

# Scrutiny Committee

Date: **Wednesday 23 March 2022**

Time: **10 am**

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

## Membership:

Cllr Steve Morphew (Chair)	
Cllr Lana Hemsall (V Chair)	
Cllr Carl Annison	Cllr Keith Kiddie
Cllr Lesley Bambridge	Cllr Ed Maxfield
Cllr Graham Carpenter	Cllr Jamie Osborn
Cllr Nick Daubney	Cllr Richard Price
Cllr Barry Duffin	Cllr Brian Watkins
Cllr Mark Kiddle-Morris	

## Parent Governor Representatives

Mr Giles Hankinson  
Vacancy

## Church Representatives

Mrs Julie O'Connor  
Mr Paul Dunning

## 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/UCdyUrFjYNPfq5psa-LFIJA/videos?view=2&live\\_view=502](https://www.youtube.com/channel/UCdyUrFjYNPfq5psa-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](mailto: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 apologies and details of any substitute members attending**

### **2. Minutes**

**(Page 5)**

To confirm the minutes of the meetings held on 16 February 2022

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

## **5 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](mailto:committees@norfolk.gov.uk)) by **5pm on Thursday 17 March**. For guidance on submitting a public question, please visit <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>

## **6 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](mailto:committees@norfolk.gov.uk)) by **5pm on Thursday 17 March 2022**

- 7. The deadline for calling-in matters for consideration at this meeting of the Scrutiny Committee from the Cabinet meeting held on Monday 7 March 2022 was 4pm on Monday 14 March 2022.**

- 8. Call in of Cabinet Decision of Fostering Review** (Page 12)

- 9. Call in of Multiple Decisions Associated with the Norwich Western Link** (Page 84)

- 10. Call in of Cabinet Member Delegated Decision: Norwich-Ipswich Road - Active Travel Fund** (Page 185)

- 11. Call in of Norfolk Parking Partnership – Finance Update** To Follow

- 12. Work Programme**

**Tom McCabe**  
**Head of Paid Service**  
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Martineau Lane  
Norwich  
NR1 2DH

Date Agenda Published: 15 March 2022



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## Scrutiny Committee

Minutes of the Meeting Held on 16 February 2022  
at 10 am at County Hall Norwich

### Present:

Cllr Steve Morphew (Chair)

Cllr Lana Hemsall (Vice Chair)

Cllr Carl Annison

Cllr Lesley Bambridge

Cllr Graham Carpenter

Cllr Barry Duffin

Cllr Phillip Duigan

Cllr Mark Kiddle-Morris

Cllr Keith Kiddie

Cllr Ed Maxfield

Cllr Jamie Osborn

Cllr Richard Price

Cllr Brian Watkins

### Also present (who took a part in the meeting):

Cllr Tom FitzPatrick

Cllr Greg Peck

Cllr Andrew Jamieson

Cllr Bill Borrett

Cllr John Fisher

Tom McCabe

Simon George

Sarah Tough

James Bullion

Peter Randall

Kat Hulatt

Tim Shaw

Cabinet Member for Innovation, Transformation and Performance

Cabinet Member for Commercial Services and Asset Management

Cabinet Member for Finance (participating via Microsoft Teams)

Cabinet Member for Adult Social Care, Public Health and Prevention (participating via Microsoft Teams)

Cabinet Member for Children's Services (participating via Microsoft Teams)

Head of Paid Service and Executive Director of Community and Environmental Services

Executive Director of Finance and Commercial Services

Executive Director of Children's Services

Executive Director of Adult Social Services

Democratic Support and Scrutiny Manager

Head of Legal Services

Committee Officer

### 1. Apologies for Absence and related issues

1.1 It was noted that Cllr Phillip Duigan had replaced Cllr Nick Daubney as a member of the Committee.

1.2 Apologies were received from Mr Giles Hankinson (Parent Governor), Mrs Julie O' Connor (Church Representative) and Mr Paul Dunning (Church Representative). Apologies were also received from Cllr Andrew Proctor, the Leader of the Council,

who would have attended the meeting but for other Council business that involved him being elsewhere.

- 1.3 It was also noted that Cllr Andrew Jamieson, Cabinet Member for Finance, Cllr Bill Borrett, Cabinet Member for Adult Social Care, Public Health and Prevention and Cllr John Fisher, Cabinet Member for Children's Services, would be participating in today's meeting remotely via Microsoft Teams for Covid-19 related reasons.

## **2 Minutes**

- 2.1 The minutes of the previous meetings held on 27 January 2022 were confirmed as an accurate record and signed by the Chair.

## **3. Declarations of Interest**

- 3.1 There were no declarations of interest,

## **4 Urgent Business**

- 4.1 No urgent business was discussed.

## **5. Public Question Time**

- 5.1 There were no public questions.

## **6. Local Member Issues/Questions**

- 6.1 There were no local member issues/questions.

## **7 Call In**

- 7.1 The Committee noted that there were no call-in items.

## **8 Norfolk County Council Budget 2002-03**

- 8.1 The annexed report (8) was received and noted.
- 8.2 This report provided the Committee with an overview of the Council's proposed 2022-23 Revenue Budget and Medium-Term Financial Strategy 2022-26 (considered at item 8A), Capital Strategy and Programme 2022-23 (considered at item 8B) and Annual Investment and Treasury Strategy 2022-23 (considered at item 8C) as these matters were presented to Cabinet and would be considered by Full Council.
- 8.3 The Executive Director of Finance and Commercial Services said that the Cabinet had not followed his advice to recommend to Council the maximum increase in Council Tax available for 2022-23. He was however content to sign off the draft budget as being robust and deliverable with the proposed lower-level increase in Council Tax, but this would make the savings gap for 2023-24 larger than originally planned and as such the budget planning process for that year would start with a report to Cabinet in April 2022.
- 8.4 Cllr Andrew Jamieson, Cabinet Member for Finance, said that the Cabinet was proposing a balanced budget that included an extra £25m to support front-line

services at a time when the Council was having to deal with rising cost pressures, the effects of the pandemic and more people requiring adults and children's services. The proposed level of Council Tax was set at a level that took account of the budgetary pressures people were facing.

8.5 It was noted that there were some minor adjustments to the revenue budget since it was presented to Cabinet that took account of the position in North Norfolk which were set out in table 1 on page 32 of the agenda.

**8A Norfolk County Council 2022-23 Revenue Budget and Medium-Term Financial Strategy 2022-26**

8A.1 The annexed report (8A) was received. This report set out the Norfolk County Council Revenue Budget 2022-23 and Medium-Term Financial Strategy 2022-26.

8A.2 Cllr Andrew Jamieson (Cabinet Member for Finance) was present remotely via Microsoft Teams, along with other Cabinet Members who were participating either remotely or in person, to answer Councillors questions about the budget and the actions that were being taken.

8A.3 The issues that were considered by the Committee included the following:

- The Cabinet Member for Finance and commercial Services explained how the medium-term financial strategy that underpinned the budget for all County Council services focused on supporting the Council's approach to the pandemic, made the private sector care market in Norfolk more stable and sustainable, and delivered on transformational change. The Cabinet Member for Finance also spoke about budgetary pressures that arose from price inflation, changes in Norfolk's population profile and increases in the number of children with special needs and disabilities.
- The Cabinet Member answered questions about budgetary pressures that arose from price inflation, additional spend on the adult care market, home to school transport, changes in Norfolk's population profile and increases in the number of children with special needs and disabilities. It was noted that table 3 on page 55 of the agenda showed a comparison of the proposed budget for 2022-23 with the position for the previous year.
- It was also noted that the budget for 2022/23 took account of a 6% increase in the fees paid to the private care sector, set at slightly less than the rate of inflation.
- It was pointed out that the Council had received £18.9 m of ring-fenced funding in the current financial year to deal with hardship issues arising from the pandemic. This funding was not used in the current financial year (due to the use of other departmental monies) and had been retained from that year.
- The Executive Director of Finance and Commercial Services said that the Public Works Loans Board provided the Council with fixed rate loans. A rise in interest rates would not affect the Council's historically low repayments. The Council had locked into borrowing for the next 40-50 years at rates as low as 1.65%, a situation that was unlikely to continue.
- Cllr Tom FitzPatrick, Cabinet Member for Innovation, Transformation and Performance explained the reasons why the Council would be willing to make more use of external expertise to transform the work of the Council.

- The medium-term financial strategy that underpinned the budget would focus on supporting the Council's ambitions and delivering on transformational change.
- There were ideological differences of opinion expressed by Members of the Committee as to whether (following the appointment of Newton Europe) the Council should look to buy in the expertise of other consultants or increase the capacity of its own staff to undertake transformation and reorganisation tasks.
- It was noted that fees for Newton Europe would be paid out of the Adult Social Care Business Risk Reserve.
- The Executive Director said that within the base budget there was an organisational change budget of £1.5m that was available for ad-hoc consultancy work and to fund redundancies that arose from organisational change.
- A Councillor said that Norfolk was "lagging behind" in the roll-out of EV charging points and the lack of charging infrastructure was holding back the adoption of EVs.
- It was pointed out that there was no explicit mention in the report about the money needed for meeting net zero carbon targets and for meeting the costs that arose from natural disasters caused by climate change, however, there were numerous references to expenditure on highway improvements and the economic benefits of building the Western Link Road.
- The Executive Director said that the Council was looking at how to include carbon zero targets in budget setting documents and would be doing so after the budget setting process started again in April 2022.
- The Executive Director added that he would see what could be done to pull together those budgetary proposals that had an impact on the environment and produce them in a more coherent way for future years.
- Councillors welcomed the references in the budget to monies allocated for more active travel initiatives. The Cabinet Member for Finance said that this money would be used to fund the maintenance of existing travel networks as well as new walking and cycling routes throughout the county.
- Councillors also welcomed the Norwich Castle Keep Project which was part of a continuing commitment by the County Council to support tourism and bring more visitors into the centre of Norwich.
- The Cabinet Member for Finance added that Council Tax was set at a sustainable level for Norfolk and not at a level to compete in a league table with neighbouring authorities.
- The County Council held approximately 5% of its budget in reserves which the Executive Director said was an appropriate level for Norfolk.
- The Committee noted that by 2025 there could be a shortfall in the high needs block within the schools grant of £150m (triple the current sum). The Chair asked for this shortfall (which was common across all comparable Councils and was an issue that needed to be resolved at government level) to be kept under review.
- The Chair pointed out that failure to secure government funding for the Norwich Western link was recognised as an Amber possible major risk. This could virtually wipe out the Council's general reserve, reduce the Council's resilience to future shortfalls and shocks, deplete the Council's "invest to save capacity" and add pressure to every revenue budget while reserves were restored.
- The Executive Director said that no specific reserve was set aside to deal with



the Norwich Western Link risk. It was impractical to be continually topping up revenue reserves to mitigate against the specific failure of large capital projects. Norfolk County Council applied a similar approach to that taken by other Councils and worked to an assumption that 20% of the cost of major capital projects were at risk should they not proceed to completion. The Executive Director did however say that the mitigation actions that could be taken by the Council regarding large capital projects such as the Western Link would be reviewed when the budget was looked at in April 2022.

- At the end of the debate on the revenue budget, Members discussed the timetable for the budget for 2022/23 which was set out on page 50 of the agenda that would start with a report to Cabinet in April 2022. It was noted that for 2022/23 there would be a two- stage budget process with public consultation in the summer which was welcomed by the Scrutiny Committee

#### 8A.4 **RESOLVED**

**That the Committee note the report and thank the Cabinet Members and officers who had attended the meeting for their help in answering Councillors detailed questions.**

#### 8B. **Capital Strategy and Programme 2022-2023**

8B.1 The Committee received a report (8B) that presented the proposed capital strategy and programme for 2022-23 and included information on the funding available to support that programme.

8B.2 In introducing the report Cllr Andrew Jamieson (Cabinet Member for Finance) and the Executive Director of Finance and Commercial Services explained the aims of the Capital Strategy and how the strategy provided for improvements in service delivery and meet the aims and aspirations of service departments.

8B.3 Cllr Greg Peck spoke about plans to make better use of office space at County hall and the 8<sup>th</sup> floor of the building being allocated to the Great Yarmouth and Waveney CCG.

8B.4 Members raised issues concerning future capital spending on the Council's street lighting upgrading programme, the spending on better broadband, the opportunities that the capital programme provided for children and young people, the adult social services care programme and expenditure on libraries. Members also raised issues about the use of cleaner bus technology and the procurement for Norwich park and ride of electric buses, issues which were being taken up with external partners.

#### 8B..5 **RESOLVED**

**That the Committee note the report and thank the Cabinet Members and officers who had attended the meeting for their help in answering Councillors detailed questions.**

#### 8C **Annual Investment and Treasury Strategy 2021-22**

- 8C.1 The Committee received a report (8C) that set out Annual Investment and Treasury Strategy 2021-22.
- 8C.2 Cllr Andrew Jamieson (Cabinet Member for Finance) and the Executive Director answered technical questions about the Annual Investment and Treasury Strategy 2021-22.
- 8C.3 During discussion the Executive Director said that the Council invested its money mainly in UK banks and that he would be willing to consider issues of ethical investment as part of the budget planning process for future years.

8C.4 **General comments**

At the end of the debate, Councillor Borrett answered questions about the budgetary benefits of an integrated care system with the NHS, the relocation of the Great Yarmouth and Waveney CGC to County Hall and the opportunities that these changes provided for a closer working relationship with the City and District Councils.

Councillor Fisher explained the budgetary plans for Children's Services and particularly for SEND expenditure.

8C.5 **RESOLVED**

**That Scrutiny Committee note the report and thank the Cabinet Members and officers who had attended the meeting for their help in answering Councillors detailed questions.**

9 **Scrutiny Committee Forward Work Programme**

- 9.1 The annexed report (9) was received.
- 9.2 The Democratic Support and Scrutiny Manager drew Cllrs attention to changes in the work programme previously reported to the Committee which were highlighted in the appendices to the report. This was subject to further change. Following comments made earlier in this meeting, a standard scene setting item for the annual budget setting process would be added to the forward work programme for April 2022.

9.3 **RESOLVED**

**That the Committee:**

**Note the current forward work programme as set out in the appendix to the report which was subject to a revised work programme being distributed to Members in the next week.**

The meeting concluded at 12.40 pm

**Chair**

# Scrutiny Committee

Item No: 8

**Report Title:** Call-in of Key Decision: Fostering Review

**Date of Meeting:** 23 March 2022

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

**Responsible Director:** Sara Tough (Executive Director of Children's Services)

## Executive Summary

This paper sets out details of the call-in of the Key Decision: Fostering Review. The decision was agreed by Cabinet at the meeting held on the 7 March 2022. This paper also provides an outline of the formal meeting procedure for handling call-ins at the Scrutiny Committee.

## 1. Background and Purpose

- 1.1 This call-in relates to item no. 14 on the Cabinet agenda for the meeting held on the 7 March 2022: Fostering Review. The minutes and summary of decisions notice for this meeting can be found [here](#).
- 1.2. Full details of the decision, including Cabinet Papers and associated documents can be found at **Appendix A**. For ease of reference, the recommendations as formally agreed by Cabinet are set out below:

- A. **Approve the investment of £700,000 into the fostering service and the proposal for fostering allowances and fees paid to foster carers, including the increased fee for placements for enhanced needs and agree they take effect for new placements from April 2022**
- B. **Approve the savings scheme**

## 2. Call-in and Meeting Procedure

- 2.1 Notification was received on Friday 11 March that Cllr Mike Smith-Clare, supported by Cllrs Emma Corlett, Maxine Webb, and Colleen Walker wished to call the decision in. The notice outlining the reasons behind the call-in is attached at **Appendix B**. The Chief Legal and Monitoring Officer has confirmed

that it is valid under the requirements of the constitution. It will therefore be considered at the meeting of the Scrutiny Committee scheduled for the 23 March 2023.

2.2 The Chair and Vice-Chair of the Scrutiny Committee have agreed the following meeting procedure when handling the call-in:

- Those Councillors calling-in the decision will be given collectively 10 minutes introduction to explain their reasons for call-in.
- The Chair will ask the Cabinet Member and officers if they wish to add anything at this stage.
- Those Councillors calling-in the decision will then be given collectively 20 minutes to question the Cabinet Member and officers. They do not have the right to put forward recommendations; this right is reserved for Members or substitute Members of the Committee only.
- Members and substitute Members of the Committee will then question the Cabinet Member and officers (As the call-in does not relate to an education matter the Parent Governor and Church representatives may not put forward or vote on motions. They may still participate in the debate).
- Those Members who have called-in the decision will collectively have 5 minutes at the end of the debate to sum up their arguments.
- Following this, the Chair will sum up the debate and ask the Committee if they wish to make any proposals regarding the call-in. At this stage, only a limited number of proposals will be considered to be in order. The options available to the committee are as follows:
  - A. The Committee refers the decision back to the decision maker (in this case, Cabinet).
  - B. The Committee refers the decision to Full Council (the Committee should only use this power if the decision is deemed to be either i) contrary to NCC's policy framework; or ii) contrary to or not wholly in accordance with the budget).
  - C. The Committee notes the call-in, but takes no further action.

2.3 The Final list of witnesses to be invited to attend will be agreed by the Chair and presented to the Committee on the day.

### **3. Background Papers**

3.1 Appendix A: Cabinet report – Fostering Review

3.2 Appendix B: Call-in notice - Fostering Review

**Officer Contact**

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

**Officer name:** Peter Randall, Democratic Support and Scrutiny Manager

**Telephone no.:** 01603 307570

**Email:** [Peter.randall@norfolk.gov.uk](mailto:Peter.randall@norfolk.gov.uk)



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# Cabinet

Item No: 14

**Report Title: Fostering Review**

**Date of Meeting: 07/03/2022**

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

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

**Is this a Key Decision? Yes**

**If this is a Key Decision, date added to the Forward Plan of Key Decisions:** [Please see general exception to 28 days notice on 22 February 2022](#)

## **Executive Summary / Introduction from Cabinet Member**

We are seeking to change the way we remunerate in-house foster carers. This is in response to the current care market, challenges locally and nationally with sufficiency, and our commitment to children being placed in family-based care whenever they are unable to live within their own network.

The proposed changes are within the context of and aligned to the wider fostering transformation work which focuses a new service delivery model alongside a practice development and training framework for all Fostering Service staff and foster carers.

The key aims will be to:

- a) Provide foster placements to children and young people that are consistent in quality and expectations
- b) Positively impact on sufficiency, increasing in-house capacity as more carers seek to take on second and subsequent child

- c) Bring the focus back to the needs of the child, providing adequate remuneration for carers who look after our more complex children and young people, regardless of who provides the placement

The proposal sets out the new suggested fee structure for in-house placements, based on Valuing Care scores (a codified way to measure a child's needs) and regular review. It suggests a new way to pay Linked Families (providing short breaks for children with disabilities) and proposes a recognition scheme that supports the placement of 'harder to place' young people.

We also propose to bring into policy the best practice guidance we have provided to Foster Carers in respect of savings for Looked After Children in their care.

### **Recommendations:**

- 1. That Cabinet approves the proposal for fostering allowances and fees paid to foster carers, including the increased fee for placements for enhanced needs**
- 2. That Cabinet approves the savings scheme**

## **1. Background and Purpose**

- 1.1 In December 2020 and January 2021, papers were considered in respect of changing our fee framework for our in-house Fostering Service. It was not, however, considered appropriate to continue with changes at that time, so the project was placed on hold.
- 1.2 In the interim period, our fostering fees structure has been reconsidered and a new approach proposed which places the child at the centre of decision making and enhances the resilience of our foster carers.
- 1.3 The proposed approach is for the cost of each placement to be dictated by the Valuing Care score of the young person, and therefore based on the needs of child, rather than on the carer's perceived skills. It will bring greater clarity and equity to payment for foster placements, reward and incentivise the meeting of more complex needs, and release capacity, which is essential in addressing the current sufficiency challenges.



#### 1.4 Rationale for the changes:

- We want to shift to basing payments on the needs of child (as denoted by their Valuing Care score) rather than the skills and experience of the carer, aligning with our wider transformation strategic approach to the care market
- We want to develop a fee system that reflects the changing needs of children in care, with increasing remuneration paid to carers when they care for more complex children
- There is a desire to create consistency across payments, expectations, quality and stability for in-house carers, given that this is essential to our sufficiency strategy
- There are currently multiple different placement categories which need greater transparency and simplification to enable a clear and consistent strategy
- A significant number of foster placements break down for young people around the age of 14, resulting in multiple placements and non-family-based care, and there is a need to ensure carers are appropriately remunerated for the more complex needs of this age group
- In-house fees have not been updated since 1993, when they were designed to encourage take up of skills training
- Many carers are currently paid the maximum fee that does not reflect their skills or placement choices with lower paid carers caring for some of our most complex children which is neither equitable nor incentivising
- Fairly renumerating in-house foster carers is a key factor in our ability to recruit and retain them (alongside providing appropriate support and training which we will address further through our wider fostering transformation programme)
- In-house and IFA fees are not currently in-line meaning in-house carers will sometimes transfer to IFAs in order to earn more
- There is currently unused capacity in the system as the reduction in fee for second and subsequent children discourages carers from looking after multiple children

- The current payment system for Linked Families is expensive and encourages carers to take children on short break basis only, with children with disabilities (CWD) respite carers often choosing Linked Family placements as remuneration is not in line with other fostering fees. As a result of this we are not utilising capacity effectively, with some children attending residential short breaks and respite unnecessarily.
- We want to develop a responsive system where fees change every 6 months in line with Looked After Children Review process and children's changing needs
- We need to create incentive for carers to consider providing specialist placements for PACE (alternative to police custody), emergencies, CWD and New Roads young people
- In respect of the savings policy, we received feedback from both foster carers and older Looked After Children that it is important to ensure all children have savings and know how to save money prior to reaching independence

## 2. Proposal

The key changes proposed to in-house fostering fees are:

### 2.1 **Altering payment categories from levels 1-5 (based on accreditation level of the carer) to fee structure based on the young person's Valuing Care score**

2.1.1 Currently there is no clear definition for each of the different categories 1-5 and the majority of our carers sit at level 5 without clear justification as to why. In late 2020, it was therefore proposed that fees were updated to be based on the young person's Valuing Care Score and on a Foster Carer skills score. Recent work, however, identified that a key risk of this approach was that carers would see it as a progression scheme and over time would migrate towards the higher categories of payments without any incentive to widen their offer to children with more complex needs. This would therefore not support our strategy to support more young people in family-based care.

2.1.2 The model proposed today therefore aims to distance itself from payment linked to carer training and skills, but rather focuses on payment defined by the need of the child as set out by their Valuing Care score and on the carer's capacity to meet that individual children's needs.

**2.1.3 The proposed new categories for fees are as follows:**

Category	Valuing Care score and comments
<b>Standard Fee</b>	Band A and B, no more than 2 areas in Band C, nothing in Band D
<b>Enhanced</b>	Band C – 3 areas or more in Band C <u>and/or</u> no more than one band D
<b>Complex</b>	Band D – 2 or more scores in Band D
<b>Parent/Child</b>	Where parent is over 18, flat rate paid. Where parent is under 18 and is a Looked After Child in their own right, 2 placement fees will be paid based on VC score of parent and child
<b>Connected Carers</b>	Temporarily approved connected carers will be paid the child Basic Maintenance Allowance only, regardless of length of placement. Fully approved connected carers will be paid according to Valuing Care Score of the child(ren)
<b>Linked Families</b>	Move to simplified payment system with flat overnight rate based on Enhanced fee and flat rate for day care and additional night carer payment (max 7 hours in 24 hour period)

## **2.2 Moving from four to two age categories**

2.2.1 In January 2020, a proposal to move to two age categories was agreed by Children's Services Leadership Team. The proposal aimed to achieve a simplified pricing structure and to maintain parity with IFA fees frameworks which had also proposed to move to two age categories. The two age bands are maintained in the framework proposed today.

### **2.2.2 Current and proposed fees**

The current fee structure is as follows:

Accreditation Level	1 (Temporarily Approved)	2	3	4	5 - First Child	5- Further Children
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	Connected Carers)					
Fee	£0	£34	£61	£106	£336	£223

Age of Child	Basic Maintenance Allowance	Combined totals				
0 – 4	£143	£177	£204	£249	£479	£366
5 – 10	£158	£192	£219	£264	£494	£381
11 – 15	£180	£214	£241	£286	£516	£403
16 – 17	£210	£244	£271	£316	£546	£433

2.2.3 The proposed future fee structure is as follows:

	Temporarily Approved Connected Carers	Standard	Enhanced	Complex	Parent and child
Fee	£0	£223	£336	£602	£707

Age of Child	Basic Maintenance Allowance	Combined totals			
0 – 10	£152	£375	£488	n/a	n/a
11 – 17	£202	£425	£538	£804	£909

## 2.3 Alternative discounted options

2.3.1 As we are aware that the preferred proposal has cost implications, we have also considered alternative arrangements to either reduce or remove the potential cost increases:

Option	Other implications (strengths and weaknesses)
<b>Option 1 – Continue with current fees, do not implement new approach</b>	<ul style="list-style-type: none"> <li>No need for any system change or change to foster carer development</li> <li>Allows carers to receive same payments as now</li> <li>Placement sufficiency will continue to deteriorate</li> <li>Capacity within fostering service not effectively utilised as there is little incentive for carers to take second and subsequent placements</li> <li>Carers will continue to decline placements for adolescents and complex children</li> <li>Expensive scheme that does not effectively utilise VC scores</li> </ul>

	<ul style="list-style-type: none"> <li>• Some carers currently paid low fees for some of the most complex children</li> <li>• Continues to impact on PACE Bed, Emergency placement and New Roads carers capacity and sufficiency</li> <li>• Will prevent us from increasing CWD beds, both long term and emergency/task centred</li> <li>• Continued agency 'hopping' by carers – they leave NCC knowing that when they return they will automatically be paid at level 5</li> <li>• Does not place focus on needs of the child and so out of step with the fostering transformation which focuses on the needs of the child at the centre of practice and care</li> </ul>
<b>Option 2 – Reduce all new proposed fees to deliver a cost neutral position</b>	<ul style="list-style-type: none"> <li>• Increases the reduction in fees for level 5 carers who have children with low VC scores in placement - risk of resignation from many Level 5 carers</li> <li>• Does not make us as competitive and does not fully future proof fees</li> <li>• Brings fees down to cost neutral position</li> <li>• Brings greatest risk to sufficiency, and likely will impact on our ability to transition current placements to new fees</li> <li>• We would not be as competitive as IFAs and risk losing in-house carers to alternative providers</li> <li>• Carers are not encouraged to care for most complex young people</li> <li>• Carers less likely to accept increased expectations leading to further resignations</li> </ul>

## 2.4 Implementation Options

2.4.1 There are multiple ways that we could move to the new in-house fees; their impacts are analysed below. Calculations below assume a turnover of 95 cases per year.

