Our Journey to Carbon Neutrality* and also to bring forward climate change projects for Norfolk, using the funding to match with other partners' funding or grant funding schemes as available. (£0.500m to be managed under the governance of the NCCP officer and environmental portfolio groups reporting to Chief Executives and Leaders)³.

4.9. The Norfolk Business Rates Pool holds a £1.000m business rates volatility fund to manage the natural volatility of the business rates system and potentially fund safety-net payments in the business rates pool. The level of this volatility fund is reviewed on an annual basis, but other than this fund (and the residual balance detailed in 4.10), the remainder of the saved levy has been allocated as set out in this report on economic development projects in Norfolk. It was previously agreed that the level of the volatility fund should remain at £1.000m throughout 2020-21. It is now recommended that the volatility fund (£1.000m) should be rolled over to (1) mitigate risks of audit adjustment to 2020-21 NNDR3 and (2) establish the volatility fund for the 2022-23 pool.

4.10. A decision is required about the residual funding available from the pool prior to 2019-20, totalling £1.041m as set out in Table 1. It is recommended that the residual pool balances be held back to (1) mitigate risks of audit adjustment to 2020-21 NNDR3 and (2) be added to any saved levy achieved from the 2022-23 Pool for future distribution in line with the terms of the 2022-23 Pool.

³ Suffolk Climate Change Partnership have been allocated funding from the Suffolk BRP pool of £1.5m.

\\norfolk.gov.uk\nccdfs1\Resources-TEAMS\Democratic Services\Committee Team\Committees\Cabinet\Agenda\2021\211108\15 Business Rates Pool Annual Report 2020-21 v5 FINAL.docx

Report to Cabinet

Item No. 16

Report Title: Finance Monitoring Report 2021-22 P6: September 2021

Date of Meeting: 8 November 2021

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

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

Is this a Key Decision? No

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

Introduction from Cabinet Member

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

Executive Summary

Subject to mitigating actions, on a net budget of £439.094m, the forecast revenue outturn for 2021-22 at the end of period 6 (September) is **a net overspend of £3.379m** after taking into account use of £23.381m Covid reserves brought forward from 2020-21 to meet Covid pressures in 2021-22

General Balances are **£23.763m** following transfers of £4.056m from non-Covid related savings and Finance General underspends at the end of 2020-21. Service reserves and provisions are forecast to total **£134.291m**.

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

Recommendations:

1. To recognise the approval by County Council of the recommendation to fund the following Highways projects:
 - £10m for the new Pot Hole Fund for Highways spread across 4 years (as set out in Appendix 3 – Table 1)
 - £1m for the Road Safety Community Fund to be funded by the County Council (as set out in Appendix 3)

2. To recommend to County Council the net addition of £1.724m to the capital programme to address capital funding requirements as set out in detail in capital Appendix 3, paragraph 4.1.
3. Subject to County Council approval of recommendation 2 and given County Council approval of recommendation 1, to delegate:
 - 3.1) To the Director of Procurement authority to undertake the necessary procurement processes including the determination of the minimum standards and selection criteria (if any) and the award criteria; to shortlist bidders; to make provisional award decisions (in consultation with the Chief Officer responsible for each scheme); to award contracts; to negotiate where the procurement procedure so permits; and to terminate award procedures if necessary;
 - 3.2) To the Director of Property authority (notwithstanding the limits set out at 5.13.6 and 5.13.7 of Financial Regulations) to negotiate or tender for or otherwise acquire the required land to deliver the schemes (including temporary land required for delivery of the works) and to dispose of land so acquired that is no longer required upon completion of the scheme;
 - 3.3) To each responsible chief officer authority to:
 - (in the case of two-stage design and build contracts) agree the price for the works upon completion of the design stage and direct that the works proceed; or alternatively direct that the works be recompeted
 - approve purchase orders, employer's instructions, compensation events or other contractual instructions necessary to effect changes in contracts that are necessitated by discoveries, unexpected ground conditions, planning conditions, requirements arising from detailed design or minor changes in scope
 - subject always to the forecast cost including works, land, fees and disbursements remaining within the agreed scheme or programme budget.
 - That the officers exercising the delegated authorities set out above shall do so in accordance with the council's Policy Framework, with the approach to Social Value in Procurement endorsed by Cabinet at its meeting of 6 July 2020, and with the approach set out in the paper entitled "Sourcing strategy for council services" approved by Policy & Resources Committee at its meeting of 16 July 2018.
4. To recognise the period 6 general fund forecast revenue **net overspend of £3.379m**, noting also that Executive Directors will continue to take measures to reduce or eliminate potential over-spends where these occur within services;
5. To note the COVID-19 funding available of **£84.027m**, including £23.381m brought forward from 2020-21;
6. To recognise the period 6 forecast of 95% savings delivery in 2021-22, noting also that Executive Directors will continue to take measures to mitigate potential savings shortfalls through alternative savings or underspends;
7. To note the forecast General Balances as at 31 March 2022 of **£23.763m**.
8. To note the expenditure and funding of the revised current and future 2021-25 capital programmes.

1. Background and Purpose

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

2. Proposals

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

3. Impact of the Proposal

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

4. Evidence and Reasons for Decision

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

Appendix 1 summarises the revenue outturn position, including:

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

Appendix 2 summarises the key working capital position, including:

- Treasury management
- Payment performance and debt recovery.

Appendix 3 summarises the capital outturn position, and includes:

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

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

5. Alternative Options

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

6. Financial Implications

- 6.1. As stated above, the forecast revenue outturn for 2021-22 at the end of P6 is a **net overspend of £3.379m** linked to a forecast 95% savings delivery. Forecast outturn for service reserves and provisions is **£134.291m**, and the general balances forecast remains at **£23.763m**. Funding of **£60.646m** is forecast to be received in the year to off-set additional expenditure occurred as a result of the Covid-19 pandemic. When added to £23.381m Covid reserves brought forward the total Covid funding available is **£84.027m**.
- 6.2. Where possible service pressures have been offset by underspends or the use of reserves. A narrative by service is given in Appendix 1.
- 6.3. The Council's capital programme is based on schemes approved by County Council in February 2021, including previously approved schemes brought forward and new schemes subsequently approved.

7. Resource Implications

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

8. Other Implications

8.1. Legal Implications

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

8.2. Human Rights implications

None identified.

8.3. Equality Impact Assessment

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

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

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

8.4. Data Protection Impact Assessments (DPIA)

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

9. Risk Implications/Assessment

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

10. Select Committee comments

- 10.1. None

11. Recommendation

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

12. Background Papers

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

Officer Contact

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

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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 1: 2021-22 Revenue Finance Monitoring Report Month 6

Report by the Executive Director of Finance and Commercial Services

1 Introduction

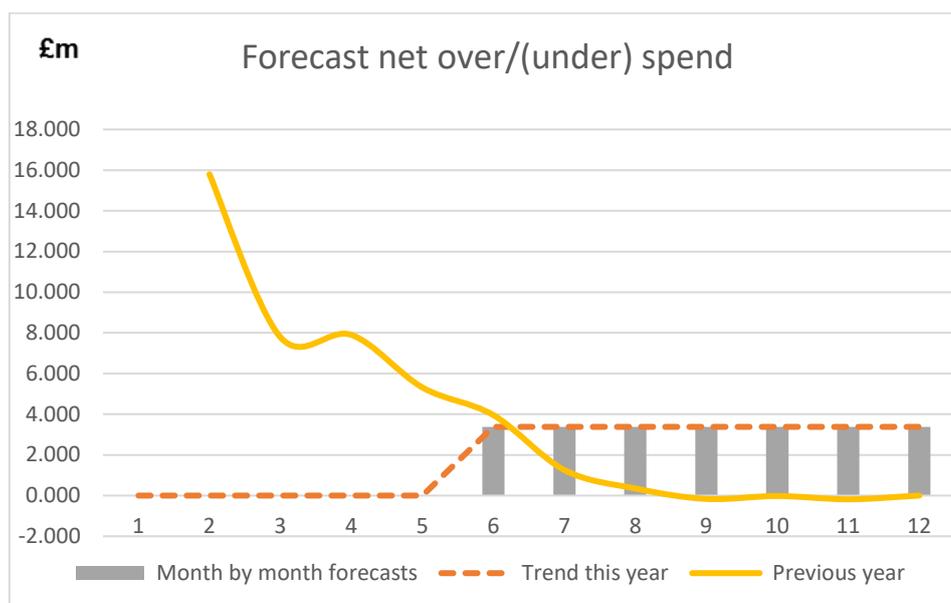
1.1 This report gives details of:

- the P6 monitoring position for the 2021-22 Revenue Budget
- additional financial information relating to the Covid-19 pandemic
- forecast General Balances and Reserves as at 31 March 2022 and
- other key information relating to the overall financial position of the Council.

2 Revenue outturn – over/(under)spends

2.1 **At the end of September 2021**, a net overspend of £3.379m is forecast on a net budget of £439.094m.

Chart 1: forecast /actual revenue outturn 2021-22, month by month trend:



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

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

Table 1: 2021-22 forecast (under)/overspends by service

Service	Revised Budget	Cost Pressures	(Under spends/Savings)	Earmarked Reserves & Provisions Utilised	Net (under)/overspend	%	RAG
	£m		£m		£m		
Adult Social Care	252.540	9.311	-0.411	-8.900	0	0%	G
Children's Services	178.886	8.785	0	-5.285	3.500	2%	A
Community and Environmental Services	158.246	1.307	0	-1.307	0	0%	G
Strategy and Transformation	8.463	0.464	-0.215	-0.249	0	0%	G
Governance Department	1.865	1.012	0	-1.012	0	0%	G
Finance and Commercial Services	32.388	2.592	-0.188	-2.404	0	0%	G
Finance General	-193.294	1.700	-1.821		(0.121)	2%	G
Total	439.094	25.171	-2.635	-19.157	3.379	0.8%	A

Notes:

- 1) the RAG ratings are subjective and account for the risk and both the relative (%) and absolute (£m) impact of overspends.
- 2) Earmarked reserves and provisions were set aside in 2020-21 in order to meet and fund additional pressures in 2021-22.