Option	Predicted cost implication	Other implications (strengths and weaknesses)
<b>Option 1 (Preferred option) – keep all current placements on existing fees for 18 months and put</b>	£110k pa more than current cohort at current rates (i.e. £165k one-off cost over the 18 month period), increasing	<ul style="list-style-type: none"> <li>• Would provide time for Supervising SWs to work with carers to allow them to accept changes</li> <li>• Gives carers good time to review finances</li> </ul>

<b>new placements onto new fees from April 2022</b>	to £513k after 18 months	<ul style="list-style-type: none"> <li>• Would encourage carers to consider additional placements they have been reticent to consider</li> <li>• Allows us to promote new culture of focusing on needs of child</li> <li>• Allows Support for Success to work with carers where placements are more challenging to promote stability</li> <li>• Reduces cost of change significantly, whilst still allowing us to begin culture change within foster carer cohort</li> </ul>
<b>Option 2 – move all placements to new fees from April 2022</b>	£513k more than current cohort at current rates (as per financial modelling above)	<ul style="list-style-type: none"> <li>• Risk carers giving notice on placements causing instability to children</li> <li>• No current sufficiency so would likely see numerous children escalate into IFA or Children's Home care with significant increased cost to LA</li> <li>• Some children may not be able to be matched/placed</li> <li>• Many carers may resign, complain and potentially try to instigate legal challenge</li> </ul>
<b>Option 3 – protect the current fee for existing placements for the longevity of the placement; all new placements made from April 2022 attract new fee</b>	£110k more than current cohort at current rates	<ul style="list-style-type: none"> <li>• Reduced costs as more carers on current lower rates for longer</li> <li>• Does not allow us to promote positive change in culture</li> <li>• Carers may be reluctant to accept new placements when current placements come to an end</li> <li>• Still promotes an increase in sufficiency as new placement fee will promote second and subsequent placements</li> </ul>

## 2.5 Financial Implications

2.5.1 The following assumptions have been used to cost the new model:

- Assumes that new placements will move to the new fees from April 2022 (go-live)
- Existing placements will only be moved to the new framework until after 18 months
- Assumes that number and complexity of placements remains as now in future years

	2022-23	2023-24	2024-25	2025-26	2026-27
<b>Current spend assuming current cohort at current rates</b>	£9.463m	£9.463m	£9.463m	£9.463m	£9.463m
<b>Predicted Future spend assuming current cohort at new rate and existing placements remain at current rates for 18 months</b>	£9.724m	£9.926m	£10.127m	£10.127m	£10.127m
<b>Predicted Additional Spend</b>	£0.279m	£0.463m	£0.664m	£0.664m	£0.664m

2.5.2 The improved outcomes from this proposal are:

1. Improved stability of placement for children as carers feel more valued and less likely to give notice
2. Use capacity efficiently where carers are approved for more than one placement as carers will now be properly recognised for the impact of caring for two or more Looked After Children
3. Reduced escalation to residential placements when carers are struggling
4. Carers will be more willing to support adolescents, maintaining current and accepting new placements
5. We will be applying similar principles to Independent Fostering Agencies (IFAs), which will reduce the cost of agency placements, also preventing breakdown of children placed with IFA carers
6. Children will experience family-based care with foster carers who commit to them until they reach independence and beyond
7. Children will experience better stability in education and can remain in local placements close to their own families and community networks

## **2.6 Mitigation for increased cost**

2.6.1 Whilst this proposal suggests there will be additional costs incurred for the Local Authority, it is expected that the overall impact will not create a cost pressure in future years:

- > The costings above are based on the current cohort of children in care, which includes a significant percentage of adolescents and children with complex needs.
- > By optimising the foster beds available through this proposal, particularly for adolescents and other complex cohorts, we would not require as many children's home placements.
- > Children's home placements are costing on average £4,200pw (although this figure continues to rapidly increase due to the national sufficiency challenges) so the increased cost of this proposal would likely be covered by only 2 or 3 placements changing from children's home placements to foster placements.
- > The data shows us that at least 10 children this year have been placed in a children's home where the required placement was a foster bed – based on 10 children being placed in foster care rather than children's homes, the reduction in cost would be in excess of £2m per year
- > The plan to approach Independent Fostering Agency placements in the same way as this proposal will likely promote many more children remaining in foster care rather than moving to children's home placements
- > More carers from agencies may choose to move to our In-House fostering service due to the improved offer to our carers, not just with this proposal but also the wider fostering transformation which provides a much improved package of support and training
- > We expect to see the number of indigenous CLA reduce as the pressures of the Pandemic recede, with the percentage of older young people in care expected to reduce year on year

## **2.7 Linked Family Scheme**

### **2.7.1 *Why do we need to change Linked Family scheme?***

The current system has a number of complexities that need to be addressed:

1. The payments for contracted carers are significantly higher than for non-contracted carers



2. The payments to Linked Families are not in line with fostering fees, causing carers, particularly CWD carers, to choose to look after Linked Family children as they are paid more
3. There is significant capacity within the Linked Family scheme, however this is currently underutilised, with a number of linked families providing care to the same children
4. The Linked Family scheme is out of step with the fostering service, having been attached to Marshfields Short Breaks residential provision until October 2021

### **2.7.2 Key changes**

The key changes proposed to linked family fees are:

- Remove contracted carer option
- Regularise payments for Link Families with Complex Category of fostering fees
- Provide simplified payment scheme with simplified expectations, aligned with other in-house fostering rates

#### **Current and proposed fees**

	<b>Contracted carers</b>	<b>Non contracted carers</b>
<b>Current payment and expectations</b>	<ul style="list-style-type: none"> <li>• £16K per year retainer paid per household</li> <li>• Available 48 weeks per year</li> <li>• Minimum provision 4 nights per year</li> <li>• Additional nightly fee of £84</li> <li>• If 2:1 care required, £84 pn paid to second carer (even if same household)</li> <li>• Additional payments of £6 per hour for reviews, Network meetings etc</li> <li>• Day care fee of £9.20 per hour</li> </ul>	<ul style="list-style-type: none"> <li>• No retainer paid</li> <li>• No availability expectation</li> <li>• No minimum provision expectation</li> <li>• Nightly fee of £73.57</li> <li>• If 2:1 care required, flat rate of £9.20 paid to second carer</li> <li>• Day care fee of £9.20 per hour</li> </ul>
<b>Proposed payment and expectations</b>	No contracted carers – current ‘contract’ is actually non legally binding agreement	<ul style="list-style-type: none"> <li>• Flat rate of £115 per night for all carers (in line with new-in</li> </ul>

		house Complex Placement fee) <ul style="list-style-type: none"> <li>• Flat rate of £75 per night if 2:1 care is needed (i.e. approximately equivalent to 8 hours @£9.20 per hour)</li> <li>• One hourly rate of £10 per hour for day care</li> <li>• Day care provision limited to 10 hours per day</li> </ul>
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## 2.8 Recognition Scheme

### *Why is a recognition scheme needed?*

2.8.1 Almost all foster carers provide placements to children not because of the financial reward but because they want to offer children a safe and loving home when they are unable to live with their families. However, we know that carers respond well to being recognised and valued, particularly when they are experiencing challenging situations. Financial incentives would also allow us to celebrate their commitment to building relationships with young people that others do not want to care for.

2.8.2 We have a number of harder to place young people, particularly 14 years and above and children with disabilities, and Valuing Care data shows that many foster placements, even those that have been stable for many years, tend to break down when children reach this age.

2.8.3 Whilst we have plans to support carers to provide trauma informed, effective care to teenagers (discussed in more detail in the fostering transformation business case), and further development for those who seek to care for children with disabilities, it is important to provide further incentive to encourage carers to accept placements within this cohort. This will prevent escalation to more expensive placements, reduce the number of placement moves for children and prevent unnecessary escalation into children's home placements because foster carers have not come forward.

2.8.4 A good example of this is a 14-year-old young man who has only ever been placed in children's homes with a number of placement breakdowns, despite them being solo placements at significant cost. An in-house emergency carer agreed to take him for a couple of nights when his placement gave immediate notice, however this extended to a week, then a month – he has now been with the carer since July. Both he and the carer are fully committed to him remaining there until independence. To celebrate the carer's commitment and the much-improved outcome for this young man, we paid the carer a small thank you payment. She was overwhelmed and so pleased, it gave her renewed energy and positivity despite caring for him being hard work sometimes.

#### **2.8.5 *Proposed recognition scheme***

Some initiatives are already in place for in-house foster carers. These would be maintained going forward. These are:

- Annual birthday voucher for carers' own children - £10
- Every 5 years of service – certificate of thanks + £10 Amazon voucher
- 25 years of service – celebratory hamper

Additionally, we could provide extra payments to support carers, as set out above.

#### **2.8.6 *Proposed payments***

- 3 months of placement – voucher for family activity, max. value £100 to recognise the new and positive relationship they have built as a family unit
- 1 year of placement -- £500
- Annual going forward -- £500

#### **2.8.7 *Costs***

Looking at new entrants in 2020/21, 63 new placements can be identified in the 14+ age group (including both in-house and IFA), of which:

1. 16 ended in under 13 weeks
2. 19 ended between 13 weeks and 1 year
3. 5 ended after 1 year

4. 23 remain ongoing (ranging from 7 months to just under 18 months).

2.8.8 An estimate of cost based on the 2020/21 entrants is c. £27k, presuming that all 'ongoing' placements remain for 2 years (average age of placement start was 15.4 years); this is likely to be an overestimate of the cost of the scheme.

2.8.9 One consideration is whether the recognition payments are made for existing placements once they enter the 14+ age group, where it can often be difficult to maintain stability. A review of the entrants to placements age 12 and 13 (where experience shows that there may be a risk of de-stabilisation around the age of 14), shows that if children remained with their foster carers for an average of 3 years then the cost would build up to c. £50k pa. Again, this is likely to be an overestimate of the cost of the scheme.

2.8.10 Whilst the proposal of recognition payments does incur additional cost, this is relatively low per placement and will only be incurred if placements remain stable. The mitigated costs (both staff time and placement costs) of sourcing new placements will be far greater so this should be financially beneficial.

## **2.9 Looked After Children Savings Scheme**

2.9.1 This scheme is designed to ensure that all Looked After Children are in receipt of savings when they leave a Norfolk Fostering Service placement. This will provide them with a sum to support them when they are setting up their first independent tenancy, when they commence a Further or Higher Education course at College or University, or to help them with their first big purchase such as a car or bike. This scheme is needed to bring Norfolk Fostering Service in line with all Independent Fostering Agencies and other Local Authority Fostering Services. We are one of the last fostering services to introduce an expectation of savings for our Foster Carers.

2.9.2 There is no cost implication to this policy – all fostering fees comprise of a Basic Maintenance Allowance and a fee for the foster carer. We are proposing that every child should receive a minimum of £5 savings per week to be saved

from the Basic Maintenance Allowance. We already have a process in place, supported by our Looked After Child Quality Assurance Hub, to ensure that savings for children are 'joined up' should the placement for the child or young person end.

2.9.3 We strongly encouraged Foster Carers to begin saving in this way in June 2021, and the response has been good. The best practice guidance has been incredibly well received with only one fostering household raising concerns regarding this scheme.

### **3. Impact of the Proposal**

#### **3.1 Consultation with foster carers**

3.1.1 We made the decision to consult with Foster Carers for a formal period of two weeks as this is a significant change including a reduction in weekly payments for some carers, and we wanted to know what our carers thought, both positive and negative views. However, given the level of feeling regarding the proposal, we have continued to take into account the views of all foster carers past the original end date, as such the consultation was for a total of four weeks in total, 25<sup>th</sup> January 2022 – 22<sup>nd</sup> February 2022. We had sought to work more collaboratively with Foster Carers, seeking to design the new fee structure together. However, they were clear in their feedback in a number of forums over the past few months that they wanted the department to develop a proposal which Foster Carers could then review and give their view, stating it is for the Council to decide what they want to do.

3.1.2 We received a range of feedback, and the key themes were:

- a) Many carers support the increase in fees they will receive for every placement, irrespective of the needs of the child
- b) Many carers have had conversations with their Supervising Social Workers about how they can develop further to offer more specialist placements such as PACE beds and parent/child placements

- c) Carers are united in their view that they have felt supported by Norfolk Fostering Service and their Supervising Social Workers
- d) The increased support to Foster Carers is well received, and carers are in favour of maintaining the relationship between the Supervising Social Worker and the carer no matter what placement they take
- e) The increased financial reward for those looking after children with the most complex needs is welcomed by all
- f) Carers welcome the introduction of paying the same fee for second and subsequent children, rather than receiving a reduced fee as they do now
- g) Many are of the view that the new proposal is a fairer system and reflects the impact on foster carers of caring for children of differing needs; some acknowledge that there are carers that are both underpaid and overpaid
- h) Carers recognise the benefit of using the Valuing Care tool to define the care needs of children, but worry that the assessment will not always be accurate
- i) Connected Carers welcome the change to the fees, particularly when caring for children with complex needs
- j) Carers worry that some carers will move to Independent Fostering Agencies due to the reduction in the fees paid to them
- k) Carers welcome the aspirations and aims of the new structure, although some worry about the timing of this change due to the changes we are seeing within the economy as a result of the pandemic
- l) Carers who will receive a higher fee in the proposed structure want to move to that higher fee sooner than 18 months' time, with the majority wanting to move to higher fees from April 2022
- m) Carers are worried that if children stabilise over time, the fee will reduce as they believe the needs of the children will reduce when stability in placement is achieved
- n) Level 5 accredited carers (highest level of accreditation in current fee model) foster carers support the increase in fees for those who are currently paid less, but believe this is 'at their expense' where they choose to look after children who do not have additional needs; some, who are approved for two or more placements, are unwilling to consider caring for more than one child
- o) Some Level 5 accredited carers think that they should receive a higher payment regardless of the needs of the child because they have completed

more training and development or have moved to Norfolk Fostering Service from an Independent Fostering Agency due to the higher fee paid by Norfolk County Council

3.1.3 Some of the highest paid carers feel they are not valued by Norfolk County Council due to the proposed changes to fees. Many of these are clear that they expected to receive a pay rise with the new proposal.

3.1.4 Foster carers have resoundingly welcomed the savings scheme we are proposing.

### **3.2 Response to feedback received**

3.2.1 We have carefully considered the responses received from carers, and we are disappointed that some carers perceive that they are not valued by Norfolk Fostering Service, as this is not the case and is not the intention. We greatly value the care our Foster Carers provide to Norfolk children and we recognise the very precious gift of a family that they offer to the children they care for. Whilst we would want to maintain all payments at least at their current level, financially this would place significant pressure on public funds (given the very high level of fees paid for Level 5 accredited carers) and undermine the child-based incentives inherent in the new payment structure in the longer term.

3.2.2 The proposal already represents a significant investment in our in-house foster carers as it provides a higher rate of pay for the vast majority of carers when compared with Independent Fostering Agencies, whilst also investing in the support, training and development of all in-house Foster Carers. It is important to say that whilst the fees could reduce for a minority of carers, Norfolk Fostering Service remains highly competitive, and opportunities to increase income will be all the greater for all through willingness to take children with greater needs, fill bed spaces they are approved for and longevity of placement.

3.2.3 Some Level 5 carers are understandably worried about a reduction in payments, however this will not affect a significant proportion of Level 5 carers who will see their payments either remain the same or increase. We recognise

that for this minority of carers, they will feel they are unable to effectively 'choose' who they care for due to their personal circumstances. For those carers, we will offer additional support and will consider the situation on a case by case basis to support those who may experience hardship should their payments drop. Foster carers are also able to claim benefits alongside their fostering work.

3.2.4 We have calculated that those who may receive a reduction in payments are likely to experience up to 20% reduction in payments.

3.2.5 An example of this is a Level 5 carer looking after one 11 yr old child with no additional needs. Currently they receive £516 per week, or £26,832 per annum, although it is important to note that foster carers receive significant tax and national insurance relief whilst they are approved as foster carers. As such, £26,832 annual fostering allowance would equate to approx. £31,200 annual salary for someone who is not a foster carer.

3.2.6 With the reduction in allowances as proposed, the foster carer would receive £22100 per annum fostering allowance, which is an 18% reduction in income. The reduction in fostering allowances will also mean that the foster carer would no longer be required to pay any income tax as their earnings will be below the £25000 threshold for foster carers.

### 3.3 Possible changes to the original proposal

3.3.1 However, there are key elements of the feedback that we have considered at length, along with the cost implications of both proposals:

1. Those receiving a lower payment currently would like to move to the new higher rate for fees in April 2022 should the proposal be agreed

We had considered this approach when we designed the above proposal, however it incurs substantial additional costs for the Local Authority, and as such, we made the decision to move all existing placements onto the new fee structure 18 months after implementation.



2. Level 5 carers are telling us that the reduction in fees for placements attracting the standard fee is too great. They are also telling us that they would want the enhanced fee to match the current Level 5 fee

3.3.2 In light of this, we have explored a small increase in the standard fee to at least ensure it is in line with the fees paid by the higher paying Independent Fostering Agencies. The suggested increased fees are demonstrated below:

	Temporarily Approved Connected Carers	Standard	Enhanced	Complex	Parent and child
Fee	£0	£223	£336	£602	£707
Rate following feedback		£247	£344	n/a	n/a

Age of Child	Basic Maintenance Allowance	Combined totals			
0 – 10	£152	£375	£488	n/a	n/a
After feedback		£399	£494	n/a	n/a
11 – 17	£202	£425	£538	£804	£909
After feedback		£451	£546	n/a	n/a

### 3.4 Financial implications

3.4.1 The below table evidences the additional costs should either or both of the changes above be incorporated:

	2022-23	2023-24	2024-25	2025-26	2026-27
Predicted Additional Spend of proposal prior to feedback	£0.279m	£0.463m	£0.664m	£0.664m	£0.664m

<b>Predicted Additional Spend if new fees are introduced at April 2022 for those who will receive more</b>	£1.5m	£0.75m	£0	£0	£0
<b>Predicted Additional Spend for increases in fees for standard and enhanced placements</b>	£0.43m (Standard) £0.032m (Enhanced) Total: £0.462m	£0.462m	£0.462m	£0.462m	£0.462m
<b>Predicted Additional Spend for increased in fees for standard and enhanced and introducing new fees in April 2022 for those who would receive more</b>	£1.962m	£1.212m	£0.462m	£0.462m	£0.462m
<b>Current spend assuming current cohort at current rates</b>	£9.463m	£9.463m	£9.463m	£9.463m	£9.463m
<b>Predicted Future spend assuming current cohort at original proposal rate and existing placements remain at current rates for 18 months</b>	£9.724m	£9.926m	£10.127m	£10.127m	£10.127m
<b>Total predicted spend</b>	£10.186m	£10.388m	£10.589m	£10.589m	£10.589m

<b>incorporating new fee rates following feedback</b>					
<b>Total predicted spend</b>	£11.224m	£10.676m	£10.127m	£10.127m	£10.127m
<b>Incorporating increased fees for existing placements at April 2022</b>					
<b>Total predicted spend incorporating both changes to the original proposal</b>	£11.686m	£11.138m	£10.589m	£10.589m	£10.589m

In the above table, the green highlighted rows demonstrate the cost of the original proposal and the total cost of incorporating the two changes based on the feedback from carers.

The orange row is the cost of introducing a higher fee for standard and enhanced placements.

The yellow row is the cost of introducing increased fees for existing placements in April 2022.

3.4.2 We recognise the benefits that both these changes will bring to carers, however we cannot be as confident that we will be able to account for these costs through cost avoidance routes when compared with the costs already factored into the proposal. However, we do know that avoiding a residential placement for one child brings avoided costs of approximately £0.15m - £0.2m per annum.

### 3.5 Increased support for Foster Carers

3.5.1 The change in fostering fees is being introduced at the same time as the Fostering Service is being transformed. The Transformation programme incorporates additional support for Foster Carers:

a) Therapeutic support for all carers

As part of the changes to the service, we are planning to set up a Supporting Resilience Team which is overseen by a Clinical Psychologist. The team includes Supporting Resilience Practitioners as well as the Enhanced Fostering Practitioner. The Supporting Resilience Practitioners will be available to any Foster Carer requiring additional support, either due to their own circumstances or in caring for the child(ren) in their care. The Supporting Resilience Team will work closely with the Support for Success Service to ensure that placements receive wrap around support when needed.

b) CWD Intensive Outreach

Currently the CWD Intensive Outreach Service has only been available to families to support them whilst a placement is found for their child or to prevent a young person from becoming Looked After. However, we recognise that foster placements also need additional support when looking after children with a disability. As such, we will be making the CWD Intensive Outreach Service available to all in-house foster carers to promote stability of placement. The service works with families to develop new strategies and interventions to effectively and safely manage challenging behaviour.

c) Occupational Therapist Assistant Practitioner

In addition to the support that can be offered by the CWD Intensive Outreach Service, we know that carers may require advice and guidance on a range of challenges faced by disabled children and those who care for them. The Occupational Therapist Assistant Practitioner will work closely with the Occupational Therapists in the Children with Disabilities Service and the Adoption Service to provide a range of support to foster carers.

d) Prioritising relationships

The changes in the Fostering Service include the plan for all Foster Carers to be held within the Fostering Supervision Teams. This is to ensure that carers and their Supervising Social Workers can build long-lasting, safe and resilient relationships. Additional support will still be available for all carers who are providing specialist care, for example, step down or PACE, but this support will be provided on a 'call-in' basis, enabling all carers to access specialist advice when they need it.

e) Enhanced offer

The enhanced offer will continue as it does now for carers who accept children who are stepping down from Children's Home care. The main difference will be that this will be provided on a call-in basis to protect the carer's relationship with their Supervising Social Worker. What this means is that rather than the Foster Carer having to move from team to team, the right support is offered to them from the enhanced service, but they continue to be supervised by the same Supervising Social Worker. Support will be provided by the Enhanced Team Manager, Social Worker and Enhanced Fostering Practitioner.

f) Duty Team

There will be a dedicated team who will provide support to Foster Carers at the point that they take on new placements, as well as overseeing on call support to carers outside of normal office hours when their Supervising Social Worker may not be available.

g) Training and development

We continue to develop our training and development programme for carers and have plans to strengthen the offer from April 2022. This will continue include a Mandatory, Core and Specialist offer, although all courses will be available to all carers. There will be a particular focus on training to support carers to develop new strategies to care for more complex and harder to place young people, and will draw upon expertise across Children's Social Care to promote relationships between carers and different parts of the service.

## **4. Evidence and Reasons for Decision**

- 4.1 We have considered at length the feedback from carers, and we recognise their commitment to children and the excellent care they provide. Carers are clear that they welcome the new proposals in principle but remain worried about the reduction in fees. For some, this is due to concerns regarding their own financial need, for others, they feel that the care they provide is not valued.

- 4.2 We have explored financial modelling for the original proposal we consulted on, which, whilst increases the total amount paid to Norfolk foster carers each year, will be balanced by the likely savings in our new approach to Independent Fostering Agencies; it is important to ensure we continue to recognise the great work our foster carers do and investing a further £0.696m directly into our payments to them.
- 4.3 We have also explored modelling to make changes based on the feedback provided by foster carers, focusing on increasing the minimum payment paid to carers for standard and enhanced placement and introducing the increased fees immediately, whilst continuing to protect the pay of those whose fees will reduce.

## 5. Alternative Options

Due to the complexity of the proposal, alternative options have been included within the proposal section (section 2)

## 6. Financial Implications

- 6.1 The financial implications have been discussed in the proposal and implications sections (Sections 2 and 3) due to the complexity of the proposal.  
The financial implications of the original proposal are reflected in the 2022-23 Budget.
- 6.2 The tables evidence the likely impact for carers on their annual fostering income, based on 52 weeks' payments:

### Current annual payments

Current Accreditation	One child	Two Children	Three Children

<b>Level 3</b>	<b>£10,608 - £14,092</b>	<b>£21,216 – £28,184</b>	<b>£31,824 £42,276</b>
<b>Level 4</b>	<b>£12,948 – £16,432</b>	<b>£25,896 – £32,864</b>	<b>£38,844 – £49,296</b>
<b>Level 5</b>	<b>£24,908 - £28,392</b>	<b>£43,940 – £50,908</b>	<b>£62,972 – £73,424</b>

**Future annual payments including difference between old payments and new**

	<b>One child</b>	<b>Two children</b>	<b>Three children</b>
<b>Standard</b>	<b>£19,500 – £22,100</b>	<b>£39,000 - £44,200</b>	<b>£58,500 – £66,300</b>
<b>Enhanced</b>	<b>£25,688 - £28,392</b>	<b>£51,376 - £56,784</b>	
<b>Complex</b>	<b>£41,808</b>		
<b>STANDARD Increase/Decrease</b>			
<b>Level 3</b>	<b>£8,008 - £8,892</b>	<b>£16,016 - £17,784</b>	<b>£24,024 - £26,676</b>
<b>Level 4</b>	<b>£5,668 - £6,188</b>	<b>£11,336 – 13,104</b>	<b>£17,004 - £19,656</b>
<b>Level 5</b>	<b>£5,408 - £6,292</b>	<b>£4,940 - £6,708</b>	<b>£4,472 - £7,124</b>
<b>ENHANCED Increase/Decrease</b>			
<b>Level 3</b>	<b>£14,300 - £15,080</b>	<b>£28,600 - £30,160</b>	
<b>Level 4</b>	<b>£11,960 - £12,740</b>	<b>£23,920 - £25,480</b>	
<b>Level 5</b>	<b>£0 - £780</b>	<b>£5,876 - £7,436</b>	
<b>COMPLEX Increase/Decrease</b>			
<b>Level 3</b>	<b>£27,716 - £31,200</b>		
<b>Level 4</b>	<b>£25,376 - £28,860</b>		
<b>Level 5</b>	<b>£13,416 - £16,900</b>		

6.3 Whilst this shows that some carers may lose up to £7,124 per annum, in reality we do not expect any carers to lose more than £6,300 per annum if they

continue with the same placements as they had in January 2022. However, the new fee structure will provide, and incentivises, opportunities for all to maximise their income. We only have one level of allowance for complex children irrespective of age. It is unlikely that carers would look after more than one or two children with an enhanced level of need, however they may care for a combination, such as one child with a standard level of need and one or two children with an enhanced level of need. Whilst it is unlikely that a carer would look after more than one child with complex needs, if the children are siblings (particularly identical twins) carers may still care for more than one.

## **7. Resource Implications**

**7.1 Staff:** There are no staffing implications within Children's Services over and above usual duties.

**7.2 Property:** There are no implications

**7.3 IT:** We have been working with the wider team to ensure all IT and associated systems work has been anticipated and accounted for; we are on track for all IT work to be completed ready for implementation on 4<sup>th</sup> April 2022

## **8. Other Implications**

**8.1 Legal Implications:** Fostering payments are regulated by the:

- i. Care Planning, Placement and Case Review and Fostering Services (Miscellaneous Amendments) Regulations 2010
- ii. National Minimum Standards for Fostering Services 2011
- iii. Fostering Services Regulations 2011
- iv. Care Planning, Placement and Case Review Regulations and Guidance 2015
- v. Fostering Regulations 2013
- vi. Children Act 1989 and 2004
- vii. Children and Families Act 2014

Full regard has been had to all guidance and legislation, and the minimum payments



as published by the government have been considered in the development of this scheme.

**8.2 Human Rights Implications:** There are no Human Rights implications

**8.3 Equality Impact Assessment (EqIA) (this must be included):** This has been completed. The outcome of this assessment is that there is no obvious legal impediment to making this decision. Please see assessment submitted with this paper

**8.4 Data Protection Impact Assessments (DPIA):** There is no need to complete a DPIA as this has no data protection implications

**8.5 Health and Safety implications (where appropriate):** There are no health and safety implications

**8.6 Sustainability implications (where appropriate):** There are no sustainability implications

**8.7 Any Other Implications:** There are no other implications identified

## **9. Risk Implications / Assessment**

**9.1 Foster carers may resign as a result of the changes.** This is mitigated by the 18 month lead in, the development of additional support, training and development for carers and the review of fees every 6 months. This is further mitigated by the consultation, the support of supervising social workers and managers and the review of individuals' circumstances to ensure they are able to manage financially. Some carers who will see a decreased payment were expected to retire in the coming years.

**9.2 Carers may choose to move to IFAs.** Whilst it is not ideal, the primary strategy is to increase the availability and flexibility of family based placements

provided by carers. To mitigate, we have ensured that IFAs will be required to work to the new fees structure, reducing the risk of carers moving to agencies and to ensure family based placements remain available. We also believe that once the new fees are launched and widely publicised, we will see an increase in the number of new potential foster carers coming forward

- 9.3 **Carers may be disincentivised to support young people to have stable placements.** It is a common misconception that should children experience stability, that their needs will reduce. Through studying the data, we have established that for many children, their needs increase as they get older; others' needs do not decrease when the placement stabilises, however the improved opportunities and outcomes for children do. We do not believe that our foster carers will jeopardise improving outcomes for children despite the change in fees.

## 10. Select Committee Comments

- 10.1 We had hoped to present the Paper to Select Committee but due to the timings of meetings over the Christmas period, this was not possible. It has been considered at Corporate Board

## 11. Recommendations

- 1) **We propose that Cabinet approves the original proposal** as cost can be managed through reductions in spending on external foster placements and the new payments represent a generous, fair and consistent approach. The fees proposed are in step and compare well to fees paid by other Local Authorities and Independent Fostering Agencies. The payments reflect an increase of up to £26,000 per year more for some carers, and less than £7000 reduction for those carers most affected. The reduction in payments to some carers can be mitigated by supporting them to take a second placement or care for children with some additional needs.

- 2) **We propose that Cabinet approves the Savings scheme** as this brings us in line with other fostering agencies and Local Authorities and represents best practice
- 3) **We propose that Cabinet approves the increase in fees for enhanced placements only** to bring them in line with current Level 5 payments. The cost is small (£32k per year) but recognises the synergy between Level 5 accreditation and the skills needed to provide care to children with enhanced needs.
- 4) **We do not recommend that Cabinet approves the increase in the proposed standard fee payment.** Whilst the gap in reduction for some carers will be reduced by approx. £1,500 per year, the cost to the Local Authority is prohibitive as we are unable to confidently mitigate the cost of £430,000 per year in addition to the expected cost of the new model of approx. £0.664m
- 5) **We do not propose that we increase fees at April 22 to those who will receive more** as this will create a new cost pressure for 2022/23 of £1.5m and £0.75m for 2023/24. We recognise that those who will receive more will be very disappointed that they have to wait for 18 months, this is the only option to ensure we can protect the income for 18 months of those who will experience a decrease in fees.

## 12. Background Papers

- 12.1 Feedback to foster carers document which was sent to foster carers following the close of the consultation.