2.4 **Children's Services:** The forecast outturn as at Period 6 (end of September 2021) is an overspend of £8.785m partially offset by use of reserves, resulting in an overall overspend position of £3.500m. At the half-way point in the financial year, budgets continue to be under significant pressure reflecting the operational pressures being felt and challenging market forces that are outside of NCC's control. Whilst management action has been, and continues to be, taken to mitigate the budget risks as much as possible, the pressures have continued to increase. Much of the pressures are due to the medium-term impacts of the pandemic. In addition, significant uncertainty remains that could result in these pressures increasing further particularly given the unknown, ongoing impact of the pandemic over the short-to-long-term.

2.5 The budgets that continue to cause the greatest concern are those that are demand-led; specifically external social care placements, particularly residential, and home to school transport for those with special educational needs. Education Trading budgets are also under pressure this year, but this is expected to be a short-term position for this academic year.

2.6 As previously reported, the former is under pressure due to a combination of the number of places required, the rising complexity of need for vulnerable adolescents, and market forces favouring suppliers of provision. The pressure on the number of residential placements required since the start of the financial year is because of both the level of need and the availability of foster carers, both of which has been impacted by the pandemic. Additionally, there has been increasing pressure on the leaving care budget, including where post-18s continue to need to be supported

due to needs and/or the challenge of securing suitable housing exacerbated by the pandemic. At this stage, £4.000m of the forecast overspend within social care is expected to be met through a corresponding contribution from Children's Services Business Risk Reserve.

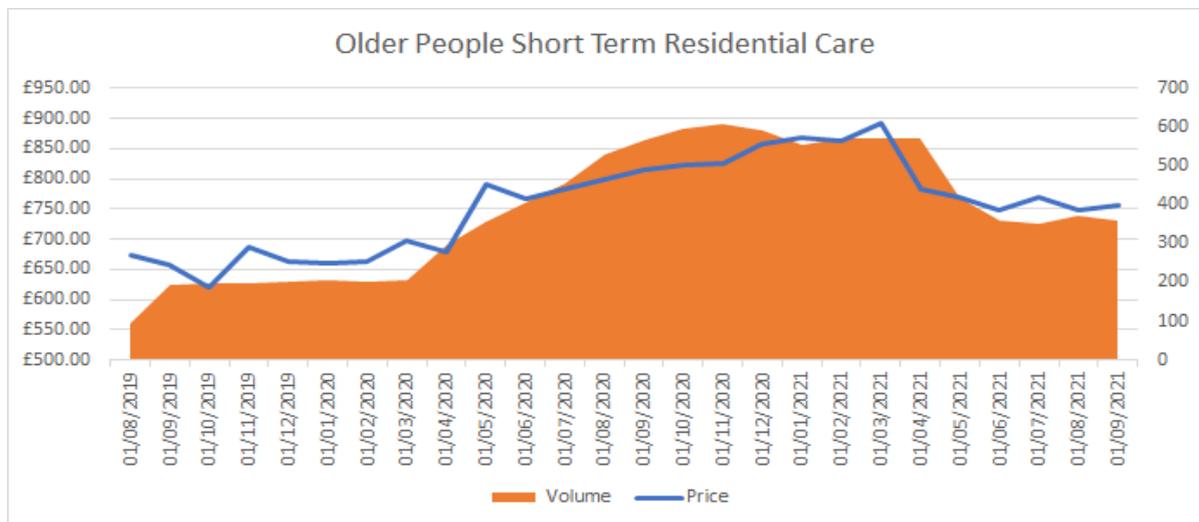
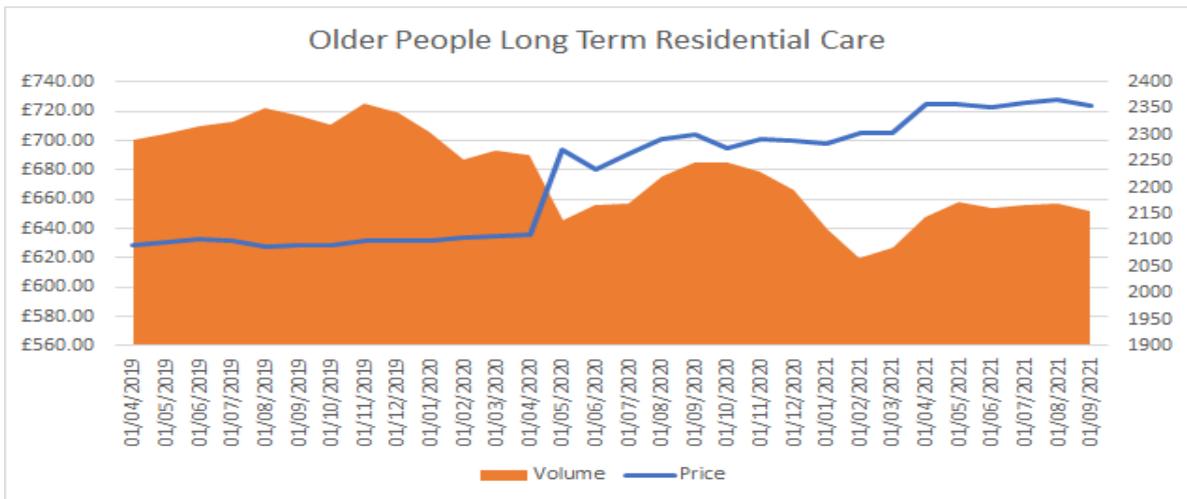
- 2.7 The home to school transport budget pressure of £1.6m is particularly due to the number of children and young people with high special educational needs and disabilities that need individual and/or high-cost assistance to travel to and from school or alternative provision. Since schools returned in April, similar to the national picture, NCC has seen a significant increase in demand for Education, Health and Care Plans and for specialist school provision; this results in increasing demand for transport. Period 6 is the first forecast based upon contracts in place at the start of the academic year. The forecast is approximately in line with the pressure anticipated for this year when contributions were made to the Transport Equalisation Reserves at the end of the 2020-21 financial year; the use of these reserves, (£1.285m), has been forecast to mitigate the majority of this overspend at this stage.
- 2.8 The pandemic has had a disruptive impact upon education trading for the past 18 months, with some services unable to operate due to restrictions in place, others trading at reduced levels or staff being reassigned to undertake pandemic-related work to support the schools' sector. During 2020-21 there was significant additional government funding which mitigated the losses incurred during that period. However, the market has not been able to immediately return to previous operating levels at the start of this financial year due to restrictions remaining in place either nationally or within schools to mitigate the spread of covid 19. Whilst we are seeing that the market is beginning to rectify itself, this is taking time and rising cases is likely to delay this recovery further as schools remain understandably cautious about visitors. Management action is being taken to reduce the financial pressures caused through reviewing services to ensure that they will meet the new, anticipated demand as well as looking for alternative funding sources in the meantime.
- 2.9 Management action continues to be taken within the department, wherever possible to reduce the financial risks faced, both in this financial year and within future financial years. Any impact upon future years' budgets is being kept under close review ahead of the 2022-23 Budget Planning process. The service also continues to presume the use of reserves to cover committed expenditure that slipped from 2020-21 due to the pandemic.
- 2.10 Given the current national context, there continues to be significant influences beyond the Council's control that make delivery of the transformation programme (and, therefore, savings) difficult in light of the ongoing recovery work, ongoing Covid-related impacts including self-isolation of staff, surges in demands and any further Covid waves that may bring further restrictions and / or new scenarios to manage. These risks are continuing to be kept under close review.

- 2.11 **Adult Social Services:** The forecast outturn as at Period 6 (end of September 2021) is a balanced position after one-off reserve utilisation. With Adult Social Care (ASC) being a demand led service, the budget to provide it always operates under a degree of uncertainty. This has never been more apparent than in the last 12 months and is likely to continue for at least the remainder of this financial year. As reported throughout 2020/21, Covid-19 had a detrimental effect on the pace and scale of the ASC transformation programme. This therefore resulted in a shortfall in savings delivery which is still creating a legacy pressure against the department budget. At this time there is a risk that ASC will not be able to catch-up on the 2020/21 savings whilst also delivering against the new 2021/22 savings. This month we have now declared that £2m of our 2021/22 saving are unlikely to be delivered (see note 6.5). During 2020/21 the department recognised the risk to 2021/22 budgets and built up a level of reserves to mitigate the risk.
- 2.12 The ASC service both in Norfolk and Nationally, continues to be under immense pressure, with demands for services creating particular system and capacity constraints. Whilst not the direct remit of this report, understanding the wider departmental performance is crucial to understanding its financial performance.
- 2.12.1 As part of our regular reporting there are a number of key performance indicators that provide a sense of the challenge the department faces at present:
- Our holding lists are now at a high of 2300 people, which represents a 45% increase over the last 12 months. These lists are constantly monitored and prioritised to enable risk to be managed, which clearly is a significant resource pressure.
 - Our Interim Care list is above 600 people, which indicates that our Care Market currently cannot provide all the services that are demanded upon it. This is further indicated by the significant level of Reablement capacity that is being absorbed to provide traditional home support whereby this is not available from the independent market.
 - Since November 2020 we have seen a significant rise in the level of completed S42 (Care Act 2014) safeguarding enquiries. In Mental Health alone our service has completed 85% more S42 enquiries in 2021 than they did in the whole of 2020.
 - The pressure facing our partners in the health system has meant discharge referrals from hospital into the Home First Hubs have increased by over 100% more than the staffing and commissioning capacity. We continue to work with members of Norfolk's Health and Care system to manage this demand.
 - Our care providers ability to recruit and retain staff, especially in services such as home support, is under strain at this time and will clearly limit capacity. For Home Support, since July 2020, we have seen a 35% increase in care vacancies, and in our care homes, a 14% increase in the last 3 months alone. Within this past month we are seeing a rise in the number of contracts that are either being handed back or having to be managed for interim periods due to temporary inability to staff.
 - As well as external care staff vacancies, our own teams continue to struggle to maintain capacity despite a concerted effort to recruit and retain qualified Social Workers.

2.13

What the preceding paragraph means is our ASC budget, in particular the Older People Purchase of Care budget, continues to be under pressure. For our care purchasing budgets, whilst the pandemic has, in the short term, resulted in some reduced demand for services such as long term residential care (see Graph 1), overall we have still seen a 3% rise in demand for long term care, within which is a 13% rise in older people needing to access these services. We continue to give focus to our utilisation of short-term residential care beds and are seeing some positive results in reducing our dependence upon them. However, a high proportion of those previously in receipt of short term bedded care have converted into long term need. Of course, for the Health and Care system, the winter seasonal peak in demand will soon be upon us, and capacity planning is underway to manage this in the most cost-effective way possible.

Graph 1 & 2: Example of Older People care volume and price spikes over last 18 months.



2.14

During the last few periods the continued impact of the pandemic, and its effects on care capacity, has meant that we will see some short term reductions in the volume, and therefore expenditure, of services such as home support and transport. These align to our raising interim care and holding lists. Whilst this could be perceived as positive movements financially, a continued pattern of movement from these drivers will likely be disadvantageous for both the outcomes of the people but also the longer term trend of cost.

- 2.15 We were pleased in the last period that new monies for Social Care were announced that will provide a continued level of resource for care providers around infection control but also funding towards Hospital Discharge arrangements. Both funds were only confirmed for the next 6 months and continue to present a longer term financial risk to the Council.
- 2.16 In order to meet current demand levels and balance both Covid recovery and service transformation, the department has needed to continue with both its recruitment drive and focus on staff retention. This means that some of our staff budgets that have historically underspent (due to vacancies) may well be under pressure. We recognised that 2021/22 would likely be a difficult financial year and built an adequate reserve balance to manage any presenting risk. Whilst still relatively early in the financial year, as at period 6, the ASC department is forecasting an underlying overspend of £8.9, mitigated by one-off utilisation of Business Risk reserves. The ASC reserve forecast (Table 3, section 4.3) therefore reflects this planned reserve utilisation. The department recognises the one-off nature of reserve utilisation and therefore for both ASC, and the wider Council, it will be critical that the service is supported to manage the presenting risks before heading into the 2022-26 Medium Term Financial Strategy (MTFS) cycle.
- 2.17 **CES:** we are currently forecasting a balanced outturn position after the use of the business risk reserve, historically CES budgets have been fairly stable throughout the year, however the impact of the pandemic has added a degree of uncertainty to the budgets, specifically around income generation.
- 2.18 There is a significant uncertainty in relation to the impacts on income. We are currently forecasting pressures around income within Museums, libraries and On-street parking. Overall, the position will be mitigated through the Local government income compensation scheme for lost sales, fees and charges and the use of the business risk reserve.
- 2.19 The department is also reviewing the additional costs of reopening services to ensure that they are available to the public and operating within the government guidelines.
- 2.20 Waste volumes at Recycling Centres and kerbside collections remain volatile following an exceptional year in 2020/21. The 2021/22 budget allowed for an increase in waste volumes, we continue to monitor this closely and the long term impacts on the budget.
- 2.21 **Corporate services:** The Strategy and Transformation and Governance directorates are forecasting a balanced position, making use of current underspends, Covid and business risk reserves brought forward from 2021-22 where appropriate. Finance and Commercial Services are in the same position, however the Property Services is facing challenging pressures due to the impact of COVID on loss of income and increasing overhead costs.
- 2.22 **Finance General:** Finance General forecast has been updated in P6 for the interest saving of £0.854m due to borrowings secured at lower interest rates in Q1 and £0.726m in Travel Rights Grants. This is offset by a £1.685m overspend in Covid related PPE, staff and premises costs. Other forecast underspends include £0.1m reduction in member travel and allowances, and the £0.1m Council's pension AVC salary sacrifice scheme. The net result is an overall underspend of £0.121m.

2.23 The forecast assumes use of £23.381m Covid reserves brought forward from 2020-21 to mitigate Covid related expenditure where appropriate and necessary to maintain a balanced budget. We are assuming that the combination of Covid grants and reserves will be sufficient to cover additional cost pressures, but at this stage of the year the extent of cost pressures may still change.

2.24 Further details are given in Appendix 1: Revenue Annex 1.

3 Approved budget, changes and variations

3.1 The 2021-22 budget was agreed by Council on 22 February 2021 and is summarised by service in the Council's Budget Book 2021-22 (page 17) as follows:

Table 2: 2021-22 original and revised net budget by service

Service	Approved net base budget	Revised budget P6
	£m	£m
Adult Social Care	252.550	252.540
Children's Services	178.886	178.886
Community and Environmental Services	158.307	158.246
Strategy and Transformation	8.422	8.463
Governance Department	1.904	1.865
Finance and Commercial Services	32.235	32.388
Finance General	-193.210	-193.294
Total	439.094	439.094

Note: this table may contain rounding differences.

3.2 In September 21, there were some minor budget transfers between services, however the Council's net budget for 2021-22 remains unchanged.

4 General balances and reserves

General balances

4.1 At its meeting on 22 February 2021, the County Council agreed a minimum level of general balances of £19.706m in 2021-22. The balance at 1 April 2021 was **£23.763m** following transfers of £4.056m from non-Covid related savings and Finance General underspends at the end of 2020-21. The forecast for 31 March 2022 is unchanged, before any over/(under)spends.

Reserves and provisions 2021-22

4.2 The use of reserves anticipated at the time of budget setting was based on reserves balances anticipated in January 2021. Actual balances at the end of March 2021 were higher than planned, mainly as a result of grants being carried forward, including Covid-19 support grants, and reserves use being deferred.

4.3 The 2021-22 budget was approved based on a closing reserves and provisions (excluding DSG reserves) of £111.8m as at 31 March 2022. This, and the latest forecasts are as follows.

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

Reserves and provisions by service	Actual balances 1 April 2021(1)	Increase in March 2021 balances after budget setting	2021-22 Budget book forecast March 2022	Latest forecast balances 31 March 2022
	£m	£m	£m	£m
Adult Social Services	38.611	16.836	14.102	13.359
Children's Services (inc schools, excl LMS/DSG)	17.412	8.953	5.832	7.247
Community and Environmental Services	54.223	12.274	49.780	55.841
Strategy and Transformation	1.892	0.529	1.265	1.642
Governance	2.119	0.236	0.908	1.106
Finance & Commercial Services	4.628	1.340	1.872	2.224
Finance General	39.255	6.172	30.739	38.617
Schools LMS balances	17.018	4.204	7.308	14.255
Reserves and Provisions including LMS	175.158	50.544	111.806	134.291
DSG Reserve (negative)	-31.797	-0.834	-34.355	-51.797

- 4.4 Covid grants and other grants and contributions brought forward as at 31 March 2021 resulted in reserves and provisions being £50.5m higher than had been assumed at the time of budget setting. However, it is assumed that the majority of these reserves will be used for service provision during 2021-22. As a result, the latest forecast net total for reserves and provisions at 31 March 2022 is approximately £22.485m higher than was assumed at the time of budget setting.
- 4.5 **Dedicated Schools Grant (DSG):** The latest forecast DSG Reserve is based on the latest modelling of the Dedicated Schools Grant (DSG) Recovery Plan after the 2020-21 outturn, updated for the actual rise in placements and support seen during the first half of the financial year. The forecast is for an in-year deficit of £21m overspend as at the end of March 2022 which increases the DSG Reserve to £51.8m as at 31 March 2022. The forecast overspend is due to the High Needs Block, with all other Blocks forecast to break-even at this early stage. This compares to a budgeted deficit of £8.635m.
- 4.6 The areas of most significant cost pressure are independent school placements, post-16 provision and maintained special school placements. There has been further increase in demand, particularly for independent special school provision placements, ahead of the new academic year. As a result of the demand seen, it is forecast that it will exceed the growth built into the budget. This significantly contributes to the increased overspend forecast for the 2021-22 financial year. These budgets will continue to be kept under close review given the demand-led nature of these budgets and the statutory duties of the local authority to meet the education needs of the children and young people with high special educational needs.

- 4.7 As previously reported, a thorough review was undertaken of the demand upon the 'invest-to-save' support for Early Intervention Special Educational Needs (SEN) Funding. This funding is specified to support individual children, to enable needs to be met and to prevent the escalation of needs (and subsequent potential move to more costly, specialist places). As the pandemic restrictions have eased, there has been a significant increase in applications for this support and there has been an increase in support into mainstream schools to enable them to support pupils who are awaiting special school placements. This area of spend is being kept under close review, but it should be noted that additional spend on these budgets should mitigate pressures on maintained special school and independent school placements, particularly in the medium-to-longer-term.
- 4.8 Despite the pandemic, significant work by the NCC, Norfolk Schools Forum and the wider system continues to take place as part of the Children's Services Transformation Programme both to ensure that the right specialist provision is in the right place to meet needs (i.e. the capital investment), whilst also progressing work to transform how the whole system supports additional needs within mainstream provision.
- 4.9 NCC is reporting the forecast position each term to the Norfolk Schools Forum, in line with DfE expectations and feedback from the Forum continues to be sought. Additionally, the position last reported to Norfolk Schools Forum was shared with the DfE in July in line with their requests for periodic update. As part of the DfE's ongoing monitoring where a local authority is carrying a cumulative deficit, a follow up meeting with representatives from the DfE has been held this term.
- 4.10 Sustainable funding for the HNB continues to be pursued and NCC recently responded to a DfE consultation regarding revising the historical basis for the national funding formula for HNB; this consultation suggested that Norfolk has been under-funded for a number of years and, even if the proposals are implemented, will continue to be under funded due to a capping system. We have now received the provisional DSG allocations for 2022-23 that includes the outcome of this consultation; unfortunately, for Norfolk the final historical adjustment has been capped at a lower level than the consultation, meaning that level of under-funding for Norfolk continues and is exacerbated.
- 4.11 The outcome of the national major review into support for children with special educational needs following the implementation of the SEND Reform Act 2014 is currently expected this Autumn, having been previously delayed three times. It is anticipated that this review will deliver significant findings and that these will have financial implications.
- 4.12 **Provisions included in the table above**

The table above includes forecast provisions of £30.301m comprising:

- £10.0m insurance provision,
- £12.6m landfill provision (this provision is not cash backed),
- £4.691m provisions for bad debts,
- £2.996m business rates appeals provision, and
- a small number of payroll related provisions.