### Officer Contact

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

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**Norfolk** County Council

# **Fostering Review**

## **Equality Impact Assessment – Findings and Recommendations**

**15<sup>th</sup> February 2022**

**Kate Dexter**

**Assistant Director Children's Social Care**

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

See Annex 1 for information about the different protected characteristics.

An assessment can be updated at any time to inform service planning and commissioning. For help or information please contact [equalities@norfolk.gov.uk](mailto:equalities@norfolk.gov.uk)

## Overview

1. This proposal seeks to change the way we remunerate in-house foster carers.
2. Norfolk foster carers are exceptional people who support children and young people in Norfolk and really make a difference to their lives. Foster care requires skill, patience and understanding, and each case is different because each child who requires care is unique.
3. Our foster carers are a valuable asset, because children in home-based placements benefit from a wide range of support and advantages. However, some of our children looked after with protected characteristics, particularly teenagers, some disabled children and children with complex needs, are less likely than others to secure an in-house foster placement. 20% of all current children looked after have been identified by Children's Services as having some form of disability need.
4. In view of this, careful consideration has been given to developing a remuneration proposal for our in-house foster carers that takes every opportunity to maximise the opportunities for as many children as possible to secure placements.
5. This equality impact assessment sets out the positive and adverse impacts arising from this proposal for people with protected characteristics and the mitigating actions in place to address any adverse impacts.

## About the Fostering Review

6. The technical detail of the proposal is set out in the report to Cabinet, and therefore is not replicated again here.
7. In summary, the proposal aims to change the way we calculate the fees paid to in-house foster carers, basing payments on the needs of the child rather than on the skills and experience of foster carers. The proposal includes new fees based on categories of need which will represent an increase in fees paid to the majority of carers and a reduction for some; increased fees where foster carers have two or more children in placement; a recognition scheme for those looked after harder to place young people; and simplification of the Linked Family Scheme to bring it in line with the new fee structure.
8. The proposal also includes an expectation that foster carers provide modest savings for children in their care of £5pw.

## Legal context

9. Public authorities are required by the Equality Act 2010 to give due regard to equality when exercising public functions<sup>1</sup>. This is called the 'Public Sector Equality Duty'.
10. The purpose of an equality impact assessment is to consider the potential impact of a proposed change or issue on people with protected characteristics.
11. If the assessment identifies any detrimental impact, this enables mitigating actions to be developed.

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

### **Information about the people affected by the proposal**

13. This proposal will impact on all foster carers working with Norfolk County Council (they are not employees), and all children looked after. There are approximately 360 fostering households supported. Not all Norfolk County Council foster carers live in Norfolk. They care predominantly for Norfolk Looked After Children.
14. This includes foster carers and children with a range of protected characteristics, in relation to disability, sex, gender reassignment, marital or civil partner status, pregnancy and maternity, race, religion/belief, age and sexual orientation.
15. According to the most recent data (23/02/22) the Council currently supports more than 600 foster carers, of whom 53% are primary carers (working within a joint fostering arrangement). 13% are single carers.
16. 96% of primary carers are female. 91.5% of foster carers self-define as White British with 4% defining as White Other. 2% self-define as being from another ethnic background, with 1.3% as being from a Black African / Black Caribbean background. The data shows that Black and Asian foster carers are most likely under-represented in Norfolk, as is likely the case elsewhere across the UK.
17. The largest proportion of primary carers (joint and single) are aged between 50-59 years, accounting for 35% of all foster carers. There are slightly more single carers aged 60 to 64 years (24%) than joint carers (19%) but similar proportions of carers aged 65+ years (12-15%). 20- to 29-year-olds make up 3.5% of single carers and less than 2% of joint carers and are the smallest age cohort overall.
18. The Council is currently the corporate parent to 1081 Looked After Children (CLA). 39% of this group are aged between 14-17 years old and 24% are aged 10-13 years. Children aged 0-5 make up 14% of all LAC. 57% of all LAC are male.
19. 76% of these children and young people are defined as being White British, and 7.1% White Other. 4.5% of CLA are from Mixed / Multiple heritage backgrounds; 4% are from Black backgrounds; 4% are from Other ethnic minority backgrounds, and 2.5% are from Asian backgrounds. Gypsy Roma & Traveller children make up 0.7% of the cohort. Taking into consideration that the 2018 Norfolk School Census found between 14-15% of primary & secondary school pupils were from diverse ethnic minority backgrounds, it is important to reflect that children from Black, Mixed / Multiple, and Asian backgrounds are all likely significantly disproportionately represented within the cohort. This is the case elsewhere across the UK and this pattern has been seen for many years. Unaccompanied asylum seeker children account for around 7% of the whole CLA cohort so this cohort would not fully account for this disproportionality.
20. Of the 1081 children and young people, 427 are currently being cared for in-house (39%). Of these 25.5% are aged 14-17 years and 24% are aged 10-13 years. 15% of these young people are 14 years and are the group at highest risk of placement break down in Norfolk. Of the 14-year-olds, 41% are placed with in-house foster carers while the rest are in private provision, including some in residential settings.

21. Of the UASC, only 7% have been placed with in-house carers and it should be noted that a significant proportion of this group are considered the most difficult to place due to their age / complex needs.

## Potential impact

22. Based on the evidence available, there will be a range of significant **positive** impacts for foster carers and children looked after with protected characteristics. This particularly relates to:

### The protected characteristic of age:

- Support as many children looked after as possible to benefit from the support and advantages of placement in family-based care. Increase capacity to enable the right support to be provided to as many young people as possible.
- Focus resources and support on the needs of young people around the age of 14, to address the fact that a significant number of foster placements break down for young people at this age.
- Enable foster carers to care for multiple children, where this is in the best interests of the children.
- Encourage placements for the correct length of time in accordance with the needs of the child - because some children are currently attending residential short breaks and respite unnecessarily.

### The protected characteristic of disability:

- Incentivising foster carers to care for children who have complex needs, particularly disabled young people, to maximise the chances of disabled young people to find a successful foster placement. This is a particularly important point to note, as a significant number of existing and potential foster carers do not feel confident to foster a disabled child or a child with complex needs, and these children miss out on the opportunity, security and support that a foster placement brings. Caring and supporting a disabled child is often more expensive than caring for and supporting children who are not disabled. Increasing remuneration paid to carers when they care for more complex children recognises this issue.
  - Creating capacity for young people requiring specialist placements for PACE (alternative to police custody), emergencies, CWD and New Roads young people. Mental health disability or other complex needs may be a factor in the need for some placements.
23. Inevitably, any changes to a long-standing remuneration process will potentially trigger some potentially adverse impacts to mitigate – so it is important to keep a clear focus on the fundamental goals - **the imperative to ensure that as many young people as possible, and disabled young people with complex needs, are able to benefit from family-based foster placements in the same way that other young people can.**
24. The section below seeks to examine in detail the different ways in which the proposal may impact on foster carers and children looked after, based on the available data:



Potential Impact	Potential mitigation
<p>That the Valuing Care scoring matrix may not recognise the needs of children and young people with protected characteristics including those with multiple protected characteristics.</p> <ul style="list-style-type: none"> <li>• That a monetary value is being attached to disabled and non-disabled children.</li> <li>• That some disabled children may be advantaged at the expense/detriment of others or the scoring matrix creates an unfair hierarchy valuing some aspects of disability over another.</li> <li>• Whether the matrix and / or the assessors could be subjective or influenced by other bias. For example, could judgements be made about the needs of ethnically diverse, disabled or LGBTQ+ young people that doesn't fully take account of their needs based on a lack of knowledge or understanding of diverse needs</li> </ul>	<p>The Valuing Care Score (VCS) matrix has been developed to take account and balance the holistic needs of children and young people. This approach has been fully adopted and embedded by several local authorities to robustly assess the needs of children and young people. Foster carers are also assessed using the VCS.</p> <p>The VCS takes account of a broad range of factors including physical / learning disabilities and organic (basic physical, social and environmental) needs. These organic needs do not tend to change significantly over time when assessed with respect to disability.</p> <p>A higher VCS is not solely dependent on whether a child or young person has a particular disability. It also considers needs in terms of; risk of exploitation; education and learning, risk of drug and alcohol misuse; managing and self-regulating emotions; setting boundaries; personal self-care; independent living; developing self-identity; maintaining and developing safe relationships; and support to verbalise emotions.</p> <p>In principle children and young people with the highest level of need, including because of a physical or learning disability will likely retain a higher VCS. Foster carers supporting these children will also be able to access additional financial support for any adjustments required for day-to-day activities and will be supported by a number of professionals including Occupational Therapy Assistant Practitioners, Occupational Therapists and others.</p> <p>All qualified social workers working with CLA are fully conversant with the VCS and are skilled at undertaking assessments to determine an appropriate score. All social workers are bound by stringent professional standards and a code of ethics. Assessments are completed in collaboration with supervising social workers and scrutinised and signed off by Team</p>

Potential Impact	Potential mitigation
	<p>Managers. VCS scores are regularly reviewed through the LAC review process by the Independent Reviewing Officer (IRO) with input from the whole professional team working around the child, including the foster carer, and their supervising social worker. At each LAC review the IRO is responsible for ensuring that the voice of the child / young person is also taken into consideration. This process recognises that diverse holistic needs may rise or fall over time.</p>
<p>That potential or existing foster carers with protected characteristics may be more likely to be on a lower income (e.g., older, disabled or diverse ethnic minority) and could experience greater uncertainty with respect to changes to their fostering income as a result of the proposal.</p>	<p>The data currently shows that most primary in-house foster carers are female and more foster carers are in a joint arrangement than single carers. There are more older carers (50+) in this group. There are several diverse ethnic minority and LGBT foster carers, and there will be some foster carers who are disabled.</p> <p>Once approved, foster carers will choose if they wish to accept a placement, depending on their own circumstances and wishes, taking into account they understand the financial implications of the placement.</p> <p>Financially, Norfolk continues to be highly competitive with respect fostering allowances, providing one of the highest rates of pay made to Local Authority foster carers in England and Wales (to the best of our knowledge). The rates of pay are also competitive when compared with Independent Fostering Agencies across the UK.</p> <p>Where foster carers experience any financial difficulties because of the placement, they will continue to be able to access support from their supervising social worker, including, if necessary, ad-hoc payments to alleviate any pressing difficulty. This is the case in other authorities as well.</p> <p>The latest modelling data (Jan 22) shows that of the 388 children in placements in Norfolk at this time, 74% were deemed to be on standard rate, 21% were on the enhanced rate and 5% were deemed to</p>

Potential Impact	Potential mitigation
	<p>be complex rate. The evidence does not currently indicate that there is likely to be a substantial change in the size of these cohorts.</p> <p>If the proposed change is implemented, the % of CLA cohorts by need will continue to be closely monitored, and changes proposed to Cabinet if needed.</p>
<p>Given that foster carers must register to be self-employed to declare their fostering income and claim tax allowances they are not legally employees.</p> <p>Taking account of the Council's commitment to equality of opportunity in principle, does the VCS demonstrate that caring for a child with a higher score will require substantially more work for a foster carer.</p>	<p>Overwhelmingly primary foster carers are female and therefore are unlikely to experience a substantial disadvantage in comparison to male foster carers.</p> <p>The underpinning principle of the VCS is to match the child or young person, based on their level of need, with a foster carer who has the right skills and experience. This process recognises that children and young people with the most complex needs will most likely require more time attention and support from their foster carer. It should be considered that a foster carer's skills and knowledge are not necessarily related to their length of fostering experience. For example, a new foster care with previous experience of working with children with disabilities may be a more suitable long-term placement for a child with a disability.</p> <p>There is no evidence at present to show that joint foster carers (where they have two incomes to rely on and greater flexibility) may be at greater advantage than single parent foster carers (including LGBTQ+ carers). This is because matching is done based on both the child and foster carer's VCS. In some circumstances, a single foster carer may be able to give more time and attention to a child or young person where they do not have their own children or other familial / work commitments.</p> <p>There is likely a small cohort of fosters carers who due to their age and personal circumstances will likely not be able to care for children and young people with specific needs, but their placements will continue to be monitored to ensure that</p>

Potential Impact	Potential mitigation
	they continue to be supported with suitable placements and opportunities to continue to foster children as before.
<p>Foster carers with protected characteristics may terminate a placement or decide to no longer foster on the basis that they are unwilling or unable to accept the new payment terms.</p>	<p>Foster carers are not motivated to care for children and young people based on the financial incentive, however the Council recognises and respects that foster carers will always have a choice with regards whether they wish to continue to foster children and young people.</p> <p>The proposal recognises that the existing fee structure may be unfair and seeks to provide a robust financial structure to address this and aims to ensure that foster carers supporting the most vulnerable and complex children and young people are compensated appropriately.</p> <p>The proposal has taken account of measures already in place to ensure that where possible individual foster carers and their families do not suffer a financial detriment.</p> <p>All in-house foster carers have been consulted about the proposal and their views and wishes will be considered with respect to any decisions taken.</p> <p>Placements with foster carers are never terminated without good reason and must follow due process. Children and young people will only be removed from a foster carer if this is the express wish of the foster carer or if there is evidence of immediate/imminent risk of harm. As with all processes the wishes and feelings of both the child / young person and the foster carer are carefully considered. Placements may also come to an end in a planned way if the care plan changes, this will be discussed and agreed with all in the child's network, including the foster carer</p>
<p>Are some foster carers with protected characteristics likely to be disadvantaged if they are deemed unsuitable to match with higher needs</p>	<p>The current payment structure does not recognise the skills and experiences of diverse foster carers</p>

Potential Impact	Potential mitigation
<p>children because they are unable to access the training available</p>	<p>Every foster carer has their own supervising social worker within the Fostering Service who they meet with regularly for supervision and support.</p> <p>A significant amount of work has been undertaken to ensure that every foster carer is able to access training and support to develop their resilience and upskill. This process also recognises that individual foster carers will continue to have preferences with respect which children and young people they will be able to support.</p>
<p>If scores change at every LAC review does that mean greater income uncertainty for some foster carers with protected characteristics thus de-incentivising the desire for longer term / stable placements. This could be an issue for single, older, disabled or diverse ethnic minority foster carers, who may be more likely to be on a lower income and may have greater reliance on the foster carer income to plan ahead.</p>	<p>The VCS would be reviewed on a six-monthly basis at each LAC review, and the foster carer will input into this process. Foster carers may perceive that the VCS reflects a child or young person's behaviour at the time of the review, but this is not the case. It should also be considered that it is unlikely that a child or young person's organic needs will substantially reduce in period between review.</p> <p>There is evidence to show that as children develop their needs many become increasing complex (which is why many placements break down at age 14). Children with SEN, learning disabilities, physical disabilities and neurodiverse conditions are likely to always score more highly and, in some cases, may be at greater risk of exploitation or have increased emotional / social support needs.</p> <p>In exceptional cases, where the VCS falls but the foster carer is struggling financially a case can be made by their supervising social worker for additional financial support on an ad-hoc basis.</p> <p>Again, the Council recognises and respects that fostering is a personal choice that each foster carer must make, based on their own circumstances (including their understanding of the financial implications).</p> <p>There is a recognised shortage of foster carers from some diverse backgrounds</p>

Potential Impact	Potential mitigation
	<p>which is one reason why rates have been set competitively in Norfolk, and why significant investment has been made into transforming the fostering service to ensure existing foster carers feel valued and supported, and new foster carers can be recruited.</p> <p>It is recognised that many foster carers chose to take breaks from fostering for different reasons and as a result there is often unused capacity in the in-house service. There is an opportunity to explore this capacity with foster carers to identify how they can maximise their opportunities to take on new placements.</p>
<p>Additional “expense” payments may not take account of the current financial climate and “hardship” – including the rising cost of living and the associated impacts (e.g., escalation of mental health issues)</p>	<p>All expense payments are linked to HMRC so are automatically adjusted to take account of the current financial situation.</p> <p>As above, supervising social workers will continue to take account of the foster carer’s individual circumstances and provide tailored support to ensure that foster carers are able to continue to provide high quality care and support, including to children who are extremely vulnerable and have a high level of need.</p>
<p>Payments may not take account of the cost implications for having a disabled child in the household, where we know costs are likely to be significantly higher (e.g., travel, accessing local leisure, lack of changing places toilets etc) which makes it more expensive to engage in day-to-day activities</p>	<p>As above, in addition to raising the level of payment in accordance with the VCS, foster carers can access additional support through the Children with Disabilities Team (including a new specialist OT Assistant Practitioner) to advise them on making reasonable adjustments and adaptations for disabled children and young people.</p> <p>Disabled children and young people may also be eligible for DLA and their foster carers may qualify for Carer’s Allowance as well (where they are looking after a child or young person for more than 35 hours per week).</p>
<p>Evidence shows that placements are most likely to break down at age 14. The risk is that some young people’s needs may go unrecognised at this time or earlier (e.g., due to bias in system)</p>	<p>This has been a recognised issue for some time across children’s social care which the proposal is seeking to help address.</p> <p>The VCS takes account of the emerging needs of young people at this life-stage through the holistic assessment process</p>

Potential Impact	Potential mitigation
<p>There may be higher proportions of children in this cohort from diverse ethnic minority backgrounds, including UASC or neurodiverse children with SEN.</p>	<p>and directly links needs with the payment framework to ensure an appropriate level of financial support for young people and their foster carers.</p> <p>In Norfolk, as is the case across the UK, young people from diverse ethnic backgrounds, (and specifically those from Black and Mixed / Multiple heritage backgrounds) are over-represented within the system and generally experience poorer outcomes. The Children's Services Anti-Racist Practice group is exploring this to identify what further steps can be taken to address this. The Service recognises that all vulnerable children and young people must be safeguarded and supported in accordance with legal obligations, and every at-risk child or young person is carefully assessed by qualified professionals. Ensuring long-term stable placements for these young people is essential to improve outcomes.</p> <p>While there is currently not specific evidence to show that young people with mental health difficulties, SEN or neurodiverse young people are reflected in this cohort, it should be considered possible that this may be another contributing factor to placement breakdown at this age.</p> <p>There are fewer UASC in this cohort as most of these young people in Norfolk are post 16, however this group are amongst the most difficult to place with only 6 UASC currently placed in-house.</p> <p>In addition to the other support available, these young people and their carers also have access to the Targeted Youth Support Service which offers direct support to young people where there is a concern or risk which is predominantly extra familial and where the young person would benefit from developing a trusted relationship with a youth support worker to achieve safety and wellbeing outcome.</p>

Potential Impact	Potential mitigation
	A new Missing from Care strategy, which looks at early intervention and support can be effectively utilised will go live from April 2022.
There may be evidence to show that some children and young people with protected characteristics may be subject to Provision of specialist placements for PACE (alternative to police custody), emergency placements, CWD and New Roads young people.	<p>See above – it is recognised that diverse ethnic minority children and young people are over-represented in all LAC cohorts and is a focus for the Anti-Racist Practice group.</p> <p>It should be considered that foster carers providing emergency placements will not see a reduction in payments as a result of this proposal. VCS cannot be provided for these placements for obvious reasons. Foster carers who provide emergency placements do not routinely take on longer term foster placements on the basis that they have a very specific set of skills and expertise.</p>
<p>Incentivisation payments and awards may not reflect the diverse needs of foster carers with protected characteristics and their families</p> <ul style="list-style-type: none"> <li>• If foster carers don't have children</li> <li>• If foster carers of diverse faiths do not celebrate birthdays and Christmas</li> <li>• Do hampers cater for all needs</li> <li>• Will vouchers cover the costs for disabled children to participate in family activities</li> <li>• Payment of £500 may disadvantage people who can only foster for a short term.</li> </ul>	<p>Some of the incentives and recognition awards (the first three) are already on offer to all foster carers and their families and are in-line with those offered by other authorities and IFAs.</p> <p>The aim of the additional awards is not to enhance payment rates, but rather to demonstrate that the contribution of foster carers and their families, particularly the children of foster carers are valued and appreciated. Feedback from foster carers and their families is sought on a regular basis to ensure that all needs are catered for</p> <p>Supervising social workers work closely with the foster carer and their family to ensure that awards are appropriate to the family and where necessary culturally sensitive.</p> <p>Again, where there may be a specific hardship because of fostering, the supervising social worker can access a range of support, including where necessary ad-hoc financial support.</p>
Norfolk's drive is to have more children fostered within their networks by Connected Carers. This is recognised to particularly benefit children from diverse ethnic minority backgrounds. Consultation feedback	Connected Carers are always approved based on the understanding of their assessed suitability to care in the longer term for a child in their network. They are not approved as foster carers for all CLA children, although once approved many



Potential Impact	Potential mitigation
shows that Connected carers welcome the change to recognise the impact of taking into their home children or young people with higher / more complex needs but there is a long period for them to become approved and more may be likely to become Special Guardians in which case they may not benefit financially from the proposal.	<p>do choose to become approved as foster carers, based on their own experiences.</p> <p>Connected Carers will receive the payment rate determined by the connected child's VCS, so where the child has significant complex disabilities or other needs, they will receive the highest rate of payment (which has not previously been the case). If Connected Carers wish to then be approved as foster carers, they will undertake the same assessment and training to become fully approved. Connected Carers are supported in the same way as other foster carers and have the same access to a supervising social worker.</p> <p>All foster carers have the same opportunities to become Special Guardians on the understanding that they will become responsible for a child / young person until they reach 18 years. Special Guardians for CLA will be supported with a support plan for the child, and which considers financial implications for this arrangement.</p>

## Conclusion

Currently, we believe there is **no obvious legal impediment** to going ahead with the proposal. It would be implemented in full accordance with due process, national guidance and policy. Other local authorities set fostering fees based on needs of the children so there is a precedent for this.

It is possible to conclude that the proposal may have a positive impact on some people with protected characteristics, for the reasons set out in this assessment. It may also have some detrimental impacts, also set out in the assessment.

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

Some of the actions will address the potential detrimental impacts identified in this assessment, but it is not possible to address all the potential impacts. Ultimately, the task for decision-makers is to balance these impacts alongside the need to manage resources and target support to enable as many children as possible, including those with protected characteristics, to benefit from home-based foster care.

## Recommended actions

	Action	Lead	Date
1.	We have put in place a process to ensure that any carer who is affected is able to speak to their supervising social worker regarding their individual needs. The social worker will be able to support them with additional training, development and support to build their own network of support and in exceptional cases, a case can be made for additional financial support.	Head of Fostering	Jan 2022
2.	Carers are aware that they can speak with their supervising social workers, the team managers and senior managers about any worries. Supervising social workers know their carers well, they will be able to reach out and connect with carers they may be worried about to support them to consider their personal situations. The policies and procedures within the fostering service are inclusive.	Head of Fostering	Jan 2022
3.	The cohorts of LAC children and young people by level of need will continue to be monitored to ensure that the proposal (if implemented) is fair and foster carers with protected characteristics are not being disadvantaged by changes to payment structures. This monitoring should include short and longer term placements by foster carer's protected characteristics.	Assistant Director CSC – Corporate Parenting	Review every 3 months commencing April 2022
4.	Further targeted work is required to understand the experiences of young diverse ethnic minority people and disabled young people who may be at greater risk of placement breakdowns and may require specific interventions.	Participation Service and EDI workstream	Ongoing
5.	This EqlA will remain open as a live document to ensure that if any further impacts are identified on the basis of new evidence not currently available, this will be subject to an equality assessment/development of mitigating actions and reported to decision makers for determination. Any new impacts to emerge will be documented in this assessment and kept under review, to ensure that individuals with protected characteristics are not disproportionately adversely affected.	Assistant Director CSC – Corporate Parenting	Ongoing

## Evidence used to inform this assessment

- [Equality, Diversity and Inclusion Policy](#)
- Demographic factors set out in [Norfolk's Story 2021](#)
- [Digital Inclusion and COVID-19](#) equality impact assessments
- Norfolk County Council [Area Reports](#) on Norfolk's JSNA relating to protected characteristics
- Business intelligence and management data, as quoted in this report
- Equality Act 2010 and Public Sector Equality Duty codes of practice

## Further information

For further information about this equality impact assessment contact:

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If you need this document in large print, audio, Braille, alternative format or in a different language please contact 01603 973232 or 18001 0344 800 8020 (Text relay).

## Annex 1 – table of protected characteristics

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

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

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

<sup>1</sup> The Act states that public bodies must pay due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- Advance equality of opportunity between people who share a relevant protected characteristic<sup>1</sup> and people who do not share it;
- Foster good relations between people who share a relevant protected characteristic and people who do not share it.

[The Equality Act 2010 is available on legislation.gov.uk.](https://www.legislation.gov.uk)

# **Implementing our Vital Signs for Children Vision in Social Care: Fostering Fees**

Our response to your feedback

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February 2022

# Contents

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# Feedback & Responses

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## Summary

Firstly, we would like to thank you again for taking the time to respond to the engagement document. We know the original timeframe for responses was short, so we have continued to collate all feedback received up to 22<sup>nd</sup> February 2022. We were very pleased to have received responses from over 100 fostering households. We also know that many of you contacted your Supervising Social Workers and their Team Managers to have follow up conversations on what the proposals might mean for you and we hope that these were helpful in giving you as much clarity as we can at this time.

We were pleased to see that there was lots of positivity for elements of the new approach in your responses. Many carers told us that they were supportive of the changes in principle and could fully understand the reasons behind the proposals. People liked the fact that the model was very focused on children and that it looks to place more complex young people with local authority carers wherever possible. There was lots of support for kinship and connected carers being paid in the same way as other carers, with many people feeling this had previously been unfair. People also liked the idea of ceasing reduced rates for further children.

Additionally, we received positive comments on the increased support that will be available to carers. The introduction of the clinical psychologist post for all carers and the Supporting Resilience Team were welcomed, as were the CWD Intensive Outreach Service and the Occupational Therapist Assistant Practitioner for those who are supporting children with disabilities. There was also positivity around the enhanced training offer that will be available moving forward.

That said, we also recognise that the engagement document has raised a number of questions and concerns for carers and that many are feeling worried as a result of the proposals. The remainder of this document aims to alleviate some of the worries by answering your questions where we are able, correcting some misunderstandings around the proposal and responding to some of the key themes that have emerged. We have not sought to respond to individual circumstances, but we hope the themes we have pulled out reflect the main concerns we have heard.

Now as much as ever, we encourage you to keep speaking to your Supervising Social Worker or to contact us for a one-to-one conversation with a Team Manager if this document raises any further questions for you.



## Your Responses

Feedback has been grouped into themes and key points where possible. Where feedback has been received that relates to someone's personal situation, this has been discussed separately with the person who raised the question(s).