5 Covid-19 financial implications

5.1 Details of central government funding announcements and forecast Covid-19 pressures are set out below.

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

Table 4a: Covid-19 funding

Funding	Actual/forecast 2021-22 £m
Covid reserves brought forward	
Home to School and College Transport Funding carried forward	0.598
Local Outbreak Control: test and trace service support grant carried forward	1.271
Contain Outbreak Management Fund carried forward	14.389
Community Testing Funding carried forward	0.050
Clinically Extremely Vulnerable Funding carried forward	2.420
Wellbeing for Education Recovery Grant carried forward	0.037
Holiday Activity Fund Grant carried forward	0.018
Norfolk Assistance Scheme Reserve	0.491
Covid-19 Grant (Adults) carried forward	4.107
Use of funding brought forward from 2020-21	23.381
COVID-19 MHCLG Grant Tranche 5	18.829
Infection Control Fund	3.860
Infection Control and Testing Fund	4.755
Infection Control, Testing and Vaccination Fund	7.327
Home to School and College Transport Funding	0.245
Contain Outbreak Management Fund	4.859
Wellbeing for Education Recovery Grant	0.125
Covid Winter Grant Scheme	0.645
COVID Local Support Grant	2.579
Adult Social Care Rapid Testing Fund	2.535
Holiday Activity Fund Grant	2.389
Covid-19 Bus Services Support Grant	2.291
Funding for Travel Demand Management	0.117
Fire Home Office Grant	0.192
Hospital Discharge funding	6.210
Sales, fees and charges compensation	1.668
Furlough Income (non-schools)	0.206
Practical Support for Self-Isolation Grant	1.319
Community Testing Funding	0.496
Funding forecast in 2021-22	60.646
Funding for 2021-22	84.027

New / confirmed funding

5.3 The majority of funding above is a continuation of funding streams first received in 2020-21. New funding sources include:

- 5.4 **New funding for infection prevention:** On 30 September 21 the Health and Social Care Secretary announced an additional £388.3m to prevent the spread of infection in social care settings. £237m of this funding is for Infection Control, of which Norfolk will receive £4.510m. £126.3m of this funding is for rapid testing, of which Norfolk will receive £2.372m. Finally, £25m of this funding is for vaccination support, of which Norfolk will receive £0.445m.
- 5.5 **New funding for Social Care workforce recruitment and retention:** On 21 October 21 the Health and Social Care Secretary announced an additional £162.5m to prevent the spread of infection in social care settings. Local allocations are currently unknown but the ring-fenced funding, available until the end of March 2022, will support local authorities working with providers to recruit staff. It will also be available to help retain the existing workforce – through overtime payments and staff banks of people ready to work in social care – and will provide further capacity to support their health and well-being through occupational health.
- 5.6 **Vulnerable Household Support Fund :** on 30th September 21 the government announced a new £6.697m Household Support Fund aimed at vulnerable households, to provide financial support over the winter and help people with the cost of living. The funds are to be made available from 3rd October 2021 to 31 March 2021. At least 50% of the funding must be spent on supporting families with children meet the cost of living.
- 5.7 **Hospital Discharge Funding:** £6.210m agreed funding from Norfolk & Waveney CCG to cover the hospital discharge costs incurred by NCC for Adult Social Care up until 30 September 2021. £478m nationally has been announced by the Government for the second half of the financial year in relation to the Hospital Discharge Programme, details have now been published and we are in discussions with our Health and Care partners about the most appropriate usage for the next 6 months.
- 5.8 An additional element of cost mitigation included in forecast over and underspends is the Government's **Coronavirus Job Retention Scheme**. While the scheme has not been used to duplicate other sources of public funding, such as the Covid-19 support grants, the government has recognised that there are exceptional cases where, for example, Local Authorities have needed to close venues such as museums and registry offices. Claims for the period from April 2021 to the end of September 2021 totalled £0.232m, including £0.025m in respect of schools. The furlough scheme ended on 30 September 2021 and the final claim is being reconciled with a potential £0.035m to be returned to central government.
- 5.9 **Funding for bus services:** on 6 July 2021 the Transport Secretary announced new funding of £226.5m for bus operators to ensure they continue to run services as COVID-19 restrictions are lifted and passenger numbers begin to return in higher numbers. This funding covers the period September 21 to April 22 and replaces the COVID-19 Bus Service Support Grant which ends on 31 August 2021. Norfolk's 2021-22 allocation of £0.769m was received in period 5.

- 5.10 **Practical Support for Self-Isolation Grant:** The Council is expecting £1.319m for six months funding from the DHSC to provide practical support for those self-isolating.

Other funding

- 5.11 **Local government income compensation scheme for lost sales, fees and charges:** MHCLG have confirmed the extension to the Sales, Fees and Charges Scheme, into the first three months of 2021/22. The compensation subject to the same deductions as 2020-21 based on a 5% budget absorption and the 75 pence in every pound of loss thereafter). The Council submitted a claim on 20 October, if paid in full the Council will receive grant income of £1.668m from Government to compensate for lost income.
- 5.12 **Contain Outbreak Management Fund (COMF 3):** The total allocation to Norfolk is £6.176m of which £4.859m has been allocated to the Council and £1.317m has been allocated to the District Councils. The Council's allocation will be used to fund NCC's continued COVID response into 2022-23 and support community engagement through targeted Public Health Recovery Projects aimed at key areas of concern including Mental Health, Alcohol Recovery, Vulnerable and Hard to reach cohorts, Obesity, Remote Working and Wellbeing.

Covid-19 related cost pressures

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

Table 4b: Covid-19 cost pressures

Table 4b: Covid-19 cost pressures	Adult Social Services	Children's Services	Community and Environmental Services	Strategy and Transformation	Governance	Finance and Commercial Services	Finance General	Total
	£m	£m	£m	£m	£m	£m	£m	£m
2021-22 Covid-19 cost pressures	42.634	13.136	30.273	0.035	0.950	0.799	5.607	93.434
Use of funding brought forward from 2020-21	-4.107	-0.653	-18.130	0.000	0.000	0.000	-0.491	-23.381
2021-22 Grants and funding	-25.331	-3.020	-9.994	0.000	-0.025	-0.219	-22.057	-60.646
2021-22 Covid-19 Funding	-29.438	-3.673	-28.124	0.000	-0.025	-0.219	-22.548	-84.027
Net pressure	13.196	9.463	2.149	0.035	0.925	0.580	-16.941	9.407

The forecast net Covid cost pressure position reflects ongoing pressures and costs throughout 2021-22 in areas such as testing, infection control and the hospital discharge programme. Funding allocations for infection control and testing funding have now been confirmed to the end of March 2022 resulting in a net forecast Covid cost pressure of £9.407m. £478m nationally has been announced by the Government for the second half of the financial year in relation to Hospital Discharge Programme funding, details have now been published and we are in discussions with our Health and Care partners about the most appropriate usage for the next 6 months.

Other pressures

- 5.14 A particular risk relates to Business Rates and Council Tax income. This has been taken into account during 2021-22 budget setting. To assist future budgeting, the government has allowed Council's to spread their tax deficits over 3 years rather than the usual one year
- 5.15 The costs and income pressure relating to Covid-19 vary from the overall Council forecast balanced budget position shown in this report. This is due to non-Covid-19 related actions put in place by Chief Officers to mitigate the financial impacts of the pandemic.

6 Budget savings 2021-22 summary

- 6.1 In setting its 2021-22 Budget, the County Council agreed net savings of £41.179m. Details of all budgeted savings can be found in the 2021-22 Budget Book. A summary of the total savings forecast to be delivered is provided in this section.
- 6.2 The latest monitoring reflects total forecast savings delivery of £39.179m and a total shortfall of £2.000m (5%) at year end.
- 6.3 The forecast savings delivery is anticipated as shown in the table below:

Table 5: Analysis of 2021-22 savings forecast

	Adult Social Services	Children's Services	Community and Environmental Services	Strategy and Transformation	Governance	Finance and Commercial Services	Finance General	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Budget savings	17.858	11.300	8.288	0.553	0.353	1.927	0.900	41.179
Period 6 forecast savings	15.858	11.300	8.288	0.553	0.353	1.927	0.900	39.179
Savings shortfall (net)	2.000	0.000	0.000	0.000	0.000	0.000	0.000	2.000

Commentary on savings risk areas

- 6.4 Some saving programmes have highlighted risk areas which will need to be kept under review. Any updates to the forecast delivery of savings will be included in future monitoring to Cabinet.

Adult Social Services

- 6.5 Adult Social Services are presently forecasting to deliver £15.9m of their £17.9m 2021/22 savings target, but further significant risks exist. The £2m non-delivery relates to the Short Term Out of Hospital Offer saving (ASS015) due to the high demand experienced for short term residential care following hospital discharge. The saving was predicated on the reduction of the use of short-term beds and the ability to reduce the length of stay, however due to Covid this has not been possible. Therefore, at Period 6 we continue to declare £2m non delivery against this £3.67m saving.
- 6.6 There are other risks to the delivery of savings which may well mean in future periods some of the following savings (note 6.7 and 6.8 below) will have adverse forecasts applied to them. As conveyed in the revenue section of this report, Adult Social Services will likely struggle to deliver the previous year's (2020/21) savings shortfall whilst also delivering the present year savings.
- 6.7 ASC036 Maximising potential through digital solutions £2.000m savings target: Elements which are uncertain are those relating to flexible and mobile working - in response to Covid-19 teams are now operating differently and benefits previously identified are not likely to be realised, and the Ebrokerage system - has not progressed due to Covid-19. These items may be mitigated by other digital savings including contract management which are currently being investigated.
- 6.8 ASS024 Contract renegotiation £2m savings target - Ensuring the requirements of commissioners are reflected in the Norsecare contract: There is a level of risk associated with this saving until the outcome of the transformation plans are known and upcoming risk conversations have been held.

Children's Services

- 6.9 Despite the ongoing pressures being seen by the department, it is still anticipated that all Children's Services budgeted savings, which lie primarily within the transformation programme, will be delivered in 2021-22 based upon the latest analysis available. The forecast continues to assume that savings will be delivered during the remainder of the financial year; significant deviation from these plans could result in an increase to the forecast. Therefore, expected delivery of savings will continue to be kept under close review.
- 6.10 As advised elsewhere in this report, there are significant stresses within the system due to the ongoing impact of the pandemic that are diverting resources away from the transformation programme, as well as pressures within the market that means it is more challenging to secure the provision the right provision, in the right place, at the right time and at the right cost; all of which are essential to deliver many elements of the transformation programme.

- 6.11 Other significant influences that are beyond the Council's control continue to make delivery of the transformation programme (and, therefore, savings) difficult considering the ongoing recovery work, ongoing direct Covid-related impacts including self-isolation of staff, increases in demand seen and further waves. Therefore, expected delivery of savings will continue to be kept under close review.

2022-23 to 2024-25 savings

- 6.12 Budget setting in 2021-22 saw the approval of £2.245m savings for 2022-23, £1.600m for 2023-24 and £2.500m savings for 2024-25. Any impact on the deliverability of these savings, including any 2021-22 savings that are permanently undeliverable, will be considered as part of the budget setting process for 2022-26.

Revenue Annex 1

Forecast revenue outturn

Revenue outturn by service

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

Revenue budget outturn by service – detail

Adult Social Services	Revised Budget	Overspend	Under spend	Forecast net spend
		£m	£m	
Purchase of Care		1.307		
Commissioned Services		0.581		
Community Social Work			-0.084	
Business Development		0.033		
Early Help & Prevention			-0.327	
Community Health & Social Care		0.027		
Management, Finance & HR		7.363		
Use of Business Risk Reserve			-8.900	
Forecast over / (under) spends		9.311	-9.311	
Net total	252.540		0	252.540
<i>The underlying over and underspends above excludes the planned use of ASC reserves built into the 2021-22 budget</i>				
Children's Services				
Social Care		6.150		
Learning and Inclusion		2.635		
Use of Children's Services Business Risk Reserves			-4.000	
Use of Transport Equalisation Risk Reserves			-1.285	
Forecast over / (under) spends		8.785	-5.285	
Net total	178.886		3.500	182.386
Community and Environmental Services				
Museums – Forecast Loss of income		0.699		
Libraries Loss of income		0.208		
On-street Parking income		0.400		
Use of Business risk reserve			-1.307	
Forecast over / (Under) spend		1.307	-1.307	
Net total	158.246		0	158.246

	Revised Budget	Overspend	Under spend	Forecast net spend
Strategy and Transformation				
Net underspends			-0.215	
Human Resources use of reserves for COVID and other cost pressures		0.289		
Other cost pressures		0.175		
Use of Business Risk Reserve			-0.249	
Forecast over / (under) spend		0.464	-0.464	
Net Total	8.463		0	8.463
Governance				
Election and coroners costs		1.012		
Use of Business Risk Reserve			-0.037	
Use of Election Costs reserves			-0.975	
Forecast over / (under) spend		1.012	-1.012	
Net Total	1.865		0	1.865
Finance and Commercial Services				
COVID 19 – Loss of income		0.680		
Cost pressures in Property and Finance		1.912		
Net underspends			-0.188	
Use of Business Risk Reserves			-2.404	
Forecast over / (under) spend		2.592	-2.592	
Net Total	32.388		0	32.388
Finance General				
Covid-19 additional costs		1.685		
Travel Rights Grant income received			-0.726	
Members travel and allowances			-0.099	
Pension AVC Salary Sacrifice scheme			-0.099	
Interest on balances – <i>updated interest payable forecasts for external borrowing taken earlier in the year to secure lower fixed interest rates</i>			-0.437	
Interest receivable			-0.417	
Other cost pressures and underspends		0.015	-0.043	
Forecast over / (under) spend		1.700	-1.821	
Net total	-193.294		-0.121	-193.415
TOTAL	439.094			442.473

Revenue Annex 2 – Dedicated Schools Grant Reserve

	Reserve as at 31 Mar 21	Revised Budget (A)	Budgeted Reserve as at 31 Mar 22	Forecast Spend (B)	Over / (under) spend A-B	Forecast Reserve as at 31 Mar 22
<i>Dedicated schools grant</i>						
High Needs Block		8.635		21.100	12.365	
Increase in net deficit to be carried forward		-8.635				
Forecast over / (under) spend				-21.100	12.365	
Net deficit (DSG Reserve)	-31.797		-40.432			-51.797

Revenue Annex 3

Impact of Covid-19 – forecast cost pressures

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

	2021-22 Forecast £m
<u>Identified / forecast costs</u>	
Adult Social Care	
Support for people experiencing domestic abuse	0.050
Provider support payments to cover liquidity/sustainability issues and any additional costs where not specifically related to a person's changing care needs	2.770
Savings Risk Mitigation and Covid Recovery	0.750
Weekend or Overtime staff costs	0.196
Additional Capacity	1.814
Adult Social Care remote working costs	0.075
Adult Social Care Voluntary Sector	0.016
Loss of income - Day Care and Residential contributions	1.639
Hospital Discharge Programme	16.807
Full use of Infection Control funding	11.082
Full use of Adult Social Care Rapid Testing Fund	6.950
Full use of Vaccination Funding	0.445
Full use of Workforce Capacity Fund for Adult Social Care	0.040
Adult Social Care Total	42.634
Children's Services	
Loss of income - Children's Services	1.081
Maintaining Early Year's Provision	0.139
Safeguarding campaign	0.030
Additional social care placement costs, including impact of market supply pressures as well as additional numbers of placements	7.860
Additional frontline agency costs	0.500
Children's Services remote working costs	0.008
Additional staff costs	0.017
Additional social worker training	0.075
Holiday Activity Fund	2.421
Full use of Home to School and College Transport Funding	0.843
Full use of Wellbeing for Education Return Grant	0.162
Children's Services Total	13.136
Community and Environmental Services	
Customer Services additional Covid expenditure	0.002
Additional Resilience costs	0.151
Highways additional COVID costs from 3rd party contractor work	0.054
Public Transport - Covid Bus Services Support Grant	2.291
Public Transport – Funding for Travel Demand Management	0.117
Loss of income: CES Libraries	0.520
Loss of income: CES Museums	1.180
Loss of income: CES Recreation and Sport	0.008
Loss of income: Parking Services	0.188

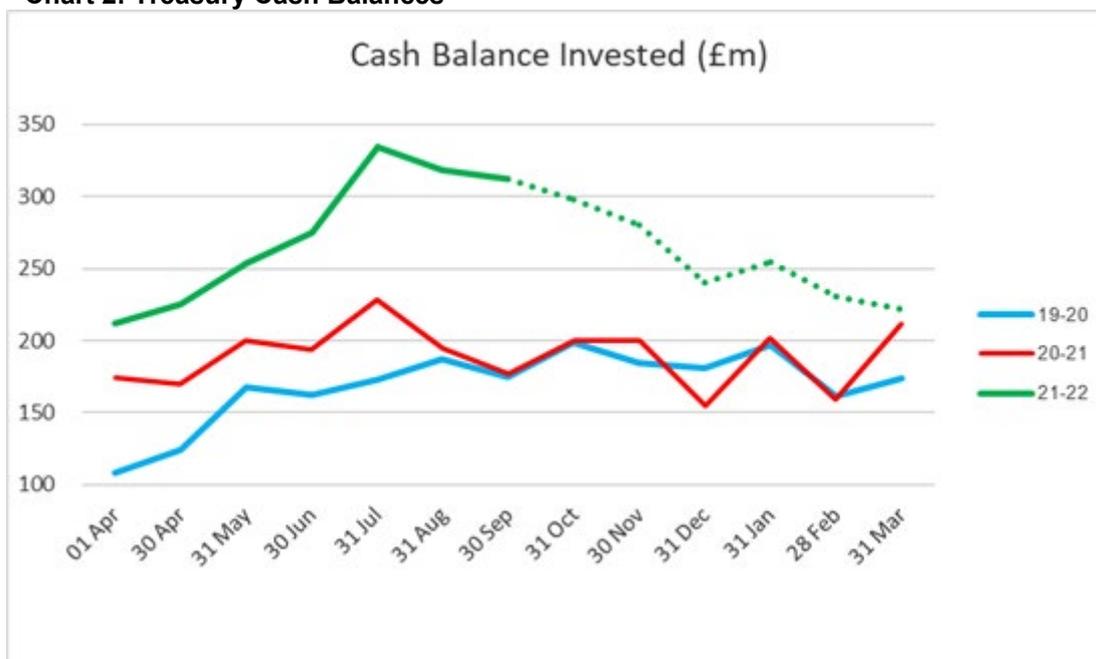
	2021-22 Forecast £m
Loss of income: CES including On-street Parking	0.400
Additional / redeployed Libraries staff	0.008
Additional / redeployed Museums staff	0.128
Additional / redeployed Records Office staff	0.005
CES remote working costs	0.015
CES property costs	0.009
Public Health expenditure	0.200
Full use of Fire Home Office Grant	0.192
Full use of Local Outbreak Control: Test and Trace service support grant	1.271
Full use of Contain Outbreak Management Fund grant	19.248
Full use of Community Testing funding	0.546
Full use of Clinically Extremely Vulnerable funding	3.740
Community and Environmental Services Total	30.273
Strategy and Transformation	
Time to Recover sessions for staff – HR cost	0.035
Strategy and Transformation Total	0.035
Governance	
Additional cost of Elections	0.650
Additional / redeployed Registrars staff	0.205
Additional / redeployed Coroners staff	0.040
Additional / redeployed Governance staff	0.055
Governance Total	0.950
Finance and Commercial Services	
Covid response costs - redeployed staff, property costs (FCS)	0.278
Loss of income across Finance and Commercial Services including IMT	0.409
Services to Schools, Property and Car Park income	0.024
Additional / redeployed IMT staff	0.024
IMT - Infrastructure - Extra Telephony costs associated with WFH	0.088
Finance and Commercial Services Total	0.799
Finance General	
Covid response costs - redeployed staff, property costs	0.975
Temporary mortuary costs	0.178
Corporate procurement of PPE	0.108
Distribution hub - Site costs	0.272
Extension of Norfolk Assistance Scheme (NAS)	0.491
Kit for digitally disadvantaged children	0.184
IMT Guided Learning	0.176
Use of COVID Local Support Grant	2.579
Use of COVID Winter Grant Scheme funding	0.644
Finance General Total	5.607
Covid-19 financial pressures Norfolk County Council total	93.434

Appendix 2: 2021-22 Balance Sheet Finance Monitoring Report Month 6

1 Treasury management summary

- 1.1 The corporate treasury management function ensures the efficient management of all the authority's cash balances. The graph below shows the level of cash balances over the last two financial years to March 2021, and projections to March 2022.