	You said ...	Our response ...
General responses to the model		
1.1	<p>I am delighted that the focus will be on the children, looking to avoid, wherever possible, placement breakdowns and placing the more complex young people with local authority carers.</p> <p>I believe the concept will work and agree with many of the aspirations of the new framework.</p> <p>We agree that children should be placed on the basis of their needs and that the remuneration should reflect this.</p> <p>We agree that many aspects of the current system are unfair; I feel confident the new system will work and will be much fairer.</p> <p>We agree there should be no difference between payments to first and second children in placements.</p> <p>We fully agree there is a need for additional payments for the highest need cases and for kinship carers.</p> <p>I welcome the proposal of ensuring connected carers are paid in line with mainstream carers, similarly the simplified and fairer system of payments to linked family carers is a great improvement.</p> <p>The sections showing all the fantastic support and valuing of carers was encouraging. The idea of a Supporting Resilience Team sounds</p>	<p>We were so pleased to receive many positive comments on the new model, such as those listed here. It was great to hear that many people are in agreement with the principles of the model and moving towards a fairer payment system. It was also great to hear that you believe the additional support and training we will be putting in place as part of the model will support you and the young people you care for.</p>

	You said ...	Our response ...
	<p>very positive and something that will be very helpful to anyone going through the difficulties of looking after teens. The CWD Intensive Outreach Service sounds great The Occupational Therapist AP will surely be helpful also to those carers with disabled children. The possibility of support by a psychologist for carers will be very good.</p> <p>We see that you are considering improved training for harder to care for children so that is really good to see.</p>	
1.2	As carers we feel saddened and undervalued after seeing the new proposal. We do not feel that it recognises all the hard work and dedication that we put in. It has had a drastic impact on our morale.	This was definitely not our intention! We really value the excellent care you provide! We know you all work hard and care about Norfolk children.
1.3	The proposed changes do not take account of the skills, experience and training that Foster Carers have. They do not incentivise carers to embark on further training to further their skills and knowledge.	The new proposed allowances are designed very much to recognise the skills and knowledge you develop as Foster Carers, ensuring that you are paid an allowance that reflects the care you provide. Your skills, knowledge and experience will help you to provide excellent care to children.
1.4	The review feels poorly timed. The last two years of the pandemic have been very difficult for Foster Carers, with home schooling and the risk of loved ones becoming ill. Additionally, household costs such as energy, food and petrol are all rapidly increasing for Foster Carers. The proposals do not reflect this these challenging times.	We recognise that there are worries regarding the financial situation, however, planning for this proposal has been ongoing for many months prior to the recent increase in costs. We are committed to working with individuals who are worried that they will experience financial hardship as a result of these changes to support them. The changes, if approved, would not take effect for 18 months, allowing time for us to work with carers to find appropriate solutions.
1.5	We agree that improving outcomes for children needs to be at the heart of what we do. We are unsure how the proposals will achieve this.	<p>We know that children have improved outcomes when they experience family-based care, this is the same for Looked After Children who cannot live with their families.</p> <p>At present, we are unable to find family-based placements for a number of children, particularly children with additional and complex needs. We need to support and encourage Foster Carers to consider caring for children with additional needs, utilising the support, training and development available.</p>

	You said ...	Our response ...
		<p>Our current system does not encourage this approach as carers deemed to be the most skilled and experienced are choosing to care for children with few additional needs as they receive the same allowance. Other carers who may be willing to care for children with additional needs do not receive the right payments because of their accreditation meaning they are put off.</p> <p>Our current system provides a lower rate of pay for second and subsequent children in placement. At this time, we have more than 300 approved placements that are not being used. By paying the same amount for second and subsequent placements, Foster Carers will no longer be disincentivised to care for more than one child.</p>
1.6	We are concerned that the proposals will result in a loss of good Foster Carers with a wealth of experience.	So far this has not happened, and current placement payments are protected for 18 months, giving us, and carers, time to work through individual situations and provide additional support, training and development.
1.7	We have found it difficult to properly comment on the proposal as we have not seen the full schedule of rates with the exact amounts. The table of examples does not give sufficient detail and so the process does not feel transparent.	We have focused on giving lots of detail about the ethos of the proposal, the impact of the proposal and the foundation on which allowances will be made. Foster carers have also been able to speak to their Supervising Social Workers in respect of their individual circumstances.
<b>Changes to the payment structure</b>		
2.1	Currently carers are paid a maintenance payment and a fostering allowance – will both payments exist in future? Which part of the payment will be changing?	Maintenance payments will remain as they are now, including an uprate each year which is built into the new structure. The allowance for Foster Carers (also known as their fees) will change.
2.2	The document states that the maintenance allowance will be that recommended by the Fostering Network. However, their website says they have stopped doing this. Could you clarify what the basic maintenance allowance will be for 0-11 and 11-17?	At the time of developing this proposal, the Fostering Network were still recommending what the maintenance allowance should be for each age group and this is what we have based the payments on. For 0 – 10 years, this would be £152 per week and for 11 – 17 years this would be £202 per week

	You said ...	Our response ...
2.3	Under the new proposal would holiday, birthday and Christmas monies still be paid in addition to the allowances?	Yes, these will continue.
2.4	How will those on SGO no detriment will be impacted?	We are working through SGO support plans now. Where the payments were stipulated within the plan, these will not change. Where they were not, the Special
2.5	How will staying put and adoption payments be impacted?	Staying put payments will not be impacted – there is separate national guidance on staying put. Adoption payments will not be affected by this proposal
2.6	Is the proposed £100pw reduction a total amount, not affecting additional children in placement, or per child in placement?	The reduction will only relate to the 'first' child in placement. We have proposed that Foster Carers who have second and subsequent children in placement should receive the full fee. In reality, this means that carers will receive slightly more than they do now for additional children they care for.
2.7	Could all existing carers remain on the current fee structure until their placements end, rather than for only 18 months? It would seem fairer to uphold the current fees agreed to when children were placed.	This is not possible due to the financial constraints. We are asking the Council to agree to an additional £700,000 in payments to be made to carers and in the current financial climate it would be very difficult to ask them to agree to further costs.
2.8	Could the new payment structure be brought in earlier for those whose payments will increase? It does not seem fair that they have to wait, particularly with a freeze on changes to accreditation rate.	We recognise that carers who would receive more in proposed fee structure would want their fees to increase in April 2022, however, the cost of this would be more than £2.25million in addition to the current proposal, which, in the current financial climate, is not possible.
2.9	Could you consider a remuneration structure that reflects both the needs of the child and the skills of carers? Having a combination of both child's needs and Foster Carers skillset would be a more balanced approach.	We did explore whether it would be possible to consider both, but unfortunately, we could not find a model that worked. Part of the purpose of the proposed restructure of fostering allowances is to streamline payments, making it clearer for carers, but considering both created significant complexities.
2.10	We are not in control of which children are placed with us, we are called and sent a form about them and say yes or no. This means we are not able to easily influence which young people we are matched with or the payments we receive.	We have been reviewing our processes as part of the wider transformation of the Norfolk Fostering Service. We are creating a dedicated Duty Team who will be responsible for supporting placements, working alongside Foster Carers and their Supervising Social Workers when seeking placements.

	You said ...	Our response ...
2.11	The retention payments and voucher for keeping a child in placement when aged 14 or over feel insulting – these small gestures will not prevent placement breakdown.	We recognise that the gestures suggested within the proposal would not prevent placement breakdown. We also recognise that money is seldom a factor in a successful placement. However, we believe it is so important to recognise the efforts of carers and to say thank you. The family activity voucher is designed to celebrate the family unit– this includes the carers, their children (if they have children) and the Looked After Children they are caring for.
Valuing Care and payment bands		
3.1	Could we see the Valuing Care score criteria on which the structure is based? We need a clearer understanding of the domains of need.	<p>For those who have not yet seen it, please see the below document which gives additional information on the Valuing Care tool, domains of need and scoring. This was also shared with carers via email on 28 January 2022.</p> <div data-bbox="1218 632 1272 692" data-label="Image"> </div> <p>Valuing Care Needs measurement tool g</p>
3.2	How was the Valuing Care tool created?	The Valuing Care tool was developed in 2019 in order to give social work teams a methodology for understanding levels of needs in key areas for children and young people. It also allows us to track over time whether these needs are being met. There are a number of local authorities nationally using this tool and NCC were supported to implement this tool by the developers. Social Workers, Team Managers, Access to Resources Team and the IRO Team worked collaboratively with the developers to test the tool in Norfolk and to integrate it into our processes.
3.3	<p>Who will be responsible for completing the Valuing Care tool?</p> <p>We are worried that Children’s Social Workers change too frequently and do not see young people often enough to score them accurately.</p> <p>Will the Foster Carer be involved in the completing of the tool as we spend most time with them?</p>	Whilst the Social Worker for the child is responsible for completing the Valuing Care assessment, we have been clear that we expect the child’s Social Worker and the Supervising Social Worker to work together to ensure the assessment accurately reflects the child’s needs. We would expect that the Social Workers from both services consider the input from Foster Carers, their own observations and the Foster Carers’ log when completing the tool.

	You said ...	Our response ...
	<p>How can we be sure the tool is being completed consistently across the service?</p> <p>The Valuing Care tool will need to be embedded in practice and training provided for carers and social work staff on how to use the tool.</p>	<p>All assessments are overseen by the Team Manager who will review the assessment to ensure quality. Social workers have been working with the Valuing Care tool for a number of years now and it has embedded well. For new staff, Valuing Care is part of their initial training and will take place within the first few months of them joining NCC.</p>
3.4	Will there be a way to appeal the score if the Foster Carer does not agree?	The Foster Carer will be able to discuss their view with their Supervising Social Worker who can work with the child's Social Worker to ensure the assessment is accurate.
3.5	We feel that the reduction in payments when a Valuing Care score reduces creates a perverse incentive in which carers are penalised for being more effective and supporting a young person's needs to reduce	We know that most children do not experience a significant reduction in Valuing Care scoring. Whilst many children will settle and begin to see positive outcomes as a result of the care afforded to them by their Foster Carer, this does not mean that needs will significantly change. For many children, their needs increase as they grow and develop, we also know that even if children present with less challenging behaviour, their needs do not necessarily change.
3.6	Is it planned that the Valuing Care score and subsequent banding will be discussed in the young person's LAC review? If so, it likely to be difficult to have these conversations in front of the young person and their family, as the Foster Carer will need to highlight the young person's needs, rather than their strengths, in order to continue to receive the same level of payment. The relationship between Social Workers and Foster Carers is also likely to be negatively affected if connected to pay.	<p>There is no plan for this to be discussed at the child's review, it would not be appropriate. We would expect that the Social Workers from both services consider the input from Foster Carers, their own observations and the Foster Carers' log when completing the Valuing Care tool prior to each LAC Review. The Foster Carer will be able to discuss their view with their Supervising Social Worker who can work with the child's Social Worker to ensure the assessment is accurate.</p> <p>Foster Carers should always have seen the previous Valuing Care assessment as it is included in the Combined Assessment and Progress Report for Reviews and also within the placement matching paperwork.</p>
3.7	When children enter the care system there may be limited information to identify any immediate, ongoing or future needs. How will these young people be assessed using the Valuing Care tool?	Children who are placed in care for the first time will have a placement matching form which includes an assessment of need using the Valuing Care tool. For UASC and emergency placements, payments will be made at

	You said ...	Our response ...
	What will happen in the case of emergency placements, or unaccompanied asylum-seeking children?	the enhanced rate (equivalent to current level 5 payments) until the Social Worker has been able to assess the child's level of need.
3.8	The child we see on paper is quite often different to the one who comes through the door and additional needs often become evident quickly. Will there be mechanism to change scores quickly when this is the case?	Yes, children will have a review within 20 works days of their placement, the Valuing Care assessment will be considered at that point via the Combined Assessment and Progress Report.
3.9	Carers could be tempted to exaggerate difficulties which in turn would impact on the perceived adoptability of children	This is unlikely as Foster Carers are great advocates for children and want the best outcomes for them. The Social Worker for the child and the Supervising Social Worker will have observed the child when visiting and considered all information available when completing their assessments, providing a helpful balance to any assessment. In addition, the Supervising Social Worker will be exploring with Foster Carers why they view the situation as they do as part of their regular supervision.
3.10	Every child coming into care has experienced some degree of trauma, even if only being moved to a totally alien environment. How do you propose to overcome this issue when using the Valuing Care tool?	This is specifically assessed within the Valuing Care tool and will therefore be considered.
Rationale for changing the model		
4.1	Could you explain what research you undertook when designing the model? Has a similar structure been tried successfully elsewhere in the country?	We looked at many different Local Authority fostering services as well as many independent fostering agencies. We have also discussed our thoughts with a number of leaders across the country. We know, for example, that the new proposed allowances at every level represent some of the highest in England and Wales.
4.2	Is the change in fees to enable the Council to save money? It feels like a cost saving exercise.	The change in fees represents an investment of approximately £700,000 in the amount we pay carers overall per annum. Whilst some carers will receive less, we will be paying more to carers who look after young people with additional and complex needs as recognition of their hard work and we will also be removing the reduced fee for second children.
4.3	You state that IFAs care for more children with complex needs than Norfolk Fostering Service Foster Carers. How do you know this?	We review our Valuing Care assessments for all looked after Norfolk children on a routine basis. This identifies that the total score of children cared for by in house carers is much lower than for children cared for by IFAs. For example, in January 2022, the average Valuing Care score for

	You said ...	Our response ...
		children placed with Norfolk Fostering Service Foster Carers was 20, it was 31 for IFAs.
4.4	Based on your current cohort of children in foster care, what are your estimated numbers of children in each of the 3 levels (Standard, Enhanced and Complex)?	When modelling for the proposal, we determined that approximately 75% of children fall within the standard category, 20% within the enhanced category and 5% within the complex category.
4.5	Please provide your modelling for the anticipated costs of the proposed new regime and how they compare to the existing one.	The modelling will be included in the cabinet paper which will be published 24 <sup>th</sup> February 2022. Please let us know if you have not been able to access the Cabinet report and we can send it to you
4.6	What local research has been undertaken into why placement breakdown at age 14? Have steps been put in place to respond to this research?	<p>We completed a survey in 2021 to understand better why placements break down at 14, which has identified some key themes:</p> <ul style="list-style-type: none"> <li>• Carers feel unprepared to manage adolescents, both in terms of training and support</li> <li>• Both carers and young people sometimes have unrealistic expectations regarding behaviour, in particular regarding family time, free time without supervision and routines</li> <li>• Matching information is not always fully shared with carers prior to placement</li> <li>• Young people sometimes experience escalating mental health difficulties</li> <li>• Exploitation and other situations where young people present as a risk to themselves or others</li> <li>• Carers often take on adolescents in an emergency and so both carers and young people struggle to invest in the placement</li> </ul> <p>We have put steps in place to try to resolve this which include:</p> <ul style="list-style-type: none"> <li>• Additional support, including therapeutic support will be available to all carers</li> <li>• Significantly improved training offer in respect of trauma informed foster care, caring for adolescents and other more specialist training</li> </ul>



	You said ...	Our response ...
		<ul style="list-style-type: none"> <li>• Support for Success Service to support both young people and carers more effectively, including supporting their mental health and emotional wellbeing</li> <li>• Introduction of placement planning review meetings in between Reviews, to support carers and young people and identify any new or emerging needs early</li> <li>• Targeted Youth Support Service, supporting young people who may be experiencing exploitation or where the risk that they might has been identified.</li> </ul>
Impacts of the changes		
5.1	We are worried that a reduction of this scale each month may send some carers and their young people into poverty.	Where there is genuine risk of hardship, we will work with Carers to ensure they do not experience hardship, also offering advice on benefits claims and tax relief to maximise income. Due to the tax and NI relief available to Carers, we think the standard fee for one child under the age of 10 would equate to a salary of approx. £27,000 per year, which is just below the average salary in Norfolk.
5.2	As a result of the reduction in fees, we would need to make cutbacks in daily life, activities for young people, holidays and other expenses. It feels unfair that the changes to fees would negatively impact on the day-to-day life of the child.	As Carers, you will receive additional allowances for holidays, birthdays and Christmas/religious festival for looked after children, as well as some financial support in respect of activities for children. The maintenance allowance paid in respect of children is remaining the same for some children in placement and increasing for others, dependent on their age. We hope that Foster Carers will continue to maximise the maintenance allowance in meeting the needs of the looked after children they care for.
5.3	It is unrealistic to expect a carer to provide appropriate care with the possibility of income fluctuating. For example, it will make it very difficult for carers to know if they can take on purchases such as a larger car, or improvements to their homes (to support young people in their care) without a stable income.	We recognise that this can be a challenge. Currently a number of Foster Carers experience a reduction in allowances for the children they care for once children settle. Carers also experience fluctuating income as placements are never guaranteed and many choose to take breaks, particularly if they have had to give notice on a placement. This would be no different. However, if a Carer is experiencing financial hardship as a result of a change in allowance, we will work with them on a case-by-case basis to ensure they will not experience significant difficulty.

	You said ...	Our response ...
5.4	<p>We are concerned that moving forward, Foster Carers will only be financially rewarded if they accept the most challenging cases. This does not reflect the fact that there are many reasons that Foster Carers do not fill their spare beds, often because introducing an additional young person into the family would be detrimental to existing placements or birth children.</p> <p>We are worried that people will feel pressured to accept cases of higher need than they can realistically manage and that this will lead to an increase in placement breakdowns.</p>	<p>We want to support carers to make positive choices that work for them and their family. The relationship between carers and their Supervising Social Workers is critical – both can be wholly honest and open when considering placement choices.</p>
5.6	<p>Have you considered the fact that in-house carers may move to agencies as a result of the proposal as they will receive much higher payment there?</p>	<p>We do not believe the fees will be higher in IFAs as they will pay in accordance with child's need in the same way that we are proposing. The fees set are deliberately competitive with IFA payments.</p>
5.7	<p>In the current accreditation matrix, there is an expectation that level 5 carers make an active contribution to supporting development of other carers and are ambassadors for fostering. Who will undertake tasks such as buddies, FAP, task and finish groups in future as current level 5 carers who will be paid less may no longer be inclined to undertake these roles?</p>	<p>We will be encouraging and supporting all carers to consider these roles.</p>
The engagement process		
6.1	<p>Why were no Foster Carers involved in the development of the proposal or task and finish groups set up to work on it?</p>	<p>The idea of changes to the accreditation matrix and related fees was raised with the task and finish group throughout 2021. However, the steer from the group, captured in the meeting minutes, was that this should be a task for Children's Services as a department, rather than the group. We have therefore worked up a proposal for comment by carers.</p>
6.2	<p>How were you able to include an FAQs section when Foster Carers had not seen the document prior to its publication?</p>	<p>The FAQs section was added based on questions received when presenting the proposals to our staff and to the Fostering Advisory Partnership in the few days before the document was shared with all Foster Carers.</p>
6.3	<p>Why were group zoom meetings not offered where we could ask questions on the proposal? It is surely more time consuming to only offer 1:1 meetings, answering the same questions multiple times.</p>	<p>Whilst it is more time consuming to offer one-to-one meetings, we felt this was more appropriate on this occasion. Every Foster Carer's situation is different, and we felt that people may not be comfortable sharing their</p>

	You said ...	Our response ...
		personal situation in a larger forum. We thought that individual conversations would be more effective in alleviating people's worries and helping people to understand what the changes might mean for them personally. It was important to us that carers felt able to share their views in full.
6.4	Have you consulted with young people on how they feel about the banding process?	<p>We have not consulted children and young people as it would be inappropriate to do so. In consultation with the Head of the Participation service, we concluded it would be very upsetting to ask children what we should be paying their carers.</p> <p>Children and young people have been involved in the development of the Valuing Care tool, they welcomed it as they hoped it would more accurately reflect their situation, their needs and ensure that carers would be able to meet their needs.</p>
Support and training for Foster Carers		
7.1	We feel that the reason Foster Carers often turn down more complex placements is that they don't feel they would get sufficient support. There should be extra support for families taking these types of placements, so they feel more able to take them on. It would be particularly useful to have training and support for PACE, Asylum, disabilities etc.	<p>We have developed a significant support offer to Foster Carers which will be implemented in April 2022. We have also strengthened our training and development offer. A number of changes have been made which include:</p> <ul style="list-style-type: none"> <li>• Development of the Support for Success service (went live April 2021)</li> <li>• Development of the Targeted Youth Support Service (went live February 2021)</li> <li>• Development of the Supporting Resilience Team in the fostering service – goes live April 2022</li> <li>• Enhanced support for children who 'step-down' from a children's home to foster care – this has been in place since 2019 and will be retained</li> <li>• Creation of the Children With Disability Outreach service which from April 2022 will be available to carers</li> <li>• Creation of an Occupational Therapist Assistant Practitioner role</li> </ul>

	You said ...	Our response ...
		<ul style="list-style-type: none"> <li>• Prioritising relationships by ensuring Foster Carers retain their Supervising Social Worker irrespective of the type of placement – specialist support will be available on a ‘call-in’ basis</li> <li>• Development of a duty team to support the setting up of a new placement, ensuring needs are clearly identified and support to manage those needs put in place</li> <li>• Improved training and development package for Supervising Social Workers so they are better able to support carers</li> <li>• Improved training and development package for Foster Carers that draws upon the best knowledge within Children’s Services to support carers</li> </ul>
7.2	You mention placement breakdowns for age 14+. Could training have an emphasis on attachment theory and the teenage brain so Foster Carers understand more of what is going on for these children at this age?	This is one of the improved training offers for Foster Carers, with a focus on development, attachment, trauma and adolescence.
7.3	Have you considered standby payment for short-term carers to provide them security between placements?	This is already in place, there is no plan to change this.
7.4	How will the new Duty Team differ from the existing Duty Team?	We currently do not have a standalone duty team – we wanted to create a new team so that the manager can focus fully on planning and support for new placements.
7.5	We are concerned about the possibility of not having the consistent support from the Enhanced Fostering Team as it currently is.	The support will be more consistent. Currently, the Foster Carer has to move to a different Supervising Social Worker a year after the placement is made, whereas in the new model, carers will remain with their long-term Supervising Social Worker. All other aspects of support will remain as now, but with improved support available throughout the placement, rather than just for the first year.
7.6	Other Local Authorities offer paid annual respite, is this something you are able to offer?	We are not aware of this offer, however, we support Carers with respite when it is deemed to be in the best interests of the child and Carers
Other questions and comments		
8.1	Is there a planned timescale for when the new model will be reviewed? How do you plan to measure if it has been successful?	We will be regularly reviewing the new model for some time. We have identified a number of key areas that we must focus on to ensure the model is successful, which will be reviewed in detail every three months.

	You said ...	Our response ...
		Should it become clear that the new model is not quite right, we will consider the best way to address any concerns, including seeking a change at Cabinet should that be needed.
<b>8.2</b>	Were consultants engaged to design the new model and how much have they been paid?	Consultants were not engaged to design the new model. It has been designed by members of the service with support from our internal transformation team.
<b>8.3</b>	This consultation is open from 17 <sup>th</sup> January until 8 <sup>th</sup> February. The consultation was only shared with all Norfolk Carers as a finalised document on 26 <sup>th</sup> January.	We have not been able to find a date of 17 <sup>th</sup> January in any documents, the consultation was published on 25 <sup>th</sup> January 2021
<b>8.4</b>	Are NCC looking at recruiting carers for specific shortfall areas; older, more complex children, CWD, specialist placements etc.?	We have a fostering recruitment strategy which focuses on a number of different areas including these.

## Next Steps

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The consultation period closed on 22<sup>nd</sup> February 2022. We have incorporated your feedback and some of your suggestions into the final paper which is due to be presented to Norfolk County Council Cabinet on 7 March 2022. We will write to you again in week commencing 14 March to notify you of the decision made by Cabinet. If the proposal is approved by Cabinet, the changes to fees would be introduced from 6 April 2022.



## Call in Request Form

This form is to be completed and signed by any Member of the Council, with the support of at least 3 other Members and must be returned to Democratic Services at [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk) within 5 working days of the Cabinet decisions being published or, if the decision has been taken by an individual member or Chief Officer, within five working days of the decision being published under the Access to Information Procedure Rules in Appendix 13 of the Constitution. Where education matters are involved, the Parent Governor and Church representatives together count as one Member.

Please telephone the Assistant Director of Governance on 01603 222949 or Democratic Services Manager on 01603 228913 to make them aware that the call-in form is on its way. You will receive a confirmation email once it has been received.

A Call-In request will only be valid if it has been received in person (by email) by the above people within the 5 working day deadline which will be specified in the decision letter.

Please note that the call-in procedure does not apply to urgent decisions.

<b>Decision Title and minute number</b>
Foster Review – Agenda Item 9

<b>Decision taken by</b> (i.e. Cabinet, Cabinet Member, Chief Officer)
Cabinet

<b>Date of Decision</b>
7 <sup>th</sup> March 2022

	Reasons for call in	Highlight which of the following apply and explain why you consider the process/principle has not been followed by the decision maker (as appropriate)
1.	The decision is not in accordance with the budget and policy framework	<p>The clear lack of co-production with foster carers and looked after children is inconsistent with the Council's "Better Together, For Norfolk" Strategy which states:</p> <p>"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."</p> <p>Comment from Director of Governance: the fact that there may not be co-production does not make the decision inconsistent with the budget and policy</p>

		framework – co-production is not required for everything that the council does, this would be impractical.
2.	The decision is a key decision and it has not been taken in accordance with the Constitution.	<p>While a General Exception Notice has been published, there is insufficient information regarding the reason why this key decision was not published on the Forward Plan and the date it was added to the Forward Plan.</p> <p>Comment from Director of Governance: The decision was placed on the forward plan at the proper time. An error was made in that it was not marked as a “key” decision on the plan, but otherwise the same information was given, at the right time, so no-one was disadvantaged by it not being marked as a “key” decision. It was clear to everyone what decision was being taken, and when.</p>
3.	There is evidence that the principles of decision-making (as set out in Article 10 of the Constitution) have not been complied with. These principles are:	
	a) Actions agreed will be in proportion with what the Council wants to achieve.	<p>The submissions from foster carers regarding the impact of this decision on the provision of in-house foster care have not been sufficiently risk assessed and have been downplayed in the report.</p> <p>For example, paragraph 9.1 identifies “Foster carers may resign as a result of the changes” and finishes with the sentence “Some carers who will see a decreased payment were expected to retire in the coming years.”</p> <p>The Risk implications/ Impact do not address the issue of existing foster carers withdrawing the additional duties they currently undertake for the Council to support the recruitment and training of new foster carers.</p>
	b) Appropriate consultation will have been carried out and decisions will take account of its results and any professional advice given by Officers.	<p>The consultation process has not been sufficient.</p> <p>The consultation document was not received by all foster carers. Foster carers based outside Norfolk were prevented from feeding into the consultation.</p> <p>The consultation document was not sufficiently clear about the financial implications of the proposal and therefore did not allow stakeholders to engage meaningfully in the process.</p> <p>Consultation responses were received up to 22 February 2022 and the Cabinet Papers were published on 25 February 2022. This does not suggest sufficient time was used to consider the consultation feedback and fully reflect in the report considered by Cabinet.</p> <p>Other key stakeholders were not involved in the formal consultation process including the Fostering Advisory Partnership, Norfolk in Care Council, the Corporate</p>



		<p>Parenting Board or the People and Communities Select Committee.</p> <p>The statement in paragraph 3.1.1 regarding engagement with foster carers in developing the revised fee structure appears disingenuous and needs clarification:</p> <p>“We had sought to work more collaboratively with Foster Carers, seeking to design the new fee structure together. However, they were clear in their feedback in a number of forums over the past few months that they wanted the department to develop a proposal which Foster Carers could then review and give their view, stating it is for the Council to decide what they want to do.”</p> <p>The Fostering Advisory Panel have made a statement that at no point during their meetings was there a discussion regarding the foster care fee structure.</p> <p>There is a disparity of information within the report specifically regarding the timescales for engagement with democratically accountable bodies within the Council. The report states at paragraph 10.1 that “We had hoped to present the Paper to Select Committee but due to the timings of meetings over the Christmas period, this was not possible. It has been considered at Corporate Board.”</p> <p>There is no clear justification for the proposal to not have been presented to the People and Communities Select Committee on 21<sup>st</sup> January 2022.</p> <p>While the Corporate Board is not a democratic decision-making body, it has been referred to but feedback from these discussions has not been included in the report.</p>
	c) Decisions will reflect the spirit and requirements of Equalities and Human Rights legislation.	
	d) The presumption that information on all decisions made by the Council, the Executive and Committees should be public with only those issues that need to be exempt by virtue of the Access to Information Rules will be taken in private.	
	e) Decisions will be clear about what they aim to achieve and the results that can be expected.	

**Detailed reasons for call in or any additional information in support of the call in that you wish to submit**

**Please use the space below to add any further comments. You may wish to consider:**

- 1) The outcome you would like to see as a result of this decision being called in**
- 2) Any further information that the Scrutiny Committee might wish to consider when assessing this call in.\***
- 3) Any Cabinet Members/Officers you would like to attend the meeting.\***

\* Please note this will be at the Chair of Scrutiny Committee's discretion

- 1) We would like Cabinet to withdraw the decisions made and ask Childrens Services to undertake further engagement with Foster Carers to co-produce a revised fee structure which is fit for purpose which will be presented to Cabinet for approval
- 2) Further information to be provided to the Scrutiny Committee -
  - a. Agendas, reports and minutes from meetings of the Corporate Board confirming the date the proposal was discussed and the discussion that took place.
  - b. Copies of the papers that were discussed in December 2020 and January 2021 in respect of changing the fee framework referred to in paragraph 1.1 of the report.
  - c. Clarification of the statement in paragraph 3.1.1 regarding engagement with foster carers in respect of the fee structure.
  - d. Clarification of the date the key decision was added to the Forward Plan and why this was not published.
- 3) Attendance at the meeting is requested of the following –
  - a. Cllr John Fisher, Cabinet Member for Childrens Services
  - b. Sarah Tough, Executive Director of Childrens Services
  - c. Kate Dexter, Assistant Director Children's Social Care
  - d. We also ask that representatives from "Norfolk Foster Carers Against Pay Cuts" be invited to attend.

**Although it is not a constitutional requirement you are advised to speak to the Chair of Scrutiny Committee before submitting your call in. If you wish to record any comments from the Chair please insert them below**

**Name (please print)**

**Signature**

**Date**

Mike Smith-Clare	Mike Smith-Clare	11.03.2022
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In accordance with the Constitution you must sign this form and obtain the signatures of at least three other Members of the Council:

Name (please print)	Signature	Date
Emma Corlett	Emma Corlett	11.03.2022
Maxine Webb	Maxine Webb	11.03.2022
Colleen Walker	Colleen Walker	11.03.2022

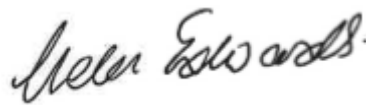
I have considered the above call in and confirm that it is valid under the requirements of the Constitution.

As noted above, I do not consider points 1 and 2 are sufficient reason for call-in, although they will no doubt be mentioned in any discussion they are not of themselves adequate grounds for call-in.

In coming to this conclusion, I have not consulted the Chair of the Scrutiny Committee, but understand that he is aware of the request..

Signed by the Director of Governance and Monitoring Officer

Date 14/03/2022



Please return to Democratic Services at [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

# Scrutiny Committee

Item No: 9

**Report Title:** Call-in of multiple Cabinet Decisions Associated with the Norwich Western Link.

**Date of Meeting:** 23 March 2022

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

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

## Executive Summary

Multiple decisions agreed at the 7 March 2022 Cabinet meeting have now been called-in. Three of these call-ins share an overarching common theme, concerning issues related to the Norwich Western Link. It has been agreed by the Chair & Vice-Chair of the Scrutiny Committee that these items will be taken together as set out in this paper.

## 1. Background and Purpose

- 1.1. Three call-ins have been received relating to decisions agreed at the 7 March meeting of Cabinet. The minutes and summary of decisions notice for this meeting can be found [here](#).
- 1.2. Full details of the decisions, including Cabinet Papers and associated documents can be found in the related appendices. For ease of reference, the three call-ins, their agenda item number, and the associated recommendations are summarised below.

### **Call-in: Highways Capital Programme 2022/23/24 and Transport Asset Management Plan**

- 1.3. This call-in relates to item no.10 on the Cabinet agenda for the meeting held on the 7 March 2022. The full Cabinet paper for this item is attached at **Appendix A**. Cabinet resolved to:
  - **Approve the Highways Capital Programme including the proposed draft allocations and programme for 2022/23 and indicative allocations for 2023/24/25.**

- **Approve the proposals for the £10m Highway Maintenance Fund.**
- **Approve the proposals for the Road Safety Community Fund.**
- **Approve the Transport Asset Management Plan (TAMP) for 2022/23 to 2026/27.**

1.4. Notification was received on Monday 14 March that Cllr Emma Corlett, supported by Cllrs Dan Roper, Terry Jermy and Maxine Webb wished to call the decision in. The notice outlining the reasons behind the call-in is attached at **Appendix B**. The Chief Legal and Monitoring Officer has confirmed that it is valid under the requirements of the constitution. It will therefore be considered at the meeting of the Scrutiny Committee scheduled for the 23 March 2023.

#### **Call-in: Norwich Western Link Update**

1.5. This call-in relates to item no.12 on the Cabinet agenda for the meeting held on the 7 March 2022. The full Cabinet paper for this item is attached at **Appendix C**. Cabinet resolved to:

- **Note the work undertaken to progress the NWL and the plan for a further update report to be presented to its meeting on 6 June 2022.**

1.6. Notification was received on Monday 14 March that Cllr Emma Corlett, supported by Cllrs Dan Roper, Terry Jermy and Maxine Webb wished to call the decision in. The notice outlining the reasons behind the call-in is attached at **Appendix D**. The Chief Legal and Monitoring Officer has confirmed that it is valid under the requirements of the constitution. It will therefore be considered at the meeting of the Scrutiny Committee scheduled for the 23 March 2023.

#### **Call-in: Risk Management**

1.7. This call-in relates to item no.17 on the Cabinet agenda for the meeting held on the 7 March 2022. The full Cabinet paper for this item is attached at **Appendix E**. Cabinet resolved to:

- **To consider and agree the key messages in paragraphs 2.1 and 2.2 and Appendix A containing key changes to corporate risks since the last risk management report in December 2021.**
- **To consider and agree the corporate risks as at March 2022.**

- 1.8. Notification was received on Monday 14 March that Cllr Emma Corlett, supported by Cllrs Dan Roper, Terry Jermy and Maxine Webb wished to call the decision in. The notice outlining the reasons behind the call-in is attached at **Appendix F**. The Chief Legal and Monitoring Officer has confirmed that it is valid under the requirements of the constitution. It will therefore be considered at the meeting of the Scrutiny Committee scheduled for the 23 March 2023.

## 2. Call-in and Meeting Procedure

- 2.2 As all three call-ins will be taken together as a single item, a few minor adjustments have been made to the standard call-in procedure. The Chair and Vice-Chair of the Scrutiny Committee have therefore agreed the following meeting procedure when handling the call-in:

- Those Councillors calling-in the decision will be given collectively 20 minutes introduction to explain their reasons for call-in.
- The Chair will ask the Cabinet Member and officers if they wish to add anything at this stage.
- Those Councillors calling-in the decision will then be given collectively 20 minutes to question the Cabinet Member and officers. They do not have the right to put forward recommendations; this right is reserved for Members or substitute Members of the Committee only.
- Members and substitute Members of the Committee will then question the Cabinet Member and officers (As the call-ins do not relate to an education matter the Parent Governor and Church representatives may not put forward or vote on motions. They may still participate in the debate).
- Those Members who have called-in the decision will collectively have 5 minutes at the end of the debate to sum up their arguments.
- Following this, the Chair will sum up the debate and ask the Committee if they wish to make any proposals regarding the call-ins. At this stage, only a limited number of proposals will be considered to be in order. The options available to the committee are as follows:
  - A. The Committee refers the decision back to the decision maker (in this case, Cabinet).
  - B. The Committee refers the decision to Full Council (the Committee should only use this power if the decision is deemed to be either i) contrary to NCC's policy framework; or ii) contrary to or not wholly in accordance with the budget).
  - C. The Committee notes the call-in, but takes no further action.
- All three call-ins must be voted on separately.

- 2.3 The Final list of witnesses to be invited to attend will be agreed by the Chair and presented to the Committee on the day.

### 3. Background Papers

- 3.1. **Appendix A:** Cabinet report - Highways Capital Programme 2022/23/24 and Transport Asset Management Plan
- 3.2. **Appendix B:** Call-in notice: Highways Capital Programme 2022/23/24 and Transport Asset Management Plan
- 3.3. **Appendix C:** Cabinet Report- Norwich Western Link Update
- 3.4. **Appendix D:** Call-in Notice: Norwich Western Link Update
- 3.5. **Appendix E:** Cabinet Report: Risk Management
- 3.6. **Appendix F:** Call-in Notice: Risk Management

#### Officer Contact

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

**Officer name:** Peter Randall, Democratic Support and Scrutiny Manager

**Telephone no.:** 01603 307570

**Email:** [Peter.randall@norfolk.gov.uk](mailto:Peter.randall@norfolk.gov.uk)



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# **Cabinet**

**Item No: 10**

**Report Title: Highways Capital Programme 2022/23/24 and Transport Asset Management Plan**

**Date of Meeting: 07 March 2022**

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

**Responsible Director: Tom McCabe - Executive Director for Community & Environmental Services**

**Is this a Key Decision? Yes**

**If this is a Key Decision, date added to the Forward Plan of Key Decisions: 21 July 2021**

## **Introduction from Cabinet Member**

Highway infrastructure is important for our growing economy as we seek to manage, maintain & develop Norfolk's highway network, facilitate major development and deliver effective services to support sustainable growth and quality of life to residents and businesses.

It supports the Council's business plan, Together, For Norfolk, and its strategy 'Better Together for Norfolk' 2021-25. The Highways Capital Programme contributes directly to the strategic priorities of:

- A Vibrant and Sustainable Economy;
- Strong, Engaged and Inclusive Communities; and
- A Greener, More Resilient Future.

Key outcomes for the Highway Capital Programme are:-

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

The programme also helps implement the Council's Strategic Delivery Infrastructure Plan.



## **Executive Summary**

This report summarises the three-year settlement following the Governments October 2021 budget and the proposed allocations for 2022/23/24/25. It also includes the successful progression of the 3rd River Crossing in Great Yarmouth, the Transforming Cities Fund in the Greater Norwich Area and Long Stratton Bypass. In recent years, competitive bids have already secured significant funding from the Local Growth Fund (LGF), via the New Anglia Local Enterprise Partnership (NALEP), as well as the Department for Transport's (DfT) "Transforming Cities Fund" for improvements, and the DfT "Challenge" and "Incentive" funds for maintenance, and Active Travel for Walking and Cycling. These funds are progressively replacing "needs based" allocations.

The recommended allocations for 2022/23, based on the expected government settlement, are set out in paragraphs 1.3.3, 1:3.4 and Appendix A of this report. At the time of writing, the actual allocations from the DfT are unknown.

## **Recommendations:**

- 1. Approve the Highways Capital Programme including the proposed draft allocations and programme for 2022/23 and indicative allocations for 2023/24/25 (as set out in Appendices A, B and C).**
- 2. Approve the proposals for the £10m Highway Maintenance Fund (as set out in Appendix D).**
- 3. Approve the proposals for the Road Safety Community Fund (as set out in Appendices E and F).**
- 4. Approve the Transport Asset Management Plan (TAMP) for 2022/23 to 2026/27.**

## **1. Background and Purpose**

- 1.1. The Highways Capital Programme helps to deliver corporate objectives from our Council's Strategy "Better Together for Norfolk" 2021-25 and Local Transport Plan.
- 1.2. **Local Transport Plan**
  - 1.2.1. The County Council adopted its third Local Transport Plan (LTP) 2011-2026 for Norfolk, Connecting Norfolk, in 2011. In 2015, Elected Members agreed a roll-forward of the LTP Implementation Plan and, in November 2021, the Council adopted a revised Local Transport Plan strategy and committed to the development of an implementation plan.
  - 1.2.2. Until the implementation plan is adopted, the current LTP remains the LTP3 and by virtue of s108(3B) of the Transport Act 2000, the Council is required to have regard to LTP3 in complying with its duty under s108(b) of the Act. That does not negate the need for the Council also to 'carry out their functions so as to implement' the policies contained within LTP4 in accordance with s108(1)(b) of the Act. As such an appropriate level of weight is given to the LTP4 strategy in decision-making by the Council.

1.2.3. LTP3 has six main aims:

1. Managing and maintaining the transport network
2. Delivering sustainable growth
3. Enhancing strategic connections
4. Improving accessibility
5. Reducing transport emissions
6. Improving road safety

1.2.4. LTP4 strategy has the following aims:

- 1 Embracing the Future
- 2 Delivering a Sustainable Norfolk
- 3 Enhancing Connectivity
- 4 Enhancing Norfolk's Quality of Life
- 5 Increasing Accessibility
- 6 Improving Transport Safety
- 7 A Well Managed and Maintained Transport Network

1.2.5. In July 2019 Transport East, the Sub-national Transport Body covering Norfolk, Suffolk, Essex, Southend-on-Sea and Thurrock submitted its regional evidence base to government containing its priorities for large local major road schemes (those above £50m) and schemes on the MRN (typically £20-50m). Transport East's priorities included the following in Norfolk:

- Norwich Western Link (major);
- A140 Long Stratton Bypass (MRN);
- A10 West Winch Housing Access Road (MRN);
- A47/A17 Pullover Junction King's Lynn (MRN).

1.2.6. DfT fed back on these schemes and allocated further development funding for the A140 Long Stratton Bypass to progress to Outline Business Case (OBC) stage. This has now been completed and the OBC submitted to DfT in January 2021. The Norwich Western Link similarly received funding to progress to OBC. A Strategic Outline Business Case (SOBC) for West Winch Housing Access Road was submitted to government in 2021. We are yet to receive a decision about progression to OBC. Work has commenced, in conjunction with National Highways, on Pullover Junction to take it towards SOBC. There is more detail on these projects in section 2.5 of this report.

1.2.7. It should be noted that, on 18 January 2022, DfT wrote to Transport East and local authorities, stating "the Spending Review has challenged Ministers to make choices and to focus on key departmental priorities. As a result, it is likely that we will not have sufficient funding to continue to fund all the schemes currently in the programme to the current scale or timing. In addition, since the programme was set up in 2019 there have been changes to Government policy around transport investment, analytical requirements especially on carbon impacts, the impact of new forecasts and of course the effects of Covid on

delivery and future demand. It is therefore right that we now take the opportunity to review the programme.

1.2.8. “As a first step we would like to give all scheme promoters and the relevant STBs the option to reconsider the schemes in the current programme.... The starting point for the review is that any scheme that already has approval at Outline Business Case stage will not be considered for removal unless the LA/STB decides otherwise or unless the case for the scheme changes significantly.”

1.2.9. At the time of writing this review has not been completed. Of the Norfolk schemes in this programme:

- Long Stratton Bypass has OBC approval
- Norwich Western Link OBC submitted, awaiting approval
- West Winch SOBC submitted, awaiting approval
- Pullover, pre-SOBC completed, commenced work on SOBC

### 1.3. **Funding**

1.3.1. National funding levels from the Department for Transport (DfT) for both Structural Maintenance and Integrated Transport Block grants was announced in the three-spending review announced in October 2021. Whilst the Government stated the size of several grants for Local Highway Authorities, they are yet to confirm the individual allocations for each authority. Therefore, this report is based upon similar levels to the 2021/22 allocation.

1.3.2. The Integrated Transport budget is funded from DfT allocations, but more significantly we look to other sources of funding, such as Transforming Cities and District funded Town Deals as well as funding from developers.

1.3.3. In planning the 2022/23/24 programme, we have made assumptions around the availability and success in achieving future competitive based funding opportunities. Where the funding source has not been confirmed, these are detailed with the comments against the schemes in Appendix C.

1.3.4. Members should note that in addition to DfT Integrated Transport funding, schemes of this type are also delivered from various funding sources including developer funding (Section 106, CIL - Community Infrastructure Levy); one-off bidding rounds; National Productivity Investment Fund (NPIF); and Local Growth Fund (LGF). The total value of this programme is estimated at some £59.007m, which considerably exceeds the proposed LTP allocation of £1.977m.

1.3.5. The team continue to explore potential funding opportunities and facilitate the preparation and submission of bids that support County Council priorities and objectives. This maximises the opportunity to seek and secure additional funding for the County.

1.3.6. The highways capital programme is actively managed throughout the year to aim for full delivery within the allocated budget. Schemes are planned at the start of the year but may be delayed for a variety of reasons e.g., planning

consent or public consultation. When it is identified that a scheme may be delayed, then other schemes will be planned and progressed to ensure delivery of the overall programme and the original schemes will be included later.

## **2. Proposals**

### **2.1. Structural Maintenance and Bridge Strengthening**

- 2.1.1. It is recognised that the existing level of funding makes the maintenance of current condition challenging, but our planned interventions have had a generally positive outcome over the years, although overall due to current funding levels the maintenance backlog has increased in recent years.
- 2.1.2. The overall highway asset backlog in April 2021 is £47.9m. This is an increase compared with £45.1m in 2019/20 and £36.4m in 2018/19 and reflects the current funding levels from government.
- 2.1.3. The Highway Asset Management Policy and Strategy, together with targets, has been reviewed, revised, and was considered by the July 2019 Infrastructure and Development Select Committee. It has been monitored by the committee as part of the Highway and Transport Network Performance Report in 2020 and 2021.
- 2.1.4. The Strategy will be reviewed later this year by Infrastructure and Development Select Committee, as part of the annual Highway Transport Performance Report, when the full details of the spending review for the 3-year period will be known.
- 2.1.5. Construction industry inflation indices are heavily based on energy and oil derived products such as asphalt, bitumen, and concrete. These inflation indices are likely to be in the region of 10-15% in the new financial year which will diminish the Council's purchasing power. Indications are that the DfT allocations will not include an allowance for inflation.
- 2.1.6. To help with the challenge of managing the asset we will continue to look for opportunities for additional funds as they become available over and above the DfT allocations.
- 2.1.7. **Additional £10m investment in highway maintenance by the Council**
  - 2.1.7.1. Last summer, the County Council announced an additional £10m investment into highway maintenance over the next four years.
  - 2.1.7.2. Proposals for 2021-22 were agreed at Cabinet on 6 September 2021. Four resurfacing schemes were announced as part of an £0.5m allocation to resurfacing and schemes at A143 Needham, A143 Mundford, A149 Wells, B1354 Hainford will be completed by the end of March 2022.
  - 2.1.7.3. Proposals for 2022-23 and future years are summarised in Appendix D. The additional funding is funding the Council resurfacing programme. This includes £2m on our A road network including the A1066 at Roydon, A1151 Wroxham Road, Sprowston, A1075 Norwich Road Thetford, B1108 Colney, B1112

Methwold, B1146 Hoe, Paston Road and Beach Road in Mundesley, Boniface Close in Norwich, and Gorleston High Road. We are proposing to spend more in 2022/23 to maximise the value of the investment.

- 2.1.8. Details of the proposed allocation of the structural maintenance and bridges budget for 2022-23 can be found in Appendix B, and distribution of the additional Council investment in Appendix D.

## 2.2. **Carrow Bridge, Norwich**

- 2.2.1. In last year's Highway Capital Report, the need to establish a longer-term solution for Carrow Bridge was highlighted. Discussions are ongoing with key partners, including the Broads Authority, to agree short-term and longer-term options for improvement at this sensitive part of the transport network. The programme of ongoing maintenance works continues on a regular basis.

## 2.3. **Active Travel**

- 2.3.1. In summer 2020, the DfT published 'Gear Change'. This new strategy from government has made clear the ambition of achieving a step change in walking in cycling in the coming years, calling for bold action and a 'once in a generation chance to accelerate active travel'. This includes the vision that cycling, and walking will be the natural first choice and account for half of all journeys in our towns and cities by 2030.
- 2.3.2. Publication of the DfT Cycling and Walking Investment Strategy, gave guidance on the Local Cycling & Walking Infrastructure Plans. Expressions of interest were requested, and Norfolk received £65,000 to develop a walking and cycling Strategy for Greater Norwich. This has included developing a prioritised network plan for cycling and walking infrastructure improvements based on effectiveness, cost and deliverability, which helped inform the Transforming Cities Funding Bid.
- 2.3.3. The Council's cycling and walking strategy is now being refreshed to reflect the need for change and importance of Cycling and Walking for health and wellbeing, community resilience, environment, and the economy. We have well developed LCWIP's for Kings Lynn, Great Yarmouth District and Dereham. Through a successful bid to the DfT's Capability Fund we are currently progressing with an LCWIP covering all of Norfolk.
- 2.3.4. The DfT are currently funding this work through an annual bidding process.
- 2.3.5. Norfolk received a £1.5m grant from the Active Travel Fund Tranche 2. This is primarily to encourage cycling and walking. Of this £1.2m was for capital projects.
- 2.3.6. We have delivered an upgraded segregated crossing where National Cycle route 1 crosses the A148 Gaywood Road in Kings Lynn and are currently delivering additional cycling parking across Norfolk.

- 2.3.7. Three of the larger schemes in Broadland and Norwich are still going through a consultation process, with construction extended into 2022-23.
- 2.3.8. The £300,000 revenue element of the Tranche 2 funding will build vital capacity to implement the Active Travel programme, including increased community engagement, consultation and behavior change initiatives. The insight led approach created through the revenue funding will enable us to evidence the plans we intend to resource in future iterations of the Active Travel Fund. It has also allowed us to expand our employee engagement through Mobilityways and pilot School Streets work with Sustrans.
- 2.3.9. We have also been successful in continuing and expanding our existing Active Travel Programme. The Pushing Ahead Access Fund programme, promoting Active Travel in Norwich and Great Yarmouth, was successful in an application to continue until December 2021. This provided a bike loan scheme, employee engagement and set up of community cycle hubs. We also were successful in a £285,000 project to promote e cycles across Norfolk. This programme will continue across 2022 with an e-bike loan offer already live in North Norfolk and we are planning to extend the Beryl Hire e-bike scheme to Wymondham, Hethersett and Drayton.
- 2.3.10. Active Travel England (ATE) announced in 2020, will be the inspectorate and funding body in the future. It will be responsible for driving up the standards of cycling and walking infrastructure and managing the national active travel budget, awarding funding for projects that improve both health and air quality.
- 2.3.11. Design guidance LTN 1/20 was issued in July 2020 to provide guidance to local authorities on delivering high quality, cycle infrastructure. It is expected that any bids will be informed by this.
- 2.3.12. In June 2021 we were invited by the DfT to bid for further capital funding for cycling and walking infrastructure schemes to be delivered in 2022/23.
- 2.3.13. Criteria set by government broadly follows that of phase 2, with the added requirement that all schemes put forward must be aligned with local cycling and walking infrastructure plans (LCWIP).
- 2.3.14. The Council's bid was submitted to the DfT on 6 August 2021. It comprises 11 schemes totaling £2.465m.
- 2.3.15. We still await the outcome of the bid and ATE have asked to undertake a design review of some of the schemes in our bid. The schemes have not been added to the Highway Capital Programme, but will be, pending a successful announcement of the award.
- 2.4. **Integrated Transport**
- 2.4.1. Integrated Transport funding covers all expenditure on new infrastructure such as improvements at bus interchanges and rail stations, local safety schemes, pedestrian crossings, footways, traffic management, route and junction improvements and cycle paths. It used to be largely funded by the DfT

Integrated Transport block grant. It is now heavily supplemented by other funding sources such as specific funding for Majors, Community Investment Levy, and Housing Infrastructure Fund.

- 2.4.2. Budget summaries for the proposed programme is detailed in Appendix A. Individual schemes are detailed in Appendix C.
- 2.4.3. The proposed allocation from the LTP grant is £1.977m. This is allocated for mainly low-cost improvement schemes including the parish partnership programme, and contributions to developing major schemes.
- 2.4.4. **Local Safety Schemes (LSS)**
  - 2.4.4.1. The 1988 Road Traffic Act places a statutory duty on local authorities to study road collisions, and to reduce and prevent them. Improving road safety is also one of six strategic aims within the LTP.
  - 2.4.4.2. LSS proposals enter the capital programme following an evaluation of accident statistics and their potential for casualty reduction. Accident cluster locations are included where the first-year rate of return of the proposed remedial measures exceeds 200%. LSS are treated as a priority due to their positive impact on road safety and casualty reduction.
  - 2.4.4.3. A sample of LSS implemented over recent years has been reviewed, to check whether expected benefits have been delivered. LSS are generally performing as expected and delivering cost benefits in terms of accident reduction savings, based on low-cost measures.
- 2.4.5. **Parish Partnership programme**
  - 2.4.5.1. The Parish Partnership programme began in September 2011, when Parish and Town Councils were invited to submit bids for small highway improvements. The County Council offered to support up to 50% of the cost of schemes. The intention being to ensure that limited funds could be used to meet local community needs, helping promote the developing localism agenda.
  - 2.4.5.2. From 2020/21, it was proposed that annually the Council would support Parish Partnerships with an annual £350,000 allocation.
  - 2.4.5.3. The Safety Camera Partnership in 2021-22 gave £39,117 for Speed Activated Message signs (SAMs) to be purchased and managed by Parishes. We have reviewed the parish bids for 2022/22, (see separate report to March Cabinet) to confirm the continuing level of demand for these signs and a funding bid will be submitted to the Safety Camera Scrutiny Board of £62,744.
  - 2.4.5.4. The fund has been heavily oversubscribed in 2022-23 and to enable the demand to be met we have increased the allocation from the LTP budget on a one-off basis. We are anticipating a match fund of £674,739 for 50% County Council contributions. There is a separate report on the agenda for Cabinet 7 March 2022, covering this in more detail. It will enable a total programme of £1,493,057.

2.4.5.5. To give Parish/Town Council time to develop bids, letters inviting bids were sent out in June 2021. Bids are assessed against their contribution towards the six main aims that support the vision in the LTP, and viable schemes identified.

2.4.5.6. To further assist Town/Councils, the County Council [website](#) provides key supporting information.

#### 2.4.6. **Additional Highways Investment**

2.4.6.1. At the Policy & Resources Committee on 27 November 2017, Members noted that one of the priorities for the administration was a commitment to invest an extra £20m in Norfolk's roads.

2.4.6.2. This funding was allocated to the delivery of major projects, junction improvements, market town schemes, footways and crossing improvements and a contribution to Parish Partnership, Local Member fund and public rights of way. Much of this funding has been spent and schemes delivered over the previous four-year period for example we have delivered new pedestrian crossing facilities in Hellesdon, North Walsham, Norwich, Old Buckenham Terrington St Clement and Wells.

#### 2.4.6.3. **Local Road schemes / Junction Improvements**

2.4.6.3.1. The proposed investment will enable those schemes already approved in 2019-20 to continue to progress with design and construction. These are the B1146 Hempton Roundabout, A1066 Victoria Road junction with Vines Road, Diss and Station Road Link, Diss.

2.4.6.3.2. The Council submitted a proposal to replace the existing staggered junction at Stradsett A1122/A134 to the DfT Pinch Point Fund. Unfortunately, this bidding opportunity was closed by Government. We are continuing with outline design with specific Council borrowing in expectation of a future funding opportunity.

#### 2.4.6.4. **Market Town Network Improvement Strategies**

2.4.6.4.1. All ten market town strategies (Dereham, Swaffham, North Walsham, Thetford, Diss, Downham Market, Fakenham, Wroxham/Hoveton, Wymondham, Aylsham), have now been adopted by the Council.

2.4.6.4.2. The resultant Network Improvement Strategies will help inform future development and opportunities, as demonstrated by the Heritage Funded works planned in North Walsham Market Place led by North Norfolk District Council but supported by the County Council.

#### 2.4.6.5. **Pedestrian Crossings and Footways**

2.4.6.5.1. The proposed investment was used to fund assessment and study work together with some scheme delivery. New facilities were delivered for Hellesdon, and Harleston during 2021/22 and we are currently upgrading the traffic signals



adding new improved pedestrian crossing facilities in Old Catton/Sprowston. Other assessments are being undertaken to inform the priorities and cost for inclusion in a future programme.

#### **2.4.6.6. Public Rights of Way (PROW)**

2.4.6.6.1. The £20m investment allowed approximately £200,000 to be invested in capital improvement and maintenance on PROW, including surfacing and footbridge reconstruction. This was delivered over 2018/19/20. Funding from the LTP Integrated Transport remains at £15,000 for 2022/23.

#### **2.4.6.7. Local Member Fund budget**

2.4.6.7.1. Members were advised by email in June 2017 that a new fund had been created to provide each Member with an annual budget of £6,000 to be used on highway work within each financial year. This offers flexibility to progress small highway projects based upon local need.

2.4.6.7.2. From 2021-22 it was agreed as part of the 2021/22 budget setting process to increase this fund per member to £10,000 per annum, with the scope of the fund was widened to include environmental aspects such as tree planting and the installation of Electrical Vehicle charging points.

#### **2.4.7. Major Projects**

##### **2.4.7.1. Great Yarmouth Third River Crossing**

2.4.7.1.1. In the 2017 Autumn Budget, the Government announced a £98m grant for this project. £2m funding has also been secured from the LGF and £1m from County Council funds was allocated in 2020-21. The remaining £19m is being funded from local contributions, and we have been successful in securing a reduced borrowing rate to support this.

2.4.7.1.2. The Secretary of State granted development consent in September 2020 and the Full Business Case was and approved by the Department of Transport in November 2020.

2.4.7.1.3. Construction work commenced on 4 January 2021 and the budget and programme remain on track, with the scheme due to be opened in Spring 2023.

##### **2.4.7.2. Transforming Cities**

2.4.7.2.1. Transforming Cities is a £2.5bn transport fund to support connectivity in some of England's largest cities, with funding running from 2018-19 to 2022-23. Around half has been allocated to Metro Mayoral Combined Authorities on a devolved basis with the remaining £1.2billion to be allocated across 12 cities, including Greater Norwich.

2.4.7.2.2. In 2019/20 we successfully bid for funding from Tranche 1 and received £6.1m for six schemes. These schemes are now complete.

2.4.7.3. In September 2020, the DfT awarded Norwich £32m capital funding from Tranche 2. The bid was based on a range of projects aimed at improving clean

and shared transport to create a healthy environment, increasing social mobility and boosting productivity through enhanced access to employment and learning. The TCF allocation is based upon the funding breakdown shown in the following table.

2.4.7.4.		DfT	Local Authority	Third-Party	Total
	Medium	£32.2m	£7.9m	£18.8m	£59.9m

2.4.7.5. As a result of this funding award, the TCF programme is a significant addition to the Highway Capital Programme. Delivery of the TCF programme is going well and schemes that have already been delivered are performing well in terms of delivering journey time savings for public transport and improved environments for those walking and cycling around Norwich. We are currently looking at the remainder of the TCF programme with a view to engaging with DfT on delivering some elements of the programme beyond March 2023.

#### 2.4.8. **Norfolk Infrastructure Delivery Plan**

2.4.8.1. Other significant projects are being scoped using available funding sources but are not yet developed in sufficient detail for inclusion in the capital programme. These are part of the Norfolk Infrastructure Delivery Plan refreshed for 2021, that was reported to Infrastructure and Development Select Committee on 17 November 2021 and agreed by Cabinet on 6 December 2021.