Chart 2: Treasury Cash Balances

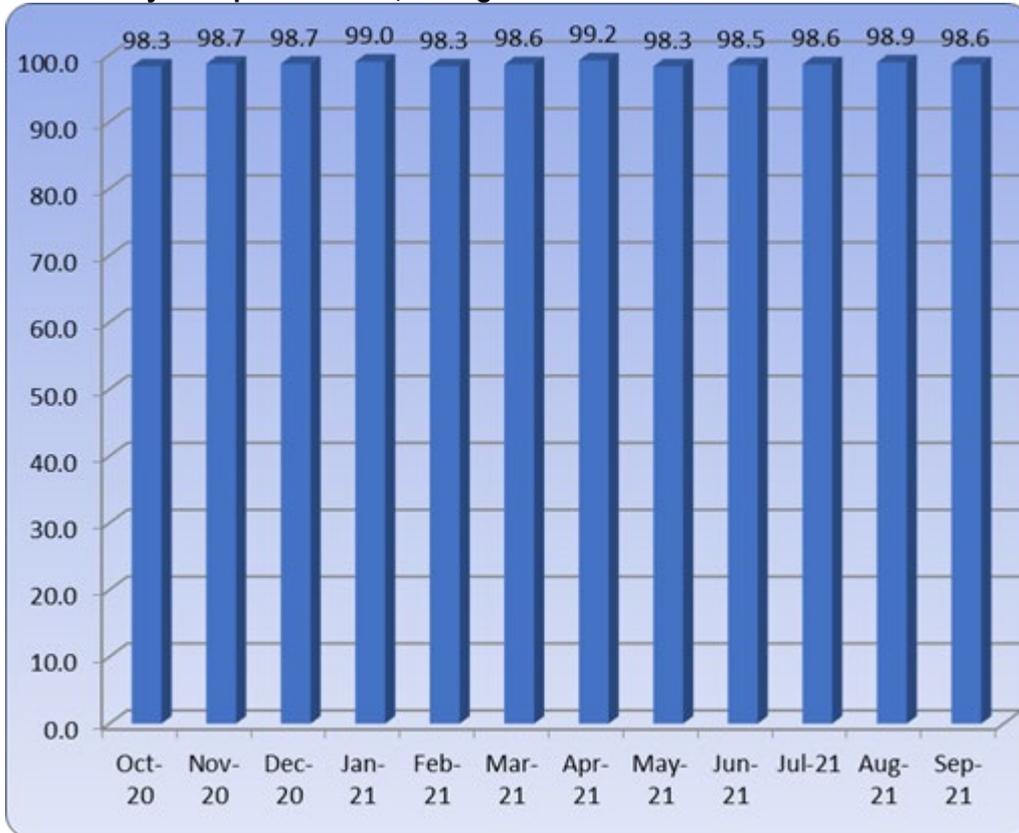


- 1.2 The Council has not borrowed any additional loans in September 2021 and given the current healthy cash balance, no further borrowing is expected until Q4 2021-22
- 1.3 Although the Council has healthy cash balances for the immediate future, the year to date borrowing of £60m has reduced the Council's exposure to potential future interest rate rises.
- 1.4 The Council's Treasury Strategy assumes as much as £80m may be borrowed in 2021-22, plus £30m deferred from 2020-21. The forecast cash flows above assume that the remaining £50m will be borrowed in Q4 2021-22 resulting in a closing cash balance of approximately £225m. If, in order to minimise the cost of carrying unnecessary borrowing, no further borrowing takes place before 31 March 2022, then the projected year-end cash balances will be approximately £175m.
- 1.5 PWLB and commercial borrowing for capital purposes was £808.1m at the end of September 2021. The associated annual interest payable on existing borrowing is £31.242m.

2 Payment performance

- 2.1 This chart shows the percentage of invoices that were paid by the authority within 30 days of such invoices being received. Some 470,000 invoices are paid annually. 98.6% were paid on time in September 21 against a target of 98%. The percentage has remained above the target of 98% in the last 12 months.

Chart 3: Payment performance, rolling 12 months



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

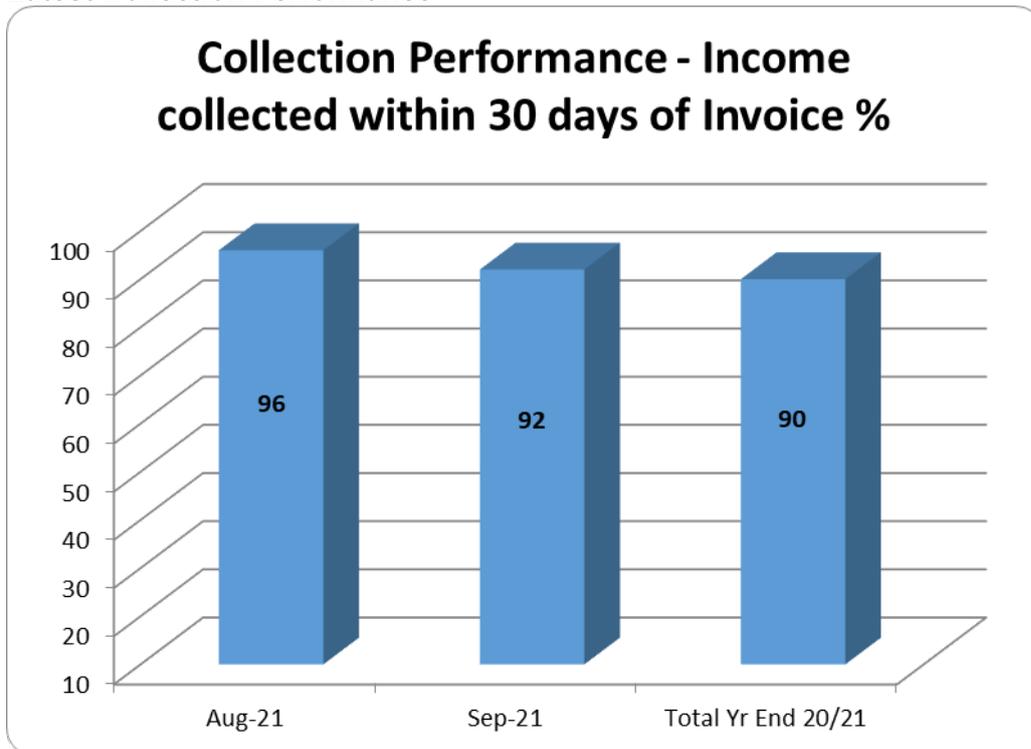
3 Debt recovery

3.1 **Introduction:** In 2020-21 the County Council raised over 135,100 invoices for statutory and non-statutory services. These invoices totalled in excess of £1.7bn. Through 2020-21 90.1% of all invoiced income was collected within 30 days of issuing an invoice, with 97.5% collected within 180 days.

Debt collection performance measures – latest available data

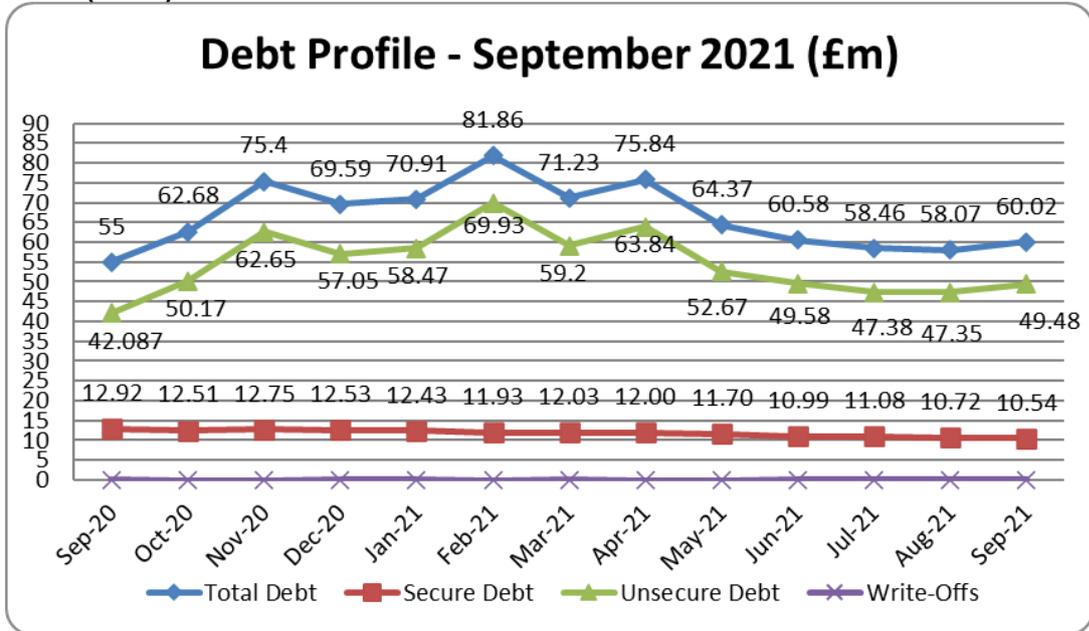
3.2 The proportion of invoiced income collected within 30 days for invoices raised in the previous month – measured by value – was 92% in September 2021.

Latest Collection Performance



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

Debt Profile (Total)



- 3.4 The overall level of unsecure debt increased by £2.13m in September. Of the £49.48m unsecure debt at the end of September 21; £10.77m is under 30 days. The largest area of unsecure debt relates to charges for social care, £40.42m, of which £8.59m is under 30 days and £16.72m is debt with the CCG's for shared care, Better Care Pooled Fund, continuing care and free nursing care.
- 3.5 Secured debts amount to £10.54m as at 30 September 21. Within this total £3.92m relates to estate finalisation where the client has died, and the estate is in the hands of the executors.
- 3.6 **Debt write-offs:** In accordance with Financial Regulations and Financial Procedures, Cabinet is required to approve the write-off of debts over £10,000. The Executive Director of Finance and Commercial Services approves the write-off of all debts up to £10,000.
- 3.7 Service departments are responsible for funding their debt write-offs. Before writing off any debt all appropriate credit control procedures are followed.
- 3.8 For the period 1 April 2021 to 30 September 2021, 135 debts less than £10,000 were approved to be written off following approval from the Executive Director of Finance and Commercial Services. These debts totalled £134,624.23.
- 3.9 No debts over £10,000 have been approved for write-off since the 2020-21 Finance Outturn Report for the financial year 2020-21.