2.4.8.2. Those which would form part of the adopted road network are:

- Broadland Growth Triangle Link Road
- Attleborough Link Road
- A10 West Winch Housing Access Road
- A140 Long Stratton Bypass
- Fakenham A148 Roundabout Enhancement
- Norwich Western Link
- A17/A47 Pullover Junction (part local road, part strategic (trunk) road).

2.4.8.3. The Broadland Growth Triangle Link Road, Attleborough Link Road and Fakenham A148 Roundabout Enhancement sites are development lead projects which are not part of our Highway Capital Programme. The remaining schemes are as follows:

#### 2.4.8.4. **West Winch Housing Access Road**

2.4.8.4.1. The Strategic Outline Business Case (SOBC) was submitted to the DfT in March 2021. The DfT then asked for a separate Options Appraisal Report (OAR) and an Appraisal Specification Report (ASR) to be prepared and asked for some

clarification questions to be answered. These were submitted in September 2021 and resulted in a further set of clarification questions. A number of other requests have also been made relating to a Carbon Management Strategy and assurances on the delivery timescales for the 4,000 new homes the road would enable.

- 2.4.8.4.2. The responses to these questions and requests have been prepared and are being finalised for submission in January 2022. The DfT will need to present our scheme to one of their monthly Investment Committee meetings, using the information we have provided, before they can grant approval to our SOBC and agree to provide funding towards the next Outline Business Case (OBC) stage.
- 2.4.8.4.3. There are a number of challenges to overcome in relation to gas main diversions and stakeholder approval, but if these can be overcome, construction could commence in 2024, subject to a funding announcement by government.

#### 2.4.8.5. **A140 Long Stratton Bypass**

- 2.4.8.5.1. In July 2021, the Outline Business Case (OBC) was approved by DfT. This confirmed that, based on the importance and benefits of the proposed scheme, DfT were providing the necessary funding contribution of £26.21m to enable the scheme to continue with the development of the statutory approval processes and through the tendering process to identify a preferred contractor.
- 2.4.8.5.2. Alongside completion of the OBC process, the project team have finalised the scheme design for planning purposes and worked with the Developer to update the existing planning applications, which were submitted in August 2021. It is anticipated that the applications will be approved in the late Spring of 2022, which will allow the County Council to progress the scheme through the Highway Orders process culminating in a proposed start of works during 2023 and programmed completion by the end of 2024/25 financial year.

#### 2.4.8.6. **Norwich Western Link**

- 2.4.8.6.1. In May 2020, the Norwich Western Link was given conditional entry into the DfT Large Local Majors funding programme via acceptance of the Strategic Outline Business Case and as a result the Council has continued developing the project.
- 2.4.8.6.2. The submission of the Outline Business Case (OBC) to DfT was confirmed in June 2021 and, following the procurement process through 2020/21, the Design and Build Contractor was appointed in July 2021. Necessary ongoing surveys were undertaken during 2021 and these are informing the scheme design.
- 2.4.8.6.3. Approval of the OBC is still awaited from DfT and the pre-application public consultation is now scheduled to be completed as soon as possible during 2022. Design development is ongoing in preparation for a planning application submission as soon as possible following the pre-application public consultation.

#### 2.4.8.7. **Pullover A17/A47**

- 2.4.8.7.1. Work has now commenced on the production of a Strategic Outline Business Case (SOBC) for the A17/A47 Pullover Roundabout Improvement after discussions with the DfT and National Highways (NH) to seek their views on the

proposed methodology. National Highways has also agreed to contribute £50,000 to the total cost of this preliminary work which is estimated to be in the region of £200,000 to £250,000.

- 2.4.8.7.2. The SOBC work is expected to be completed by the end of July 2022. This then allows time for approvals before the SOBC can be submitted to DfT. The current overall programme for the scheme shows us submitting the SOBC by the end of December 2022, and, assuming successful scheme development, completion of the remaining business case stages and planning, a start of construction in spring 2025, subject to a funding announcement by government.

#### 2.4.9. **Traffic Management**

- 2.4.9.1. Minor traffic management issues (parking, waiting, speed, and weight limit restrictions) are generally funded via the Local Member Fund budget. Anything more significant will need to identify appropriate funding.

- 2.4.9.2. Speed limits are governed by the Council's speed management strategy and new limits introduced only where there is significant change in the environment (e.g., a village boundary has expanded) or there are compelling safety reasons.

#### 2.4.10. **Road Safety Community Fund**

- 2.4.11. The highest priority road safety schemes, which have targeted casualty reduction, have been delivered via the local safety scheme part of the highways capital programme.

- 2.4.12. Many of the smaller scale, locally identified concerns regarding road safety issues have not been advanced as the Council's resources has focused on directing the limited available funding to those locations where the greatest benefits on casualty reduction could be achieved. It was therefore recognised we had a growing need to work with County Councillors and local communities to provide small scale road safety schemes that could address more specific local issues.

- 2.4.13. The new £1m Road Safety Community Fund (RSCF) was approved by Cabinet on 6 September 2021. The aim of this fund is to give communities across Norfolk an opportunity to promote small scale, locally driven road safety improvements. The objective of the Fund will be to deliver 100 new county-wide road safety schemes over the next four years. We are particularly keen to encourage schemes which are likely to focus on casualty reduction, therefore these types of proposals will be given greater consideration when prioritising.

- 2.4.14. These schemes are restricted to maximum threshold of £10,000 each from this fund, for local highway safety improvements, which will help address local issues and concerns. However, where the scheme meets our criteria, but costs are estimated to be slightly above this figure, 'topping up' will be permitted if the community or Local Member are willing and able to fund the difference. Any such external funding needs to be clearly shown on the bid form. Larger schemes above £10,000 will still need to be considered as part of the wider Highways Capital Programme.

- 2.4.15. To maximise resources and deliver schemes efficiently, it is proposed that the RSCF will deliver 20 to 30 schemes per year focusing on geographical areas as detailed below:
- Year 1: King's Lynn & West Norfolk;
  - Year 2: North Norfolk, Broadland & Gt Yarmouth;
  - Year 3: South Norfolk & Breckland;
  - Year 4: Norwich & other subsequent requests.
- 2.4.16. Those schemes contained in Year 1 (2022/23) for approval in West Norfolk are shown in Appendix E and the proposed timescales for the delivery for the first two-years is shown on the programme in Appendix F.

### **3. Transport Asset Management Plan (TAMP) 2022-23**

- 3.1. The TAMP is updated annually, reported to Select Committee and approved by Cabinet, is available on [our website](#).
- 3.2. An annual "Highway & Transport Network Performance report" was presented to the Infrastructure and Development Select Committee in September 2021. This report enables the Committee to understand network performance so that they can take this into account in considering policies and strategies.
- 3.3. Norfolk continues to review its maintenance and inspection policies for the network to ensure they deliver best practice, are value for money, and that actions align with Member's decisions on funding priorities. Any changes are presented to Members for approval.
- 3.4. The TAMP has been reviewed and no significant changes are proposed, and the provision in the TAMP is considered to continue to be appropriate. We would usually take a report on the TAMP to the Select Committee in November 2021; this is the regular annual update. In discussion with the Chairman, the TAMP was circulated by Select Committee Members to review by email instead of a discussion at a meeting. This was because there were no significant changes being proposed this year.

### **4. Impact of the Proposal**

- 4.1. The Highways Capital Programme represents a significant investment in the Norfolk economy.
- 4.2. It helps protect the investment already made in establishing the £15bn highway asset in Norfolk.
- 4.3. It supports the Council's business plan, Together, For Norfolk, and its strategy 'Better Together for Norfolk' 2021-25. The later contains a strategic priority of a "Vibrant and Sustainable Economy".

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

A well-managed highway network that enables everyone to travel the county freely and easily;

A strong infrastructure for our growing economy.

- 4.4. It helps implement our Strategic Delivery Infrastructure Plan.

## **5. Evidence and Reasons for Decision**

- 5.1. The Highway Capital Programme matches the Council's aspirations in the Council business plan to manage, maintain & develop Norfolk's highway network, facilitate major development and deliver effective services to support sustainable growth and quality of life to residents.

### **5.2. National Highways & Transport Network (NHT) Public Satisfaction Survey 2021**

- 5.2.1. The National Highways and Transport (NHT) survey takes place annually during the summer. The survey sample size was 3,300 and boasted a response rate of 30%, a good response rate for surveys of this type.

- 5.2.2. The NHT Survey is referenced in the DfT's Incentive Fund self-assessment process and allows the Council to compare ourselves to our peers, monitor performance and help make efficiencies. It also forms part of our performance framework for our asset management strategy.

- 5.2.3. Norfolk County Council achieved an overall score of 52 and again achieved a ranking of 2nd (alongside Cornwall, Derbyshire and Worcestershire) out of 29 county councils that participated in this year's NHT survey. The average overall score amongst our peers this year was 50.

- 5.2.4. Norfolk also ranked first place overall when compared to the Eastern Region County Councils (Cambridge, Essex, Hertfordshire & Suffolk).

- 5.2.5. Out of the 29 county councils and larger unitary authorities in the peer group, Norfolk also ranked 1<sup>st</sup> in the following areas:

- KBI 04 Ease of Access (disabilities);
- PTBI 07 Bus Fares (2nd year in a row);
- TCBI 14 The routes taken by heavy goods vehicles.

- 5.2.6. We report both the score and position in the Transport Asset Network Performance Report of several maintenance indicators, including:

- KBI 11 - Pavements & Footpaths (overall); Joint 6th (55);
- KBI 13 - Cycle routes and facilities (overall); Joint 3rd (51);
- KBI 15 - Rights of way (overall); Joint 17th (56);
- KBI 23 - Condition of highways; Joint 4th (36);
- KBI 24 - Highway maintenance; Joint 7th (42);

- KBI 25 - Street lighting; 16th (60).

5.2.7. The customer satisfaction results across a range of indicators, coupled with the asset performance framework gives the Council confidence that outcomes are being achieved.

## **6. Alternative Options**

6.1. Differing proposals could be put forward to utilise planned invest differently across the highway assets or provide additional investment from our Council. However, given the performance as detailed in section 5.2, this is not recommended.

## **7. Financial Implications**

7.1. The funding for highways schemes is included in the Norfolk County Council Revenue and Capital Budget 2022-23, presented to Full Council in February 2022. This included the overall County Council Capital Programme, and overall budgets contained within this report.

7.2. The Council is still awaiting full details of its Highway capital settlement for 2022/23. This and the details for the following 2-years is expected from the DfT imminently at the writing of the report. The Council will also look to maximise opportunities for bidding for other funding.

## **8. Resource Implications**

### **8.1. Staff:**

If the County Council is successful in its bid applications, the resource strategy will need to be reviewed to ensure delivery of the projects, although the current arrangements with the professional services provider, WSP, will be utilised in the first instance.

### **8.2. Property:**

There are no implications

### **8.3. IT:**

There are no implications

## **9. Other Implications**

### **9.1. Legal Implications**

The legal implications of individual schemes will be evaluated as part of the project delivery process.

### **9.2. Human Rights implications**

The Health and Safety implications of individual schemes will be evaluated as part of the project delivery process.

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

An Equality Impact Assessment for the Highway Asset Management Strategy and Policy has been completed. There are no adverse impacts.

An Equality Impact Assessment has been carried out for our Transforming Cities programme. Should our funding application be successful, assessments will also be carried out as part of the development of individual schemes.

**9.4. Health and Safety implications**

The Health and Safety implications of individual schemes will be evaluated as part of the project delivery process.

**9.5. Sustainability implications**

The programme has been developed in accordance with the current LTP aims, which include delivering sustainable growth. This is considered further for each scheme during the detailed design phase.

**9.6. Any other implications - N/A**

**10. Risk Implications/Assessment**

10.1. Funding may be changed by Government (for example budget announcements, or bidding opportunities) or the Council.

10.2. Although an allowance for inflation is budgeted for, if inflation exceeds what is expected the programme may be adversely affected.

10.3. Damage to assets can be caused by adverse weather, winter, drought, wind and flood. The County's Fen roads are particularly susceptible to drought damage.

10.4. There is a risk with the larger, non-LTP funded schemes that if they overspend, any shortfall may need to be funded from the Highways Capital Programme. To accommodate this, programmed schemes may need to be deferred to prevent overspend on the overall Highways Capital Programme. The risk is mitigated by effective project and programme management.

10.5. The Council has underwritten a local contributions as part of the requirements of the funding opportunity, such as the 3rd River Crossing.

10.6. Any scheme specific risks and implications will be assessed and mitigated during the development of each scheme.

**11. Select Committee comments**

11.1. The Infrastructure & Development Select Committee endorsed the realignment of the Asset Management Policy with the Council Plan May 2019 and the enhanced detail in the Asset Management Strategy and the revised targets to 2020/21. This was as part of the Highway Asset Performance Report at its



meeting on 17 July 2019. Progress on the strategy together with its performance framework has been reviewed as part of the annual Highway and Transport Network Performance Reports to the Infrastructure and Development Select Committee last in September 2021.

## **12. Recommendations**

- 1. Approve the Highways Capital Programme including the proposed draft allocations and programme for 2022/23 and indicative allocations for 2023/24/25 (as set out in Appendices A, B and C).**
- 2. Approve the proposals for the £10m Highway Maintenance Fund (as set out in Appendix D).**
- 3. Approve the proposals for the Road Safety Community Fund (as set out in Appendices E and F).**
- 4. Approve the Transport Asset Management Plan (TAMP) for 2022/23 to 2026/27.**

## **13. Background Papers**

13.1. [Local Transport Plan 2011-2026](#)

13.2. At the Cabinet meeting on 3 March 2021 Members approved the Highway capital programme and Transport Asset Management Plan (TAMP) [Report](#) and [link to minutes](#)

### **Officer Contact**

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

**Officer name: Kevin Townly**

**Telephone no.: 01603 222627**

**Email: [kevin.townly@norfolk.gov.uk](mailto:kevin.townly@norfolk.gov.uk)**



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<b>Scheme Type</b>	<b>2022/ 23</b>	<b>Other Funding</b>	<b>2023/ 24</b>	<b>Other Funding</b>	<b>2024/ 25</b>	<b>Other Funding</b>
Major schemes	0	41,882	0	40,108	0	96,993
Bus infrastructure	20	5,273	20	3,118	20	0
Bus priority schemes	0	897	0	5,367	0	0
Public Transport Interchanges	145	2,962	145	0	145	0
Cycling schemes (County)	50	865	283	633	70	0
Walking schemes	640	240	365	300	365	300
Road crossings	0	75	0	0	0	0
Local road schemes	681	5,967	522	2,706	735	0
Traffic Management & Traffic Calming	115	5	0	0	0	0
Local Safety Schemes	326	0	317	0	317	0
Other Schemes, Future Fees & Carry Over Costs	0	840	0	840	0	0
<b>Integrated transport</b>	<b>1,977</b>	<b>59,007</b>	<b>1,652</b>	<b>53,072</b>	<b>1,652</b>	<b>97,293</b>
Structural/Routine/Bridge Maintenance	42,596		41,326		41,326	
<b>Totals:</b>	<b>44,573</b>	<b>59,007</b>	<b>42,978</b>	<b>53,072</b>	<b>42,978</b>	<b>97,293</b>

**Notes:**

1. Above figures in £000's
2. DfT (Local Transport Plan) funding detailed under main year headings
3. Other Funding includes Section 106, Section 278, LGF, CIL, County Council & Major Scheme funding

			Appendix B
Structural Maintenance Budget Proposed Allocations 2022/23/24/25 Draft	2022/23	2023/24	2024/25
	(assumed same as 2021/22 pending spending review)	(assumed same as 2021/22 pending spending review)	(assumed same as 2021/22 pending spending review)
Funding			
LTP Structural Maintenance Grant (needs)	15,892,000	15,892,000	15,892,000
LTP Structural Maintenance Grant (permananet pothole fund)	15,892,000	15,892,000	15,892,000
LTP Structural Maintenance Grant (incentive)	3,973,000	3,973,000	3,973,000
County Council funding to cover £1.065m capitalisation from 18-19	1,065,000	1,065,000	1,065,000
County Council funding to cover £1.599m capitalisation from 19-20	1,559,000	1,559,000	1,559,000
County Council funding to cover £722,708 capitalisation from 20-21	500,000	500,000	500,000
County Council funding to cover £93,000 capitalisation from 21-22	93,000	93,000	93,000
Capital Integrated Transport Contribution	2,517,000	2,873,000	2,873,000
NCC Pothole Fund	3,367,600	2,500,000	1,632,400
	44,858,600	44,347,000	43,479,400

			Appendix B
Structural Maintenance Budget Proposed Allocations 2022/23/24/25 Draft	2022/23	2023/24	2024/25
	(assumed same as 2021/22 pending spending review)	(assumed same as 2021/22 pending spending review)	(assumed same as 2021/22 pending spending review)
Spending			
Countywide specialist			
Bridges	2,007,363		
Bridges (small works)	720,000		
Bridges Inspections / feasibility studies	1,011,000		
Traffic Signal Replacement	525,000		
Traffic Signals (small works)	650,000		
Public Transport Disruption	5,000		
Park & Ride PM3030	40,000		
Asset Condition Surveys	160,000		
sub total	5,118,363		
Roads			
Principal Roads (Surfacing)	2,006,238		
Principal Roads (Surface Treatment)	1,800,000		
Principal Roads (SCRIM)	150,000		
Principal Roads (Reclamite)	213,009		
sub total	4,169,247		
B roads (surfacing)	538,875		
B roads (surface treatment)	1,060,000		
sub total	1,598,875		
C roads (surfacing and haunch) fen roads	500,000		
C roads (surfacing and haunch)	750,000		
C roads (surface dressing)	4,150,000		
sub total	5,400,000		
U roads (surfacing and haunch)	400,000		
U roads (surface dressing)	4,150,000		
sub total	4,550,000		
Layered Patching	4,212,772		
Chip Patching	1,969,000		
Permanent Pothole repair	900,000		
Road Markings	600,000		
Road Studs	101,000		
sub total	7,782,772		
Machine Patching	400,000		
sub total	400,000		
Bleeding Roads (PMA836, PMA837 and PMA838)	10,000		
Environmental Surveys	190,001		
sub total	200,001		
	24,100,895		
Contract costs/Inflation/Pain & Gain etc.	5,982,447		
Fencing Repairs	55,000		
Vehicle Restraint Systems			
Condition inspections & retensioning	44,000		
Risk Assessment,	53,000		
Design & works	100,000		
VRS Repairs	75,000		
	272,000		
Footways & Drainage & signs			
Signs & post	600,000		
Signs - PROW finger Posts	40,000		
Area Managers Schemes	140,000		
Footways - Category 1 & 2	528,637		
Footways Category 3 & 4	1,808,587		
Footways Category 3 & 4 Slurry	558,303		
Footways & Kerbs repairs	800,000		
Footway layered patching	1,040,011		
Drainage Schemes	596,656		
Drainage ( as-built SWD capture)	5,000		
(Drainage Flood & Water Risk Match Pot)	75,000		
Drainage Capitalisation Area Delivery	876,000		
	7,068,194		
Summary			
Total Structural Maintenance & Bridges Spending	42,596,899		
Probable final budget	44,858,600		

**APPENDIX C: Proposed Highways Capital Improvements Programme**

Sub-programme	District	Main funding source	Scheme	2022/ 23	Other Funding	2023/ 24	Other Funding	2024/ 25	Other Funding	Comments
<b>Major schemes</b>										
DFT	Great Yarmouth	DFT	Great Yarmouth - Third River Crossing Scheme	£0	£16,280,000	£0	£0	£0	£0	Construction work commenced on 4 January 2021 and the budget and programme remain on track, with the scheme due to be opened in the Spring 2023
NCC	Great Yarmouth	NCC	Great Yarmouth - Third River Crossing Scheme	£0	£9,671,000	£0	£519,000	£0	£0	
DfT	South Norfolk	DfT	Long Stratton Bypass (NCC Design)	£0	£3,191,000	£0	£7,787,000	£0	£13,481,000	
NCC	South Norfolk	NCC	Long Stratton Bypass (NCC Design)	£0	£1,367,000	£0	£3,337,000	£0	£2,027,000	Local Authorities' Intended Contribution
Developer	South Norfolk	Developer	Long Stratton Bypass (NCC Design)	£0	£0	£0	£0	£0	£3,750,000	
NCC	Broadland	NCC	A47-A1067 (Wensum Valley) Western Link Road	£0	£2,206,000	£0	£2,269,000	£0	£2,857,000	this will be a further £3.315m funded by NCC Capital (Borrowing)
DfT	Broadland	DfT	A47-A1067 (Wensum Valley) Western Link Road	£0	£9,167,000	£0	£26,196,000	£0	£74,878,000	
<b>Bus infrastructure</b>										
LTP	Countywide	LTP	County- DDA Bus stop upgrades	£10,000	£0	£10,000	£0	£10,000	£0	
TFN	Norwich	TCF2	St Stephens Street	£0	£2,768,000	£0	£0	£0	£0	
TFN	Norwich	TCF2	Thickthorn Park and Ride Phase 1	£0	£2,200,000	£0	£0	£0	£0	
TFN	South Norfolk	TCF2	Dereham Road / Breckland Road with Costessey Bowthorpe Mobility Hub	£0	£305,000	£0	£3,118,000	£0	£0	
LTP	Norwich	LTP	Norwich - Bus Infrastructure Improvements (DDA)	£10,000	£0	£10,000	£0	£10,000	£0	

Sub-programme	District	Main funding source	Scheme	2022/ 23	Other Funding	2023/ 24	Other Funding	2024/ 25	Other Funding	Comments
<b>Bus Priority</b>										
TFN	South Norfolk	TCF2	Dereham Road/Longwater Lane Bus Lane (Longwater Lane - Wendene)	£0	£79,000	£0	£440,000	£0	£0	
TFN	Norwich	TCF2	Sprowston Road (Denmark Road - Outer Ring Road)	£0	£45,000	£0	£717,000	£0	£0	
TFN	Norwich	TCF2	Dereham Road/Old Palace Road/Heigham Road	£0	£359,000	£0	£0	£0	£0	
TFN	Norwich	TCF2	Dereham Road/Larkman Lane and Larkman Mobility Hub	£0	£171,400	£0	£556,500	£0	£0	
TFN	Norwich	TCF2	Heartsease Fiveways Junction	£0	£169,800	£0	£3,043,000	£0	£0	
TFN	Norwich	TCF2	Sprowston Road (Magdalen Road - Denmark Road)	£0	£73,000	£0	£610,000	£0	£0	
<b>Public Transport Interchanges</b>										
LTP	Countywide	LTP	Countywide Public Transport Interchanges	£145,000	£0	£145,000	£0	£145,000	£0	small measures across all inter changes
TFN	Norwich	TCF2	Norwich Rail Station mobility hub	£0	£1,554,000	£0	£0	£0	£0	
TFN	Norwich	TCF2	Norfolk & Norwich University Hospital mobility hub	£0	£1,107,000	£0	£0	£0	£0	
TFN	Norwich	TCF2	Norwich Bus Station Mobility Hub	£0	£301,000	£0	£0	£0	£0	
<b>Cycling</b>										
TFN	South Norfolk	TCF2	Dereham Road/Richmond Road	£0	£95,000	£0	£395,000	£0	£0	
TFN	Norwich	TCF2	Newmarket Road (Eaton Road - Christchurch Road)	£0	£770,000	£0	£0	£0	£0	
LTP	South Norfolk	LTP	Colney Lane B1172 to B1108 Walking and Cycling Link	£0	£0	£213,000	£238,000	£0	£0	Partially S106 funded re-establish highway rights and implement cycle link to link north quay to rail station
LTP	Great Yarmouth	LTP	Vauxhall Rail bridge to North Quay	£50,000	£0	£50,000	£0	£50,000	£0	

Sub-programme	District	Main funding source	Scheme	2022/ 23	Other Funding	2023/ 24	Other Funding	2024/ 25	Other Funding	Comments
<b>Cycling</b>										
LTP	Countywide	LTP	Future Cycling Schemes	£0	£0	£20,000	£0	£20,000	£0	Match funding to support other externally funded to schemes or early prioritisations and development
<b>Walking Schemes</b>										
LTP	Countywide	LTP/Parish	Delivering local highway improvements in partnership with Town and Parish Councils	£625,000	£0	£350,000	£300,000	£350,000	£300,000	"other funding" is 50% match funding from Town/Parish Councils.
NCC extra £20m/ Walking	Countywide	NCC Extra £20m	Delivering local highway improvements in partnership with Town and Parish Councils	£0	£50,000	£0	£0	£0	£0	other funding is contribution from NCC extra £20m
LTP	Countywide	LTP	Public Rights of Way in Towns & Villages - Urban Path Improvements	£15,000	£0	£15,000	£0	£15,000	£0	
TFN	Norwich	TCF2	King Street	£0	£190,000	£0	£0	£0	£0	
<b>Road Crossings</b>										
NCC extra £20m/ Ped Crossing	South Norfolk	NCC extra £20m	Colney - Contribution to Ped Crossing Hospital Roundabout	£0	£75,000	£0	£0	£0	£0	Contribution to a Developer Scheme
<b>Local Road Schemes</b>										
LTP	Countywide	LTP	Unallocated Funding	£0	£0	£0	£0	£0	£0	
NCC Pinch Point Grant (match)	King's Lynn & West Norfolk	Pinch Point Grant	Stradsett - A1122 A134 Junction Improvements	£0	£200,000	£0	£0	£0	£0	Scheme preparation in expectation of DfT pinch point funding.
LTP	Breckland	LTP	Attleborough - Station Road, (Bus Layby / footway outside Railway Station (near level crossing))	£0	£0	£0	£0	£320,000	£0	
LTP	Broadland	LTP	Post NDR Environmental monitoring	£91,000	£0	£91,000	£0	£91,000	£0	Monitoring until 2033/34
LTP	Countywide	LTP	Unallocated local road scheme funding to cover unfinished scheme from the Additional £20m	£0	£0	£256,000	£0	£199,000	£0	

Sub-programme	District	Main funding source	Scheme	2022/ 23	Other Funding	2023/ 24	Other Funding	2024/ 25	Other Funding	Comments
<b>Local Road Schemes</b>										
LTP	Great Yarmouth	LTP	Great Yarmouth Gorleston - White Lion Steps	£100,000	£0	£0	£0	£0	£0	
LTP	King's Lynn & West Norfolk	LTP	Downham Market - A1122 railway crossing (continued maintenance costs) recurring annual spend to be covered by capital programme	£50,000	£0	£50,000	£0	£50,000	£0	recurring annual spend to be covered by capital programme
LTP	All	LTP	Unallocated	£200,000	£0	£0	£0	£0	£0	
LTP	South Norfolk	LTP	Redenhall with Harleston - Town Centre Refurbishment	£145,000	£0	£0	£0	£0	£0	
SNDC	South Norfolk	SNDC	Redenhall with Harleston - Town Centre Refurbishment	£0	£505,000	£0	£0	£0	£0	
NCC Extra £20m/ Junctions Imp	North Norfolk	NCC Extra £20m	Hempton B1146/C550 junction improvement	£0	£1,695,000	£0	£0	£0	£0	To be taken forward for Design and Construction
LTP	North Norfolk	LTP	North Walsham Station Access Ramp	£0	£0	£50,000	£0	£0	£0	Design and Construction
NNDC	North Norfolk	NNDC	Fakenham, A148 / Water Moor Lane Roundabout Scheme	£0	£1,400,000	£0	£0	£0	£0	
NCC Extra £20m/ Junctions Imp	South Norfolk	NCC Extra £20m	Diss- A1066 Vincas Road junction improvement	£0	£310,000	£0	£0	£0	£0	Subject to availability of land. Feasibility done
NCC Extra £20m/ Junctions Imp	South Norfolk	NCC Extra £20m	Diss- Station Road link	£0	£366,900	£0	£0	£0	£0	Feasibility done but private land required. Significant political support.
TFN	Norwich	TCF2	Norwich Airport Access – Industrial Estate Link	£0	£295,400	£0	£0	£0	£0	
Sustrans	Norwich	Sustrans	River Wensum- St Andrews Street Link	£0	£0	£0	£1,775,000	£0	£0	
TFN	Norwich	TFN	Connecting the Lanes – St Giles Street	£0	£820,000	£0	£931,000	£0	£0	
TFN	Countywide	TCF2	Transforming Cities Fund Tranche 2	£0	£375,000	£0	£0	£0	£0	



Sub-programme	District	Main funding source	Scheme	2022/ 23	Other Funding	2023/ 24	Other Funding	2024/ 25	Other Funding	Comments
<b>Local Road Schemes</b>										
LTP	Countywide	LTP	VIVACITY Data analytics	£20,000	£0	£0	£0	£0	£0	
LTP	Countywide	LTP	INRIX Roadway Analytics	£45,000	£0	£45,000	£0	£45,000	£0	
LTP	Countywide	LTP	VIDA Data analytics funding	£30,000	£0	£30,000	£0	£30,000	£0	
<b>Traffic Management &amp; Traffic Calming</b>										
LTP	North Norfolk	LTP	Wells-Next-the-Sea - Market Lane Parking Restrictions TRO	£0	£5,000	£0	£0	£0	£0	0
LTP	North Norfolk	LTP	Wells-Next-the-Sea - A149 SPEED LIMIT	£81,000	£0	£0	£0	£0	£0	0
LTP	Broadland	LTP	Hockering - NDR Associated Schemes to be funded from LTP budget.	£34,000	£0	£0	£0	£0	£0	0
<b>Local Safety Schemes</b>										
LTP	Countywide	LTP	Local safety schemes Feasibility / Preliminary Design	£15,000	£0	£15,000	£0	£15,000	£0	
LTP	Countywide	LTP	Safety Partnership Schemes / contribution to maintenance schemes	£10,000	£0	£10,000	£0	£10,000	£0	
LTP	Breckland	LTP	A1075 Route Safety Study	£45,000	£0	£0	£0	£0	£0	
LTP	Broadland	LTP	Brundall Station Road	£25,000	£0	£0	£0	£0	£0	Road Widening study for CIL funding bid
LTP	Great Yarmouth	LTP	Fritton and St Olaves - A143 - Double White Line Assessment	£5,000	£0	£0	£0	£0	£0	
LTP	Norwich	LTP	Norwich A147 Ketts Hill Barrack Street LSS Roundabout Improvements	£64,000	£0	£0	£0	£0	£0	
LTP	Norwich	LTP	Surrey Street/All Saints Green AIP Study	£50,000	£0	£0	£0	£0	£0	
Sub-programme	District	Main funding source	Scheme	2022/ 23	Other Funding	2023/ 24	Other Funding	2024/ 25	Other Funding	Comments
<b>Local Safety Schemes</b>										
LTP	Norwich	LTP	Norwich - Hall Road Pedestrian Crossing	£70,000	£0	£0	£0	£0	£0	

LTP	South Norfolk	LTP	Chedgrave A146/C554 Junction	£30,000	£0	£0	£0	£0	£0	
LTP	King's Lynn & West Norfolk	LTP	Northwold - A134 Methwold Road Signing and Lining	£3,000	£0	£0	£0	£0	£0	
LTP	Countywide	LTP	Unallocated local road scheme funding	£9,000	£0	£292,000	£0	£292,000	£0	To be used as match funding on jointly funded schemes
<b>Other Schemes, Future Fees &amp; Carry Over Costs</b>										
NCC to be confirmed	Countywide	NCC to be confirmed	Members Fund	£0	£840,000	£0	£840,000	£0	£0	
<b>Totals:</b>				<b>£1,977,000</b>	<b>£59,006,500</b>	<b>£1,652,000</b>	<b>£53,071,500</b>	<b>£1,652,000</b>	<b>£97,293,000</b>	

**£10m NCC ADDITIONAL CAPITAL MAINTENANCE FUNDING 2022/23**

<b>Work Type</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>Total</b>
Resurfacing	£ 500,000	£ 1,681,600			£ 2,181,600
Resurfacing & drainage repairs	£ 400,000				£ 400,000
Surface Dressing	£ 1,100,000	£ 1,100,000			£ 2,200,000
Machine / Layered patching	£ 400,000	£ 400,000			£ 800,000
Bridge Maintenance	£ 100,000	£ 100,000			£ 200,000
Footways		£ 86,000			£ 86,000
To be determined			£ 2,500,000	£ 1,632,400	£ 4,132,400
	<u>£ 2,500,000</u>	<u>£ 3,367,600</u>	<u>£ 2,500,000</u>	<u>£ 1,632,400</u>	<u>£ 10,000,000</u>

Appendix E			
Road Safety Community Fund Scheme Proposals 2022-23			
Parish	Member	Scheme Type	Value of Works
West Winch	Alexandra Kemp	Ped Crossing Improvement	£8,050.00
West Lynn (ward)	Alexandra Kemp	Build Out (Give way, priority)	£6,440.00
Burnham Market	Andrew Jamieson	Village Gateways	£6,020.25
Burnham Market	Andrew Jamieson	SAM2	£4,025.00
North & South Creak	Andrew Jamieson	Speed Limit	£8,912.50
Old Hunstanton	Andrew Jamieson	Signs	£17,590.00
Terrington St John	Brian Long	Speed Limit	£9,004.50
Marshland St James	Chris Dawson	Speed Limit	£9,004.50
Middleton	Jim Moriarty	One Way	£10,005.00
Castle Acre	Jim Moriarty	Signs	£2,070.00
East Winch	Jim Moriarty	Trod	£10,062.50
Shouldham	Jim Moriarty	Signs	£1,955.00
Walpole St Peter	Julian Kirk	Speed Limit	£18,562.50
Kings Lynn (North & Central)	Lesley Bambridge	Road Markings	£2,530.00
Wretton	Martin Storey	Speed Limit	£9,200.00
Bircham	Michael J Baylis Chenery of Horsburgh	SAM2	£4,600.00
Castle Rising	Nick Daubney	Signs	£3,162.50
Castle Rising	Nick Daubney	Road Markings	£2,587.50
South Wootton	Nick Daubney	Village Gateways	£12,017.50
Kings Lynn (Gaywood South)	Robert Colwell	Traffic Study	£5,060.00
Great Massingham	Stuart Dark	Speed Limit	£8,970.00
Great Massingham	Stuart Dark	Road Markings	£3,450.00
Great Massingham	Stuart Dark	Signs	£1,495.00
		Less External Contributions	£18,500.00
		<b>Total NCC budget</b>	<b>£146,274.25</b>

# Road Safety Community Fund; Timescales First Two Years

Area		2021-22												2022-23															
King's Lynn & West Norfolk	ACTIVITY	MONTH																											
		APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR				
	Send out letters to Members explaining the RSCF and bidding process																												
	Members contact their parishes and discuss ideas with their local Highway Engineer. Then submit bids to HE/RSCF Team (ideally prioritise all bids).																												
	RSCF Team collates all bids & evaluates against funding criteria;once deadline for submissions has passed, produce summaries of all bids received; shortlist, prioritise and produce Design Briefs for the proposed successful bids.																												
	RSCF Team submit proposed schemes to Asset & Capital Programme Team for inclusion within the Capital ProgrammeReport for the March budget setting Committee meeting.																												
	Letters sent to all Members notifying outcome of bids.																												
	Scheme briefs handed over to Highways Design Team for resourcing and detailed design.																												
	Programme Meetings held (including Design & contractors) to discuss proposed schemes, delivery plan, design progress, start dates, scheme progress, completion & final accounts etc																												

## Road Safety Community Fund; Timescales First Two Years

Area		2022-23												2023-24											
North Norfolk, Broadland & Gt Yarmouth	ACTIVITY	MONTH																							
		APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
	Send out letters to Members explaining the RSCF and bidding process																								
	Members contact their parishes and discuss ideas with their local Highway Engineer. Then submit bids to HE/RSCF Team (ideally prioritise all bids).																								
	RSCF Team collates all bids & evaluates against funding criteria;once deadline for submissions has passed, produce summaries of all bids received; shortlist, prioritise and produce Design Briefs for the proposed successful bids.																								
	RSCF Team submit proposed schemes to Asset & Capital Programme Team for inclusion within the Capital ProgrammeReport for the March budget setting Committee meeting.																								
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	Scheme briefs handed over to Highways Design Team for resourcing and detailed design.																								
	Programme Meetings held (including Design & contractors) to discuss proposed schemes, delivery plan, design progress, start dates, scheme progress, completion & final accounts etc																								



## Call in Request Form

This form is to be completed and signed by any Member of the Council, with the support of at least 3 other Members and must be returned to Democratic Services at [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk) within 5 working days of the Cabinet decisions being published or, if the decision has been taken by an individual member or Chief Officer, within five working days of the decision being published under the Access to Information Procedure Rules in Appendix 13 of the Constitution. Where education matters are involved, the Parent Governor and Church representatives together count as one Member.

Please telephone the Assistant Director of Governance on 01603 222949 or Democratic Services Manager on 01603 228913 to make them aware that the call-in form is on its way. You will receive a confirmation email once it has been received.

A Call-In request will only be valid if it has been received in person (by email) by the above people within the 5 working day deadline which will be specified in the decision letter.

Please note that the call-in procedure does not apply to urgent decisions.

<b>Decision Title and minute number</b>
12. Highways Capital Programme 2022/23/24 and Transport Asset Management Plan

<b>Decision taken by</b> (i.e. Cabinet, Cabinet Member, Chief Officer)
Cabinet

<b>Date of Decision</b>
7 March 2022

	Reasons for call in	Highlight which of the following apply and explain why you consider the process/principle has not been followed by the decision maker (as appropriate)
1.	The decision is not in accordance with the budget and policy framework	
2.	The decision is a key decision and it has not been taken in accordance with the Constitution.	
3.	There is evidence that the principles of decision-making (as set out in Article 10 of the Constitution) have not been complied with. These principles are:	

	a) Actions agreed will be in proportion with what the Council wants to achieve.	
	b) Appropriate consultation will have been carried out and decisions will take account of its results and any professional advice given by Officers.	
	c) Decisions will reflect the spirit and requirements of Equalities and Human Rights legislation.	
	d) The presumption that information on all decisions made by the Council, the Executive and Committees should be public with only those issues that need to be exempt by virtue of the Access to Information Rules will be taken in private.	The proposed allocation to the NWL in the Highways Capital programme does not explain what that proposed allocation will be spent on, associated risks, or how it will be sourced. There is a note against one of the entries 'this will be a further £3.315m funded by NCC Capital (Borrowing)' but this is the only partial explanation.
	e) Decisions will be clear about what they aim to achieve and the results that can be expected.	The decision is unclear what the allocation aims to achieve and the results that can be expected

**Detailed reasons for call in or any additional information in support of the call in that you wish to submit**

See covering explanation concerning to this and other call ins associated with the management and finding of the Norwich Western Link scheme, and how inflationary pressures have been factored into this allocation.

**Please use the space below to add any further comments. You may wish to consider:**

- The outcome you would like to see as a result of this decision being called in
- Any further information that the Scrutiny Committee might wish to consider when assessing this call in.\*
- Any Cabinet Members/Officers you would like to attend the meeting.\*

\* Please note this will be at the Chair of Scrutiny Committee's discretion

Reference back to cabinet to provide details in the public domain of the purpose of the NWL allocation in the Highways capital budget and how the issues outlined in the report that affect the scheme have been factored into the allocation



We would like to attend the meeting  
Cllr Wilby  
Tom McCabe  
Simon George  
David Allfrey

**Although it is not a constitutional requirement you are advised to speak to the Chair of Scrutiny Committee before submitting your call in. If you wish to record any comments from the Chair please insert them below**

Chair advises he will discuss with the Director of Governance how best this call in might be managed within the terms of the call in rules given its links to other call ins by the same members.

Name (please print)	Signature	Date
Emma Corlett	Emma Corlett	14 March 2022

In accordance with the Constitution you must sign this form and obtain the signatures of at least three other Members of the Council:

Name (please print)	Signature	Date
Dan Roper	Dan Roper	14 March 2022
Terry Jermy	Terry Jermy	14 March 2022
Maxine Webb	Maxine Webb	14 March 2022

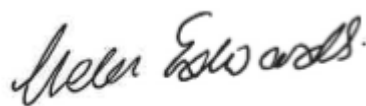
I have considered the above call in and confirm that it is valid under the requirements of the Constitution.

I have considered the above call in and confirm that it is not valid under the requirements of the Constitution for the following reasons.

In coming to this conclusion, I have consulted the Chair of the Scrutiny Committee.

Signed by the Director of Governance and Monitoring Officer

Date 15/03/2022



Please return to Democratic Services at [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

# **Cabinet**

**Item No: 12**

**Report Title: Norwich Western Link Update**

**Date of Meeting: 7 March 2022**

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

**Responsible Director: Tom McCabe (Executive Director of Community and Environmental 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**

## **Executive Summary / Introduction from Cabinet Member**

In December 2016 the County Council agreed a motion which stated the ‘...Council recognises the vital importance of improving our road infrastructure and that this will help to deliver the new jobs and economic growth that is needed in the years ahead.’ The Norwich Western Link (NWL) was included as one of three priority infrastructure schemes and is highlighted in the Norfolk Infrastructure Delivery Plan 2017-2027.

The NWL is a proposed new 3.8-mile-long dual carriageway between the western end of Broadland Northway and the A47. Traffic congestion, rat-running through local communities and delays to journeys are all significant issues on minor roads and within the local communities to the west of Norwich. Without intervention, these problems are expected to get worse with anticipated population and job growth in and around the city.

This report is an update on progress with the NWL, which will bring crucial benefits to the county as part of our wider transport plans. If completed and open for use it would:

- i. Significantly reduce many journey times to the west of Norwich, with some more than halving, and shortening response times for many ambulances travelling to the Norfolk and Norwich University Hospital;

- ii. Lead to a reduction in carbon emissions from vehicles by making many journeys more efficient, which supports local and national carbon reduction targets;
- iii. Boost Norfolk's economy and support its businesses by reducing transport costs, opening up new markets and increasing productivity through quicker and more reliable journeys;
- iv. Improve road safety with 529 fewer accidents within west Norwich communities involving a motor vehicle over the next 60 years, an average of nine fewer accidents a year;
- v. Take traffic off unsuitable local roads through communities including Weston Longville, which will see a reduction of approximately 80% in through traffic, leading to an improved quality of life of local residents from an environmental and safety perspective and supporting people to walk, cycle and use public transport;
- vi. Create new habitats and improve existing ones across a wide area to the west of Norwich to support a range of wildlife and provide connectivity through green bridges and wildlife underpasses.

Complementary measures designed to maximise these benefits and support sustainable forms of transport are also intended to be delivered as part of the NWL project and also as part of the wider Transport for Norwich (TfN) Strategy. These include:

- A network of walking and cycling links that connect communities within local proximity to the NWL project, as part of the Sustainable Transport Strategy for the project
- Improvements to the Dereham Road corridor into Norwich with new bus lane proposals being developed as part of the Transforming Cities Fund project, which forms part of the longer term TfN Strategy

The benefits of the NWL project set out above are being carefully balanced against the potential environmental impacts and concerns that have been raised. The Council is taking its environmental responsibilities on this project very seriously and appropriate environmental mitigation measures are an essential part of the scheme design, and a significant proportion of the scheme cost is allocated to ensure their provision, together with the delivery of biodiversity net gain on all applicable habitats. The project will aim to minimise and mitigate adverse effects it may have on nature and wildlife and will seek to create new habitats for wildlife and improve existing ones across a wide area to the west of the city. The project team are continuing to take an evidence-based approach and receiving advice from experts and statutory bodies to develop the design proposals.

This report provides an update on work undertaken on the project since the 7 June 2021 Cabinet meeting, which includes the development of the scheme design and the need to complete this work before undertaking a pre-application consultation.

## **Recommendations:**

- 1. Cabinet to note the work undertaken to progress the NWL and the plan for a further update report to be presented to its meeting on 6 June 2022.**

## **1. Background and Purpose**

- 1.1 The County Council has continued to make significant investments in the 'Transport for Norwich' transport plans. This includes over £40m of investment currently being delivered as part of the 3-year programme of Transforming Cities Funding (TCF), which is seeing improvements in sustainable travel, more Active Travel investments and, in addition, an £18m commitment from First Bus to improve their fleet within the City. A report summarising the outcome of the consultation into the draft new Transport for Norwich (TfN) Strategy, the changes made to the strategy, and the final version of the strategy was presented to Cabinet at its meeting on 6 December 2021. At this meeting Cabinet resolved to adopt the Transport for Norwich Strategy, which incorporates changes arising from the consultation feedback.

National Highways are also bringing forward major improvements to the A47, including a dual carriageway between North Tuddenham and Easton. The delivery of this improvement further highlights the need to deliver the NWL, to connect the A47 to the Major Road Network (Broadland Northway) to the west of Norwich.

In July 2019, the NWL project was confirmed as a regional priority by Transport East, and a Strategic Outline Business Case (SOBC) was submitted to the Department for Transport (DfT). The SOBC was approved on 15 May 2020 by the DfT giving provisional entry into the DfT's Large Local Majors programme alongside funding to support the submission of the Outline Business Case (OBC). When the Government launched its National Infrastructure Strategy in November 2020, they set out that investment in infrastructure would be a crucial part of the country's economic recovery following the coronavirus pandemic.

- 1.2 On 7 June 2021, Cabinet received a report which provided an update on work completed on the delivery of the NWL project and sought agreement on a number of recommendations.

Cabinet resolved to:

- i. Agree to the continued delivery of the project and to the submission of the Outline Business Case to the Department for Transport (DfT), to secure a total of c.£169m of government funding for the project for Norfolk;
- ii. Following the outcome of the procurement process for the project, to agree to award the contract to the bidder that has achieved the highest score in

- accordance with the evaluation criteria, and to delegate to the Executive Director of Community and Environmental Services in consultation with the Cabinet Member for Highways, Infrastructure & Transport, the authority to approve the finalisation and signing of the contract.
- iii. Agree to the commencement of the non-statutory pre-planning application consultation in the autumn of 2021 and to delegate to the Cabinet Member for Highways, Infrastructure & Transport in consultation with the Executive Director of Community and Environmental Services, the authority to approve the details for that consultation, which will be based on the design solution developed by the successful bidder (see item 3 above);
  - iv. Authorise the Executive Director of Community and Environmental Services to take all appropriate actions necessary for the purpose of negotiating the terms and conditions to acquire by agreement (in advance of the CPO) the land and new rights over land which are needed to allow the construction, operation and maintenance of the NWL;
  - v. Agree to acquire land required for the delivery of the NWL project by negotiated agreement and if this is not achievable in the timescales required, to agree in principle to the Council's use of compulsory purchase powers, and for authority to be delegated to the Executive Director of Community and Environmental Services to proceed with preparatory work (including land referencing and requisitions for information) to facilitate the drafting of, and all necessary steps to prepare for the making, publication and submission to the DfT for confirmation, of a compulsory purchase order (CPO) in support of the NWL project (noting that a further Cabinet resolution will be sought in due course, to authorise the making, publication and submission of the CPO and confirming the final details therein);
  - vi. Agree in principle to the Council's making of a side roads order (SRO) under the Highways Act 1980 to authorise works necessary in connection with the delivery of the NWL project, and to the subsequent making, publication and submission of the SRO to DfT for confirmation, and for authority to be delegated to the Executive Director of Community and Environmental Services to proceed with preparatory work to facilitate the drafting of, and all necessary steps to prepare for the making, publication and submission of the SRO to the DfT for confirmation (noting that a further Cabinet resolution will be sought in due course, to authorise the making, publication and submission of the SRO and confirming the final details therein).
  - vii. Delegate to the Executive Director of Community and Environmental Services, the authority to 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 budget.

- 1.3 At its meeting on 7 June 2021, held after the Cabinet meeting referred to above, the County Council also resolved:
- i. To endorse the decision taken by Cabinet to refer its decision made on 7 June 2021 to Full Council as required by the Council's Financial Regulations set out in its Constitution at App 15 para 3.6.1;
  - ii. To agree to include £186.836m in the forward capital programme, funded from £167.605m of DfT Grant and £19.231m local contribution, underwritten by the County Council which would be funded through additional prudential borrowing.
- 1.4 The decisions made at the 7 June 2021 Cabinet were called into Scrutiny Committee and at its meeting of 23 June 2021 the Scrutiny Committee noted the call-in request but decided that no action was required.
- 1.5 On 20 October 2021 a report presented to Scrutiny Committee outlined the work undertaken since the 7 June 2021 Cabinet meeting. The committee resolved that it place on record thanks to Martin Wilby, Cabinet Member for Highways, Infrastructure and Transport, and David Allfrey, Infrastructure Delivery Manager, for attending the meeting and answering Councillors' detailed questions. The committee also resolved that it noted the report and asked to receive a further progress report in the new year after the timing of the planning application is known.
- 1.6 This latest Cabinet report outlines the work undertaken on the NWL since the 7 June 2021 Cabinet meeting.

## **2. Project Update**

### **2.1 Outline Business Case (OBC) Submission**

- 2.1.1 The County Council, with support from WSP, has produced the OBC for the Scheme and this was submitted to the DfT Large Local Majors programme on 25 June 2021. The OBC is the successive step following acceptance by DfT of the SOBC and sets out the case for the scheme in greater detail.
- 2.1.2 The DfT are continuing to evaluate the OBC submission and there is no prescribed timescale for this assessment process. At the time of writing a confirmed date for their decision on the OBC has not been provided by the DfT.

### **2.2 Design Development**

- 2.2.1 The contract between the County Council and Ferrovial Construction (UK) Limited was executed on 12 July 2021; it has 3 stages:
- Stage 1 – design and support through the statutory approvals process;

- Stage 2 – construction;
  - Stage 3 – initial maintenance, particularly in relation to the environmental measures.
- 2.2.2 Following award of the contract, a joint office has been set up to allow Council officers to work closely with Ferrovial Construction as the project moves forward.
- 2.2.3 The preferred route for the NWL was agreed in July 2019, and the award of the contract has allowed the design proposals to be developed further ahead of a pre-application consultation. Since the award of the contract, the Council has been working with Ferrovial Construction and WSP to continue to develop the design proposals and associated measures.
- 2.2.4 It is important that the design development is based on evidence and expert advice. This includes the considerable mitigation and enhancement measures that are being designed into the scheme to support local ecology, including bat populations.
- 2.2.5 The Council has commissioned expert advice and survey data, which is being used to inform the scheme design proposals and associated measures (and this includes the Council's most recent (2021) bat surveys). The surveys that have already been completed include:
- Ground investigation works;
  - Topographical surveys;
  - Utility apparatus surveys;
  - Drainage surveys;
  - Ecology surveys;
  - Vehicle speed and Non-Motorised User (NMU) surveys.
- 2.2.6 The NWL project aims to achieve biodiversity net gain on all applicable habitats. Extensive ecological surveys were undertaken in 2019 and 2020 and this information formed part of the ecological baseline data used to develop the scheme design. In the summer of 2021, a suite of further bat surveys was carried out to support the understanding of bat activity. All surveys have been carried out by accredited experts and have included bat trapping and radio-tracking fully agreed with and licenced by Natural England.
- 2.2.7 Following analysis of the data obtained from our 2021 surveys, it was determined that there is a roost location used by a maternity colony of barbastelle bats (that has a significant level of environmental protection) near to part of the proposed road alignment. Therefore, as part of the ongoing scheme design development, work is currently being undertaken to assess, refine and develop the relevant length of the route alignment of the scheme and to assess and address the need for mitigation to minimise the impact of the scheme on the relevant area of woodland.



- 2.2.8 An indication of the scope of the refinement to the alignment that is being assessed, taking into account all of the identified project constraints within the corridor of the preferred route, is shown as the dotted line on the plan in Appendix A of this report. It is important to note that this is not a change to the preferred route of the scheme (which is shown by a solid line on the plan in Appendix A); it is a refinement of a part of the design of that preferred route. This type of work to refine the proposals is not uncommon and is part of the normal process of a project's design development.
- 2.2.9 Whilst an indication of the refinement to the alignment is provided on the plan in Appendix A this will be subject to further assessment and development.
- 2.2.10 It has been a clear objective that the NWL scheme is developed so that it can be delivered in an environmentally responsible way and the responsible approach is to ensure that sufficient time is provided to complete all necessary assessment work. It is appropriate for a project as complex as the NWL to take the necessary time to ensure the best overall solution can be developed.
- 2.2.11 Therefore, the assessment and design work is ongoing and needs to be further progressed before any programme and cost implications can also be fully assessed. It is the project team's intention to progress the assessment and design work over the coming months to enable a further update to be reported to the June 2022 Cabinet meeting. By that time, it is anticipated that further work will have been carried out which will enable the Council to outline the scheme design to be taken forward to non-statutory pre-planning application consultation together with any updates to the project programme and budget.
- 2.2.12 Surveys will continue to be undertaken to inform the design development, and these include:
- Wind speed monitoring in the Wensum Valley;
  - Archaeological surveys - discussions with landowners regarding access arrangements for these surveys are ongoing;
  - Continued ground investigation and ecological surveys.

## 2.3 Pre-application Consultation

- 2.3.1 At its meeting on 7 June 2021 Cabinet agreed to the commencement of the non-statutory pre-planning application consultation. This consultation will be the fourth public consultation conducted on the NWL project.
- 2.3.2 The objectives for the consultation are to:
- Receive feedback on elements which will be included in the planning application, particularly:

- The design of the road, including its alignment and its structures, including the viaduct
- Environmental mitigation and enhancement measures
- Traffic mitigation measures;
- Understand any potential risks or objections so that these can be considered and acted upon as appropriate prior to the submission of the planning application;
- Update people on progress with the proposals that were consulted upon in the 2020 Local Access Consultation, namely the local roads that would be crossed by the NWL, the complementary measures set out in the Sustainable Transport Strategy, and the proposed changes to Public Rights of Way.

2.3.3 A pre-application consultation plan, that sets out the proposed format of the consultation, has been produced. In consultation with the Executive Director of Community and Environmental Services, this plan was approved by the Cabinet Member for Highways, Infrastructure and Transport and Environmental Services on 14 October 2021, and was reported to the 8 November 2021 Cabinet meeting.

2.3.4 However, there is a need to complete the design development work in a fully robust manner, taking account of any new evidence, before the Council is in a position to share its proposals in the pre-application consultation. This has resulted in a delay to the pre-application consultation date. A detailed review of the programme, including consideration of the timescales required to enable further development of the scheme design, is currently being undertaken in order to determine the new consultation date.

2.3.5 It is intended that the updated programme, including the proposed dates for the pre-application consultation, will be presented in a report to Cabinet for the planned June 2022 Cabinet meeting.

2.3.6 Stakeholder engagement regarding the NWL project has been ongoing since the last report to Cabinet in June 2021 and positive discussions have helped to inform the development of the scheme, including introducing Ferrovial Construction to key stakeholders and developing the local traffic mitigation measures.

## 2.4 Land

2.4.1 Since the Cabinet report in June 2021, discussions with a number of directly affected landowners have continued. This has primarily been regarding access for surveys and ground investigations but also, in some cases, regarding design and access issues. No further land parcels have been acquired since the last Cabinet update. A discretionary purchase request was

received in February 2022, is being considered and will likely be the subject of a separate, future Cabinet report.

- 2.4.2 The potential refinement to the alignment described above could generate a change to the current footprint of the scheme and if so, we will engage further with the small number of affected landowners in due course.

## 2.5 A47 North Tuddenham to Easton Dualling Update

- 2.5.1 The public examination of National Highways' application for a development consent order (DCO) for the A47 North Tuddenham to Easton dualling scheme commenced on 12 August 2021 and finished on 12 February 2022. The Examining Authority (appointed by the Planning Inspectorate) is expected to present his report on the examination, together with recommendations, to the Secretary of State (SoS) on or before 12 May 2022. After this report has been submitted, the SoS has 3 months to determine whether to confirm development consent for the A47 North Tuddenham to Easton project.

- 2.5.2 Therefore, confirmation of whether development consent for the A47 North Tuddenham to Easton dualling scheme has been granted should be known around August 2022. National Highways have advised that, based on the expected timescales detailed above, mobilisation of the contractor to commence the main construction works for the scheme is expected around Spring 2023.

- 2.5.3 The County Council has taken an active part in the public examination in both its role as the local highway authority and as the developer for the NWL. This has included attendance at examination hearings and providing responses to the Examining Authority where required.

- 2.5.4 A Statement of Common Ground (SoCG) submitted to the Examining Authority before the closure of the examination has been produced to identify where agreement has been reached between the County Council and National Highways. With regard to the co-ordination of the NWL with the A47 dualling, both parties have committed to work together to ensure that the most appropriate solution is found to the delivery of both projects and to avoid any potential disruption to each of the respective works.

## 2.6 Next steps

- 2.6.1 The Council's work with Ferrovial Construction and WSP will continue in order to develop and refine the scheme so that the proposals to be taken forward for a planning application can be presented at a pre-application public consultation. This work will include further surveys, refinement of the scheme design (and its associated mitigation measures), and development of the consultation materials.

### **3. Impact of the Proposal**

- 3.1 The report planned for the June 2022 Cabinet meeting will outline the scheme design to be taken forward to the non-statutory pre-planning application consultation together with updates to the project programme and budget.

### **4. Evidence and Reasons for Decision**

- 4.1 This report is intended to provide Cabinet with an update on the work undertaken to progress the NWL since the last report to its meeting on 7 June 2021 and to outline its planned intention to continue the necessary scheme development work and submit a further report to its meeting in June 2022.