Appendix 3: 2021-22 Capital Finance Monitoring Report

Report by the Executive Director of Finance and Commercial Services

1 Capital Programme 2021-25

- 1.1 On 22 February 2021, the County Council agreed a 2021-22 capital programme of £281.594m with a further £256.066m allocated to future years', giving a total of £537.660m.
- 1.2 Additional re-profiling from 2020-21 resulted in an overall capital programme at 1 April 2021 of £661m. Further in-year adjustments have resulted in the capital programme shown below:

Table 1: Capital Programme budget

	2021-22 budget	Future years
	£m	£m
New schemes approved February 2021	33.687	68.781
Previously approved schemes brought forward	247.907	187.285
Totals in 2021-25+ Budget Book (total £537.660m)	281.594	256.066
Schemes re-profiled after budget setting	95.379	
New schemes approved after budget setting	1.249	
Other adjustments after budget setting including new grants	20.489	6.363
Revised opening capital programme (total £661.140m)	398.711	262.429
Re-profiling since start of year	-127.998	127.998
Norwich Western Link (approved 7 th June 21)	12.296	174.543
Other movements including new grants and approved schemes	86.929	15.757
Total capital programme budgets (total £950.665)	369.937	580.728

Note: this table and the tables below contain rounding differences

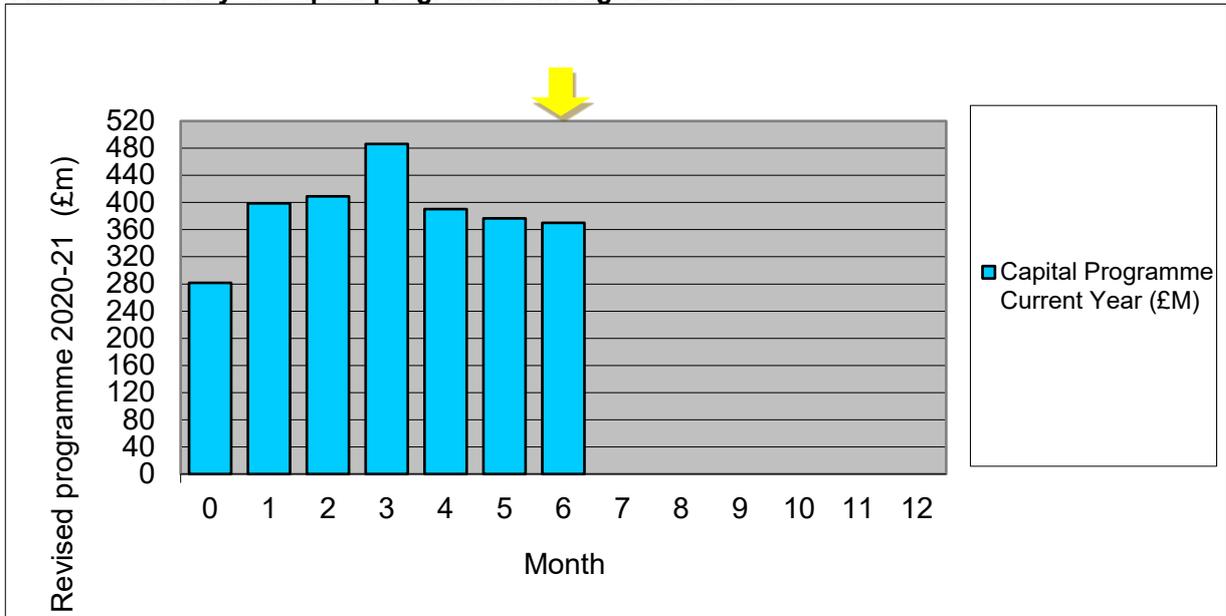
- 1.3 The total capital programme budget has increased by £12.724m compared to P5 (£937.941) due to:
- £10m for the new Pot Hole Fund for Highways spread across 4 years and £1m for the Road Safety Community Fund approved by County Council in September 21
 - £4.49m rebate funding from BT Gainshare for the Better Broadband for Norfolk (BBfN), offset by the removal of borrowing of £11m, given the success of the BBfN take-up in Norfolk
 - High Needs Grant of £4.394m from the Department for Education
 - DFC Grant funding received for schools of £0.97m and £0.681m S106 developer contributions received for schools
 - £0.9m Department for Transport funding received for various highways projects in Norwich (Grapes Hill and Tombland) offset by reductions in other highways projects of £0.265m
 - £1.38m National Lottery Funding for the HLF Castle Keep project
 - Other minor adjustments to various project budgets totalling a £0.024m increase to reflect year to date spend

- 1.4 A further £10.145m of 2021-22 budget has been reprofiled to future years bringing the total budget reprofiled this year to £127.998m. The majority of the reprofiling relates to the Department for Education (DfE) funded Schools Capital Programme. A full breakdown of these movements in capital budget are available in Capital Annex 1 below.

Changes to the Capital Programme

- 1.5 The following chart shows changes to the 2021-22 capital programme through the year.

Chart 1: Current year capital programme through 2021-22



- 1.6 Month “0” shows the 2021-22 capital programme at the time of budget approval, with schemes reprofiled after budget setting shown in month 1, followed by the most up to date programme. The current year programme will change as additional funding is secured, and when schemes are re-profiled to future years as timing becomes more certain.

1.7 The current year's capital budget is as follows:

Table 2: Service capital budgets and movements 2021-22

Service	Opening programme	Previous report	Reprofil ing since previous report	Other Changes since previous report	2021-22 latest Capital Budget
	£m	£m	£m	£m	£m
Children's Services	133.879	-49.121	-7.633	6.189	83.314
Adult Social Care	14.888	-0.149	-0.563	0.000	14.175
Community & Environmental Services	162.948	28.020	-1.949	-2.964	186.055
Finance & Commercial Services	86.914	-0.671	0.000	0.000	86.243
Governance	0.082	0.068	0.000	0.000	0.150
Total	398.711	-21.921	-10.145	3.225	369.937
		376.789		-6.920	

Note: this table may contain rounding differences.

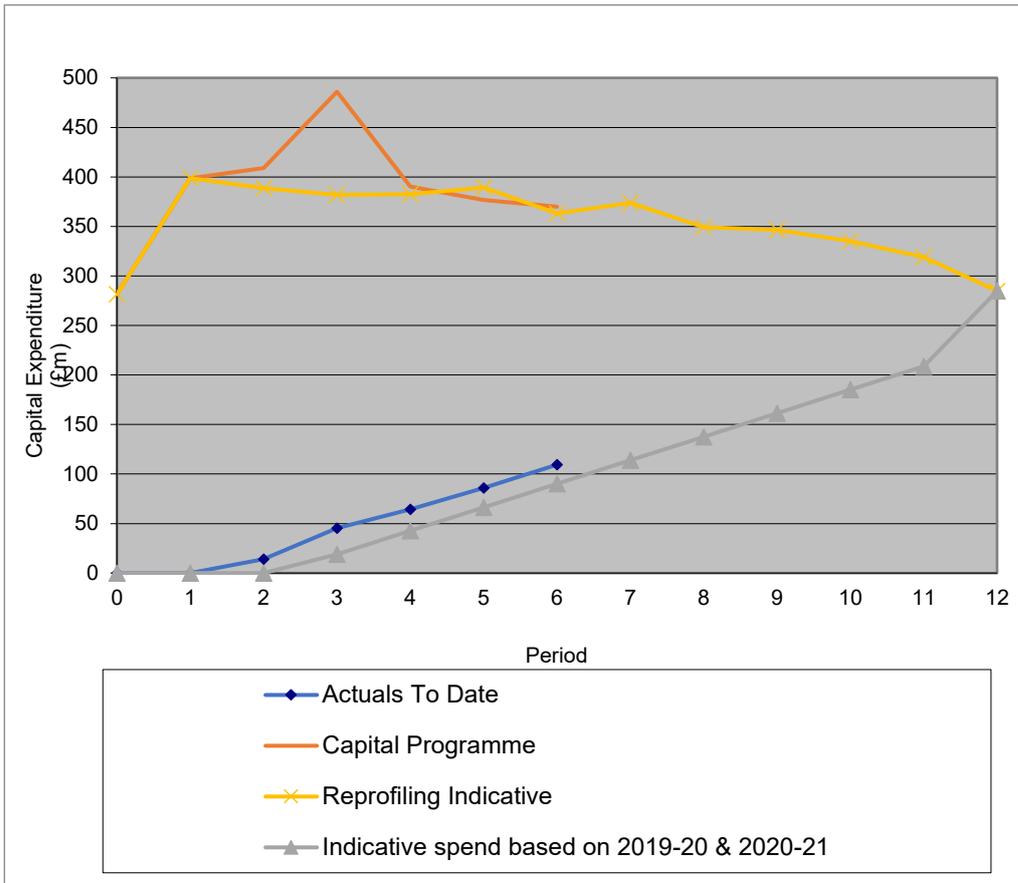
1.8 The revised programme for future years (2022-23 to 2024-25 and beyond) is as follows:

Table 3: Capital programme future years 2022+

Service	Previously reported future programme	Reprofil ing since previous report	Other Changes since previous report	2022+ Future Capital Budget
	£m	£m	£m	£m
Children's Services	168.287	7.633	0.000	175.920
Adult Social Care	52.030	0.563	0.000	52.593
Community & Environmental Services	300.721	1.949	9.499	312.169
Finance & Commercial Services	39.763	0.000	0.000	39.763
Governance	0.282	0.000	0.000	0.282
Total	561.083	10.145	9.499	580.728

Note: this table contains rounding differences

1.9 The graph below shows the movement on the current year capital budget and year to date capital expenditure:



The graph shows that actual year to date capital spend is ahead of the opening forecast, which was based on the opening capital programme and an indicative calculation based on previous years' expenditure. It also shows that budgets are being re-profiled to future years as the progress on projects becomes clearer. As a result, capital expenditure of approximately £285m is expected to take place in 2021-22.

2 Financing the capital programme

- 2.1 Funding for the capital programme comes primarily from grants and contributions provided by central government and prudential borrowing. These are supplemented by capital receipts, developer contributions, and contributions from revenue budgets and reserves.

Table 4: Financing of the capital programme

Funding stream	2021-22 Programme	Future Years Forecast
	£m	£m
Prudential Borrowing	173.826	355.46
Use of Capital Receipts		
Revenue & Reserves	0.136	-
<i>Grants and Contributions:</i>		
DfE	32.350	38.77
DfT	116.253	161.89
DoH	9.352	0.17
MHCLG	0.139	-
DCMS	5.175	-
DEFRA	2.000	-
Developer Contributions	15.354	19.20
Other Local Authorities	0.383	0
Local Enterprise Partnership	1.108	
Community Infrastructure Levy	3.937	2
National Lottery	4.638	3.18
Commercial Contributions	4.490	
Business rates pool fund		
Other	0.796	0.02
Total capital programme	369.937	580.728

Note: this table may contain rounding differences

- 2.2 For the purposes of the table above, it is assumed that all capital receipts will be applied directly to the re-payment of debt and transformation projects, rather than being applied to fund capital expenditure. Any proposals to utilise capital receipts to fund in-year capital expenditure are recommended to Cabinet for approval (see section 3 below)
- 2.3 Developer contributions are funding held in relation to planning applications. Section 106 (Town and Country Planning Act 1990) contributions are held in relation to specific projects: primarily schools, with smaller amounts for libraries and highways. The majority of highways developer contributions are a result of section 278 agreements (Highways Act 1980).

3 Capital Receipts

3.1 The Council's property portfolio is constantly reviewed to ensure assets are only held where necessary so that capital receipts or rental income can be generated. This in turn reduces revenue costs of the operational property portfolio.

3.2 The capital programme, approved in February 2021, gave the best estimate at that time of the value of properties available for disposal in the four years to 2024-25, totalling £20.4m.

Table 5a: Disposals capital programme forecast

Financial Year	Property sales forecast £m
2021-22	10.6
2022-23	5.7
2023-24	3.9
2024-25	0.2
	20.4

The timing of future year sales is the most optimistic case and may slip into future years if sales completions are delayed.

3.3 The revised schedule for current year disposals is as follows:

Table 5b: Capital receipts and forecast use current financial year £m

Capital receipts 2021-22	£m
Capital receipts reserve brought forward	6.449
Loan repayments – subsidiaries forecast for year	0.787
Loan repayments – LIF loan repayments to date	0.358
Capital receipts to date	
Sale of Hopton Land to Repton	2.862
Other Capital receipts in year	2.861
Capital Receipts forecasted for asset disposals subject to contract	0.747
Secured capital receipts to date	14.063
Potential current year farms sales	1.007
Potential current year non-farms sales	0.640
Potential development property sales	0.250
Potential capital receipts	1.897
Forecast available capital receipts	15.960
Forecast use of capital receipts	
Budget 2021-22 to repay debt	2.000
Maximum flexible use of capital receipts to support transformation costs	3.000
Norwich Western Link Reserve	5.061
Total forecast use of capital receipts	10.061

3.4 As can be seen from this table, enough capital receipts have been secured to support the approved 2021-22 revenue budget. Further sales will contribute to the capital receipts reserve which can be used to reduce the external borrowing requirement, fund debt repayments, flexible use of capital receipts or capital investment.

3.5 2021-22 is the final year when capital receipts can be utilised to support transformation costs. Table 5b includes £3m earmarked for this - £1m to ASC and £2m to Children's Services.

4 New capital budget proposals

4.1 The additions to the capital budget for October 2021 are primarily externally funded and include the following:

- DfC Grant income via the schools devolved capital formula of £0.968m
- DfE High Needs Grant to fund new school places for children with special educational needs and disabilities of £4.394m
- S106 developer contributions for various sites totalling £0.681m (the sites are listed in Capital Annex 1)
- DfT funding of £0.42m for the Grapes Hill Roundabout Traffic Management project and £0.488m for the Tombland/Queen Street project
- National Lottery funding for the Castle Keep project of £1.38m.
- BT Openreach net rebates of £4.49m to fund the Better Broadband for Norfolk (BBfN) project after allowing for the release of £11m NCC borrowing requirement

4.2 The internally funded addition to the capital budget is the £10m for the new Pot Hole Fund for Highways spread across 4 years and £1m for the Road Safety Community Fund approved by County Council in September 21

4.3 The breakdown of the sources of funding is set out below in Capital Annex 1.

Capital Annex 1 - changes to capital programme since last Cabinet

Service	Project	Funding Type	2021-22 Change (£m)	2021-22 REPROFILE	22-23+ Change (£m)	22-23+ REPROFILE	Reason
Adult Social Care	SC8120 - Social Care Unallocated	NCC Borrowing		-0.527		0.527	Reprofiled as not needed in current year
		External		-0.036		0.036	Reprofiled as not needed in current year
Total Adult Social Care			0.000	-0.563	0.000	0.563	
Children's Services							
ECAPFM	Schools Devolved Capital Formula	DFC Grant	0.995				DFC Grant income 21/22
ECAPFM	Schools Devolved Capital Formula	DFC Grant	-0.027				Academy Refunds
EC4990	DfE High Needs Grant	DfE High Needs Grant	4.394				Funding for new school places for children with special educational needs and disabilities.
EC4822	Condition	External	0.020				Contribution from Evolution Academy towards works at Costessey Infant
EC3812	Watton Developer cont	S106 Developer Contribution	0.133				S106 Income 21/22
EC3863	Docking S106	S106 Developer Contribution	-0.251				S106 Adj 21/22
EC3862	Wreningham S106	S106 Developer Contribution	-0.118				S106 Adj 21/22
EC3846	Hemsby S106 Funding	S106 Developer Contribution	0.596				S106 Income 21/22
EC3827	Bradwell Developer contribution	S106 Developer Contribution	0.155				S106 Income 21/22
EC3817	Poringland Developer cont	S106 Developer Contribution	0.167				S106 Income 21/22
ECAPAA	School based capital project	Internal	0.126				Schools contributions to capital 21/22
EC38XX	Various developer contribution pots	S106 Developer Contribution		-3.651		3.651	Reprofiled for allocation in future years
EC4290	Condition Contingency	NCC Borrowing		-0.500		0.500	Reprofiled for allocation in future years
EC4352	AC - Sprowston Academy	DfE Basic need		-0.537		0.537	Reprofiled as per latest forecast
EC4660	COMPUTERS FOR PUPILS	NCC Borrowing		-0.050		0.050	Reprofiled as per expected spend in year
EC4695	Basic need	S106 Developer Contribution		-0.015		0.015	Reprofiled as per expected spend in year
EC4929	Parkside School 6th form relocation	NCC Borrowing		-0.230		0.230	Reprofiled as per expected spend in year
EC4995	CM - Hubs New Road Implemetation	NCC Borrowing		0.050		-0.050	Funding moved back to cover in year expenditure
ECAPAA	SCHOOL BASED PROJECT	NCC Borrowing		-1.200		1.200	Reprofiled as per expected spend in year
ECAPFM	CAPITAL FORMULA	DFC Grant		-1.500		1.500	Reprofiled as per expected spend in year
Total Children's Services			6.189	-7.633	0.000	7.633	

Service	Project	Funding Type	2021-22 Change (£m)	2021-22 REPROFILE	22-23+ Change (£m)	22-23+ REPROFILE	Reason
Broadband							
KT0004	Next Generation Access Broadband Contract	NCC Borrowing	-11.000				Removal of borrowing to be funded by Gainshare
		External	4.490				Addition of funding from BT Gainshare
ETD - Other							
PQ6000	CES - Customer Services Strategy	NCC Borrowing		-0.017		0.017	Reprofile as per latest predictions
PQ6002	Single Employee Portal	NCC Borrowing		-0.004		0.004	Reprofile as per latest predictions
Fire							
CF0383	Fire Drone purchase	Internal	0.010				Replacement drone using insurance payment.
CF0509	Fire Hydrant Asset Management System	NCC Borrowing		-0.040		0.040	reprofile £40k into 22-23 - initial costs will only be £60k
CF0506	Fire vehicle replacement program.	NCC Borrowing		-1.162		1.162	reprofile stage 2, 3&4 in future years as delivery delayed by 3-4 months
CF0397	Emergency response Vehicles- Replacing Lease Vehs	NCC Borrowing		-0.400		0.400	reprofile between 2023 & 2024 - electric lease cars option now in progress use this funding for blues & twos comms/lights fit out if agreed
CF0396	Technical Response Units	NCC Borrowing		-0.300		0.300	reprofile to following year - half way through year and no resource to deliver freed up yet.
CF0507	Critical equipt replacement program.	NCC Borrowing		-0.090		0.090	reprofile £90k of critical equipment budget into 22-23 & 23-24 following review of plan in Sept 21.
Highways							
PJA073	Norwich, Grapes Hill Roundabout - Traffic Mgmt	DfT Other	0.420				Budgets adj to reflect current expectations
PK5090	Costessey Longwater Lane/Dereham Road	S106	-0.202				Budgets adj to reflect current expectations
PKA083	Norwich, Tombland/Queen Street	DfT Other	0.488				Budgets adj to reflect current expectations
PKA108	Gt Yarmouth, Beaconsfield Rd - Point Closure	DfT Block	-0.201				Budgets adj to reflect current expectations
Various		External	0.138				Slight increases across a number of smaller projects
Various		NCC Borrowing		0.099		-0.099	Reprofiling of a number of projects
	Pot hole funding	NCC Borrowing	2.500		7.500		Pot Hole Funding additional borrowing agreed
	Road Safety community fund	NCC Borrowing	0.150		0.850		Road Safety Schemes additional borrowing agreed
Libraries							
LL0810	S106 Trinity Road, Fakenham	S106 Developer cont	0.008				Developer contributions received
LL0814	S106 Land off Dereham Road, Mattishall, EDE	S106 Developer cont	0.004				Developer contributions received
LL0794	S106 90-102 Regent Road, Great Yarmouth	S106 Developer cont	0.002				Developer contributions received
LL0812	S106 Kerrison Road - Riverside Site	S106 Developer cont		-0.021		0.021	Reprofile to reflect current expectations
LL0813	S106 Four Miles Development, Docking, HUN	S106 Developer cont		-0.007		0.007	Reprofile to reflect current expectations
LL0809	S106 White Street, Martham			-0.007		0.007	Reprofile to reflect current expectations
Museums							
MM0550	HLF Castle Keep Delivery Phase	National Lottery Funding	0.231		1.149		New funding awarded from National Lottery
Total CES							
			-2.964	-1.949	9.499	1.949	
Total							
			3.225	-10.145	9.499	10.145	
Revised Programme Table			38	3.225	-10.145	19.644	