### **5. Alternative Options**

- 5.1 The preferred route decision on 15 July 2019 Cabinet was made as a result of extensive studies and consultation to deal with the transport issues in the area, whilst also having regard to environmental constraints.
- 5.2 Based on development of the design proposals to date, and on the basis of the information collected to date, it is not considered necessary for the Council to re-examine the options selection decision that it made in July 2019.

### **6. Financial Implications**

- 6.1 The report to Cabinet in June 2021 included project cost details in section 6.2. This showed costs up to the end of 20/21 were £11.5m and projected costs for the 21/22 financial year were £12.3m. To the end of January 2022, the total project liability is £19m, including allowances for all property purchases completed to date. It is intended that a report for the June 2022 Cabinet meeting will provide an update on the project programme and budget.

### **7. Resource Implications**

- 7.1 **Staff:**  
None expected as a result of this report's recommendations.
- 7.2 **Property:**  
See section 2.4 above.
- 7.3 **IT:**  
None expected as a result of this report's recommendations.

## **8. Other Implications**

### **8.1 Legal Implications:**

In view of the content of this report, there are no changes to the details as reported in June 2021.

### **8.2 Human Rights Implications:**

In view of the content of this report, there are no changes to the details as reported in June 2021.

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

In view of the content of this report, there are no changes to the details as reported in June 2021.

### **8.4 Data Protection Impact Assessments (DPIA):**

In view of the content of this report, there are no changes to the details as reported in June 2021.

### **8.5 Health and Safety implications (where appropriate):**

In view of the content of this report, there are no changes to the details as reported in June 2021.

### **8.6 Sustainability implications (where appropriate):**

In view of the content of this report, there are no changes to the details as reported in June 2021.

### **8.7 Any Other Implications:**

In view of the content of this report, there are no changes to the details as reported in June 2021.

## **9. Risk Implications / Assessment**

- 9.1 Refer to the report presented to Cabinet at its meeting on 7 June 2021. It is intended that a further update on risk will be provided in a report for Cabinet in June 2022.

## **10. Select Committee Comments**

- 10.1 This report has not been considered by a Select Committee.

## **11. Recommendations**

1. Cabinet to note the work undertaken to progress the NWL and the plan for a further update report to be presented to its meeting on 6 June 2022.

## 12. Background Papers

### 12.1 Links to previous committee papers:

- Scrutiny Committee 20 October 2021 – Follow this [link](#)
- Scrutiny Committee 23 June 2021 – Follow this [link](#)
- Cabinet 7 June 2021 – Follow this [link](#)
- Council Meeting 7 June 2021 – Follow this [link](#)
- Cabinet 3 February 2020 – Follow this [link](#)
- Cabinet 15 July 2019 Follow this [link](#)
- EDT Committee 8 March 2019 – Follow this [link](#)
- EDT Committee 09 November 2018 – Follow this [link](#)
- EDT Committee 12 October 2018 – Follow this [link](#)
- EDT Committee 20 October 2017 – Follow this [link](#) (Reports tab)
- EDT Committee 15 September 2017 – Follow this [link](#) (item 15, page 98)
- Business and Property Committee 08 September 2017 – Follow this [link](#) (see item 10)
- Council Meeting 12 December 2016 - Follow this [link](#) (see section 5.4)
- EDT Committee 08 July 2016 – Follow this [link](#) (see item 9, page 25)
- EDT Committee 18 September 2014 – Follow this [link](#) (see item 11, page 28)

### 12.2 Link to National Highways (formerly Highways England) Information:

- A47 North Tuddenham to Easton Improvement Scheme via this [link](#)
- DCO application for A47 North Tuddenham to Easton Improvement Scheme via this [link](#)

### Officer Contact

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

**Officer name: David Allfrey**

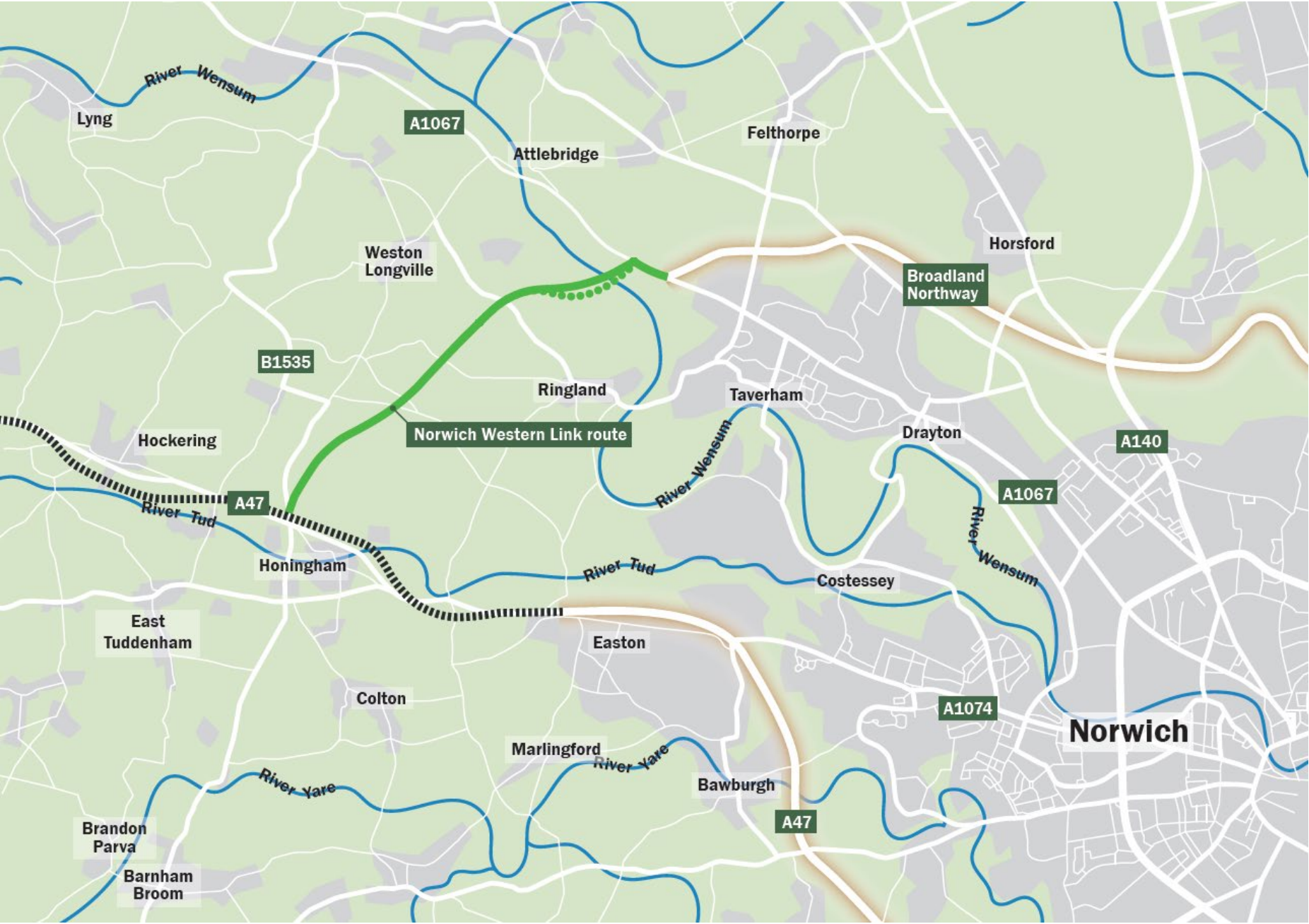
**Telephone no.: 01603 223292**

**Email: [david.allfrey@norfolk.gov.uk](mailto:david.allfrey@norfolk.gov.uk)**



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

APPENDIX A





## Call in Request Form

This form is to be completed and signed by any Member of the Council, with the support of at least 3 other Members and must be returned to Democratic Services at [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk) within 5 working days of the Cabinet decisions being published or, if the decision has been taken by an individual member or Chief Officer, within five working days of the decision being published under the Access to Information Procedure Rules in Appendix 13 of the Constitution. Where education matters are involved, the Parent Governor and Church representatives together count as one Member.

Please telephone the Assistant Director of Governance on 01603 222949 or Democratic Services Manager on 01603 228913 to make them aware that the call-in form is on its way. You will receive a confirmation email once it has been received.

A Call-In request will only be valid if it has been received in person (by email) by the above people within the 5 working day deadline which will be specified in the decision letter.

Please note that the call-in procedure does not apply to urgent decisions.

<b>Decision Title and minute number</b>
14. Norwich Western Link Update Cabinet RESOLVED to note the work undertaken to progress the NWL and the plan for a further update report to be presented to its meeting on 6 June 2022.

<b>Decision taken by</b> (i.e. Cabinet, Cabinet Member, Chief Officer)
Cabinet

<b>Date of Decision</b>
7 March 2022

	Reasons for call in	Highlight which of the following apply and explain why you consider the process/principle has not been followed by the decision maker (as appropriate)
1.	The decision is not in accordance with the budget and policy framework	a) The delays referred to in 2.3.4 and after incur further costs that could significantly exceed the budget for the NWL approved by cabinet and council. Of itself a delay of six months will incur inflationary pressures. Currently running at twice the level for pre construction work that was included in the contract, the original inflation estimate of £2.9m a year for delays will now be double that. The contract only contains provision for £2m against inflationary pressures. The delay will also mean the surging inflation in the construction industry will have a greater impact on the scheme. The route variation costs are as yet unknown but no attempt has been made



		<p>to estimate or give a range or take precautionary steps to accommodate any potential increases.</p> <p>All these leave the budget approved by council at risk. There are no forecasts, projections or estimates. Instead the decision relies on doing nothing relating to the budgetary risks until the report in June.</p> <p>The Constitution requires whole life costings of major schemes. That has been absent from the reports to cabinet and council so far. Cabinet should recognise this constitutional requirement and include that in the report to cabinet in June.</p> <p>This report was an opportunity to identify what pressures there are on the scheme, the threats, how they are evaluated and measured and the red lines beyond which the scheme becomes unaffordable. It is clear that if the contribution from government fails to materialise the scheme is unaffordable to the council. However with the likely increases in costs that will fall to the council and even with other sources there must come a point where the costs Norfolk council tax payers have to shoulder is too much.</p>
2.	The decision is a key decision and it has not been taken in accordance with the Constitution.	
3.	There is evidence that the principles of decision-making (as set out in Article 10 of the Constitution) have not been complied with. These principles are:	
	a) Actions agreed will be in proportion with what the Council wants to achieve.	
	b) Appropriate consultation will have been carried out and decisions will take account of its results and any professional advice given by Officers.	
	c) Decisions will reflect the spirit and requirements of Equalities and Human Rights legislation.	
	d) The presumption that information on all decisions made by the Council, the Executive and Committees should be public with only those issues that need to be exempt by virtue of the Access to Information Rules will be taken in private.	<p>Circumstances that led to the delay require more than noting. Para 2.2.7 of the report refers to 2021 bat surveys. Cabinet was clearly aware of the need to address the presence of Barbestelle bats as long ago as July 2019 and the presumption that information on all decisions made by the Council, the Executive and Committees should be public is not met by the decision of cabinet without a clear explanation of why the scheme contract was let before full evidence had been collected. How much the delay leads to an increase in cost has not been estimated but notwithstanding, a major scheme has been delayed avoidably and left the council exposed to</p>

		<p>cost increases. The request for a route variation means the council, not the contractor, bears the cost. It would be prudent to anticipate an increase.</p> <p>If such information was not already available to bring into the public domain cabinet should have decided to commission that work specifically so members and the public are clear what will be in the June report to cabinet. There is no suggestion a simple update in June will cover those issues and the public should not be made to wait to see if they do.</p>
	e) Decisions will be clear about what they aim to achieve and the results that can be expected.	

**Detailed reasons for call in or any additional information in support of the call in that you wish to submit**

See covering note relating to three call ins associated with the management and finding of the Norwich Western Link

**Please use the space below to add any further comments. You may wish to consider:**

- **The outcome you would like to see as a result of this decision being called in**
- **Any further information that the Scrutiny Committee might wish to consider when assessing this call in.\***
- **Any Cabinet Members/Officers you would like to attend the meeting.\***

\* Please note this will be at the Chair of Scrutiny Committee's discretion

The decision should be referred back to cabinet to

1. explain why the contract was let without information on a known major issue that could affect the route
2. ask cabinet to put in place precautionary measures to protect the council budget
3. clarify issues that will addressed in detail in the June report to cabinet

We would like to attend the meeting

Cllr Wilby

Tom McCabe

Simon George

David Allfrey

**Although it is not a constitutional requirement you are advised to speak to the Chair of Scrutiny Committee before submitting your call in. If you wish to record any comments from the Chair please insert them below**

Chair advises he will discuss with the Director of Governance how best this call in might be managed within the terms of the call in rules given its links to other call ins by the same members.

Name (please print)	Signature	Date
Emma Corlett	Emma Corlett	14 March 2022

In accordance with the Constitution you must sign this form and obtain the signatures of at least three other Members of the Council:

Name (please print)	Signature	Date
Dan Roper	Dan Roper	14 March 2022
Terry Jermy	Terry Jermy	14 March 2022
Maxine Webb	Maxine Webb	14 March 2022

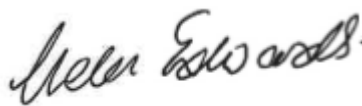
I have considered the above call in and confirm that it is valid under the requirements of the Constitution.

I have considered the above call in and confirm that it is not valid under the requirements of the Constitution for the following reasons.

In coming to this conclusion, I have consulted the Chair of the Scrutiny Committee.

Signed by the Director of Governance and Monitoring Officer

Date 15/03/2022



Please return to Democratic Services at [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

# **Cabinet**

**Item No: 17**

**Report Title: Risk Management**

**Date of Meeting: 7<sup>th</sup> March 2022**

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

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

**Is this a Key Decision? No**

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

## **Executive Summary / Introduction from Cabinet Member**

Risk management is required by regulations and as part of the Council's Constitution. It contributes to achieving corporate objectives, the Council's key priorities and Business Plan and is a key part of the performance management framework. The responsibility for an adequate and effective risk management function rests with the Cabinet, supported by portfolio holders and delivered by the risk owners as part of the risk management framework. This report sets out the key messages and the latest corporate risks in March 2022.

The Council continues to work through the implications of the COVID-19 pandemic, with an ongoing commitment to safe and sustainable service delivery for its' citizens over the winter period and beyond.

Corporate risks continue to be monitored and treated appropriately in line with the Council's risk management framework, with risk-based decisions supporting the Council's recovery. There is joint working between the risk management and performance functions to ensure that both risk and performance management support the delivery plan for the Council's Better Together, For Norfolk strategy in a well-coordinated manner, with corporate vital signs being mapped to existing risks.

## Recommendations:

1. To consider and agree the key messages in paragraphs 2.1 and 2.2 and **Appendix A** containing key changes to corporate risks since the last risk management report in December 2021.
2. To consider and agree the corporate risks as at March 2022 (**Appendix C**).

## 1. Background and Purpose

- 1.1 With Cabinet's ownership of the corporate risk register, the purpose of this report is to set out the latest corporate risks for the Cabinet to consider and agree. **Appendix A** provides a summary of the latest proposed changes to corporate risks since December 2021, with the current corporate risk register scores visually summarised on the corporate risk heat map in **Appendix B**. Details of all risks on the corporate risk register are located in **Appendix C**.

The Audit Committee are responsible for monitoring the adequacy and effectiveness of the systems of risk management and internal control, as set out in its Terms of Reference, which is part of the Council's [Constitution](#). There are Risk Management controls in place within the Council as per the Financial Regulations of the Council's Constitution.

## 2. Proposal

- 2.1 The key general risk messages are as follows:

- That corporate risk management continues to be sound and effective, working to best practice, and continues to support the Council's continued recovery from the pandemic.
- The review of corporate risks has taken place with risk owners and reviewers, and Corporate Board as a group.
- This corporate risk management report should be read in conjunction with the performance and finance reports.
- The continuous risks in nature with target dates of the end of this financial year have been amended. Mitigations and progress will continue to be monitored to ensure further progression with reducing risk scores wherever possible for the risks that Norfolk County Council can treat (reduce).

2.2 The key specific corporate risk messages are as follows:

**RM002 - The potential risk of failure to manage significant reductions in local and national income streams**

There is a proposal to temporarily reduce the score from 12 to 8, reducing the likelihood from 3 (possible) to 2 (unlikely).

**RM010 - The risk of the loss of key ICT systems including: - Network connectivity; - Telephony; - Microsoft Office & all business systems. Caused by physical, technical or cyber problems**

It is proposed to increase the risk score from 3 to 6 with likelihood increasing from 1 (rare) to 2 (unlikely).

**RM023 - Failure to respond to changes to demography, funding, and government policy, with particular regard to Adults Services**

There is a proposal to reduce the current score from 25 to 20 lowering the likelihood score from 5 to 4.

**RM032 - Capacity to manage multiple disruptions to business**

There is a proposed risk reduction from 15 to 9 lowering likelihood from 5 (almost certain) to 3 (possible).

It is proposed to change the risk title to **RM010 from The risk of the loss of key ICT systems including: - internet connection; - telephony; - communications with cloud-provided services; or - the Windows and Solaris hosting platforms to The risk of the loss of key ICT systems including: - Network connectivity; - Telephony; - Microsoft Office & all business systems. Caused by physical, technical or cyber problems.**

There is a proposed risk title change to RM022b from **Implications of Brexit for a) external funding and b) Norfolk businesses to Implications of EU Transition for a) external funding and b) Norfolk businesses.**

Further information on these specific risk changes in 2.2 can be found in Appendix A.

### **3. Impact of the Proposal**

3.1 Risk management plays a key role in managing performance and is a requirement in the Accounts and Audit Regulations 2015 (amended 2020). Sound risk management helps ensure that objectives are fulfilled, that resources and assets are protected and used effectively and efficiently. The responsibilities for risk management are set out in the Financial Regulations, which are part of the Council's Constitution.

- 3.2 Details of the proposals above in 2.2. can be viewed in Appendix A, offering further rationale and impact of the proposals.

## **4. Evidence and Reasons for Decision**

- 4.1 Not applicable as no decision is being made.

## **5. Alternative Options**

- 5.1 There are no alternatives identified.

## **6. Financial Implications**

- 6.1 There are financial implications to consider, which are set out within the risks at **Appendix C**. The budget for the next financial year 2022-23 was set and agreed by Full Council in February 2022, following consultation. Mitigations supporting the controlled treatment of the risk of the potential risk of failure to manage significant reductions in local and national income streams are set out in risk RM002.

## **7. Resource Implications**

- 7.1 **Staff:** There are staffing resource implications to consider as part of risk **RM029 - NCC may not have the employees (or a sufficient number of employees) with critical skills that will be required for the organisation to operate effectively in the next 2-5 years and longer term.**
- 7.2 **Property:** The main Council offices have re-opened to staff, with appropriately adapted health and safety measures in place to ensure that staff are able to work in a safe environment if they need to work from an office.
- 7.3 **IT:** The Council's Information Management Technology team are continuing to closely monitor cyber security threat levels with the current geo-political situation, and continue to roll out the technology advances that are helping Members and officers to carry out their duties effectively.

## **8. Other Implications**

### **8.1 Legal Implications:**

There are no current specific legal implications to consider within this report.

### **8.2 Human Rights Implications:**

There are no specific human rights implications to consider within this report.

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

None applicable.

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

None applicable.

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

Face to face services continue to operate in a safe and sustainable manner factoring in the current adapted service measures required to minimise the risk of infection from Covid-19. As per 7.2, main office hubs have re-opened with adapted measures to ensure safe working, for those choosing to work there.

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

There are no specific sustainability implications to consider within this report. Any sustainability risks identified as part of the Council's [Environmental Policy](#) (page 58) will be recorded and reported appropriately.

**8.7 Any Other Implications:**

There are no other risk implications to consider within this report.

**9. Risk Implications / Assessment**

- 9.1 The risk implications are set out in the report above, and within the risks themselves at **Appendix C**.

**10. Select Committee Comments**

- 10.1 There are no recent Select Committee comments to note within this report.

**11. Recommendations**

1. To consider and agree the key messages in paragraphs 2.1 and 2.2, and Appendix A containing key changes to corporate risks since the last risk management report in December 2021.
2. To consider and agree the corporate risks as at March 2022 (Appendix C).



## 12. Background Papers

12.1 There are no background papers applicable.

### Officer Contact

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

**Officer name: Adrian Thompson**

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**Officer name: Thomas Osborne**

**Telephone no.: 01603 222780**

**Email: [thomas.osborne@norfolk.gov.uk](mailto:thomas.osborne@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.

## Key Changes to Corporate Risks

The quarterly review of the corporate risk register has generated the following proposed changes;

<b>Risk Number</b>	<b>Risk Score Change</b>	<b>Risk title Change</b>	<b>Risk Description Change</b>	<b>Mitigations Change</b>	<b>Risk Owner Change</b>	<b>New Corporate Risk</b>
RM001						
RM002	✓					
RM003a						
RM003b						
RM004			✓			
RM006						
RM010	✓	✓				
RM013						
RM022b		✓				
RM023	✓		✓			
RM024						
RM026						
RM027						
RM029						
RM030						
RM031						
RM032	✓					
RM033				✓		
RM034						

## Proposed Risk Score Changes

### **RM002 - The potential risk of failure to manage significant reductions in local and national income streams**

There is a proposal to temporarily reduce the score from 12 to 8, reducing the likelihood from 3 (possible) to 2 (unlikely). This comes as a result of the Council having managed income streams for 2021-22, and will revert to a score of 12 from the beginning of the next financial year 2022-23 when we manage next year's income streams as part of the budget delivery.

### **RM010 - The risk of the loss of key ICT systems including: - Network connectivity; - Telephony; - Microsoft Office & all business systems. Caused by physical, technical or cyber problems.**

It is proposed to increase the current risk score from 3 to 6, with likelihood increasing from 1 (rare) to 2 (unlikely) to take into account the current growing geo-political tensions, and the raised possibility of a cyber-attack.

### **RM023 - Failure to respond to changes to demography, funding, and government policy, with particular regard to Adults Services**

There is a proposal to reduce this risk from 25 to 20, reducing the likelihood from 5 (almost certain) to 4 (probable). This is owing to the further progress being made against numerous mitigations including recovery planning to address backlogs of work arising from pandemic and winter pressures, preparation for the implementation of the White Paper, Putting People at the Heart of Care, the redesign of the Adults' front door points of contact, and collaboration with children's services to develop a preparing for adult life service to strengthen the transition experience for young people, all whilst recognising that there remain significant challenges.

### **RM032 - Capacity to manage multiple disruptions to business**

There is a proposed risk reduction from 15 to 9 lowering likelihood from 5 (almost certain) to 3 (possible), given the preparation work that has been undertaken to increase preparedness for any additional disruption to business as usual including a high proportion of business continuity plans being reviewed and tested and the increased Council resilience infrastructure as a result of the pandemic.

## Risk Title Refresh

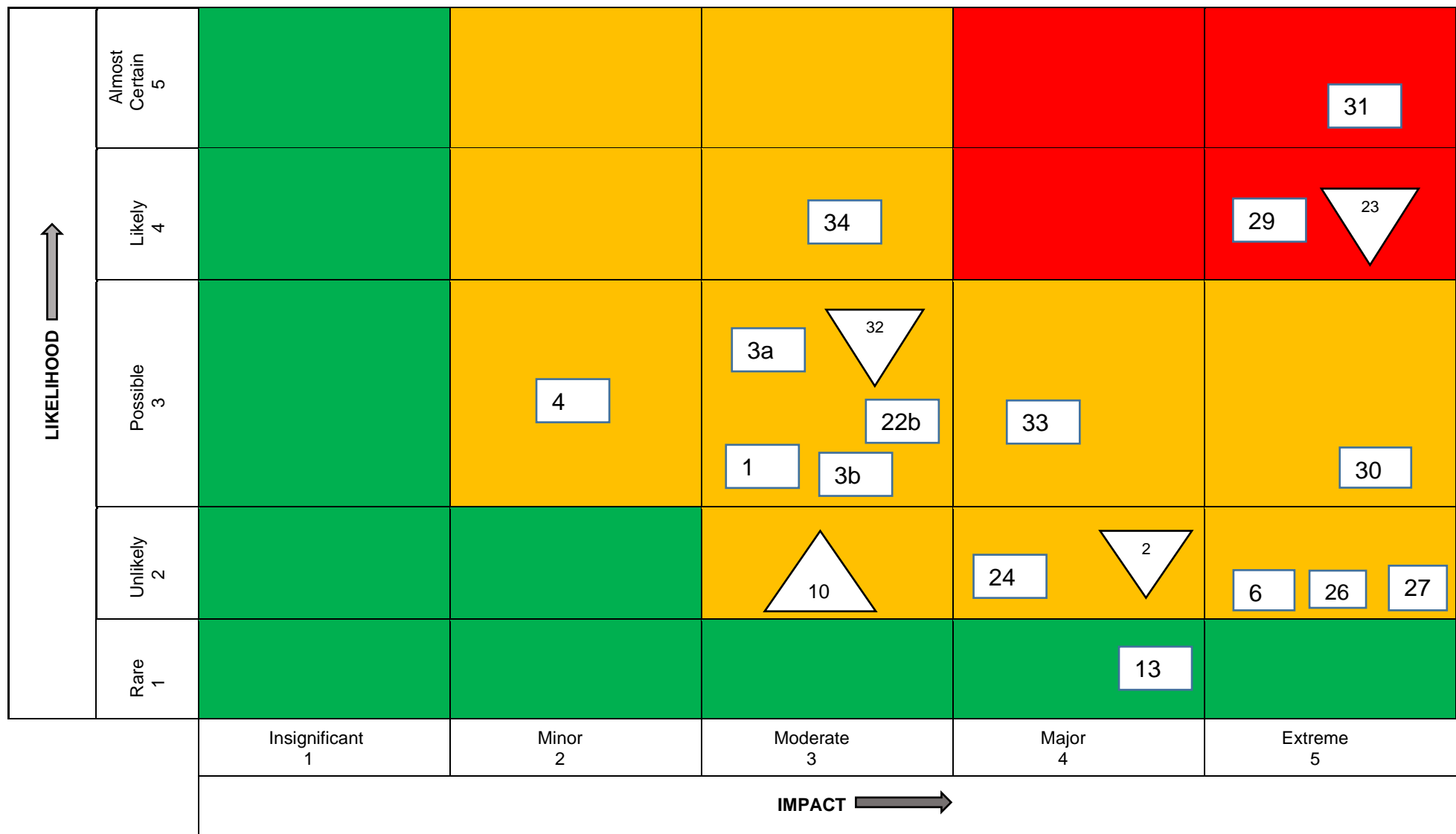
### **RM010 - The risk of the loss of key ICT systems including: - Network connectivity; - Telephony; - Microsoft Office & all business systems. Caused by physical, technical or cyber problems.**

This risk title change now incorporates the potential causes of any loss of key ICT systems.

### **RM022b - Implications of EU Transition for a) external funding and b) Norfolk businesses**

This risk title change reflects a movement away from the immediate aftermath of exiting the European Union and looks forward at the implications of the EU transition that lie ahead for external funding and Norfolk businesses.

## Corporate Risks - Heat Map

**Key**

= Risk score increase



= no score change



= risk score decrease

No.	Risk description	No.	Risk Description
RM001	Not realising infrastructure funding requirements to achieve the infrastructure ambition of the Business Plan.	RM022b	Implications of EU Transition for a) external funding and b) Norfolk businesses
RM002	The potential risk of failure to manage significant reductions in local and national income streams.	RM023	Failure to respond to changes to demography, funding, and government policy, with particular regard to Adults Services.
RM003a	Potential for failure to comply with statutory information compliance requirements.	RM024	Failure to construct and deliver the Great Yarmouth 3rd River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction to be completed early 2023).
RM003b	Potential for failure to comply with relevant information security requirements	RM026	Legal challenge to procurement exercise.
RM004	The potential risk of failure to deliver effective and robust contract management for commissioned services.	RM027	Risk of failure of new Human Resources and Finance system implementation (myOracle).
RM006	The potential risk of failure to deliver our services within the resources available for the period 2018/19 to the end of 2020/21.	RM029	NCC may not have the employees (or a sufficient number of employees) with critical skills that will be required for the organisation to operate effectively in the next 2-5 years and longer term.
RM010	The risk of the loss of key ICT systems including: - Network connectivity; - Telephony; - Microsoft Office & all business systems. Caused by physical, technical or cyber problems.	RM030	Non-realisation of Children's Services Transformation change and expected benefits.
RM013	The potential risk of failure of the governance protocols for entities controlled by the Council, either their internal governance or the Council's governance as owner. The failure of entities controlled by the Council to follow relevant guidance or share the Council's ambitions	RM031	NCC Funded Children's Services Overspend
		RM032	Capacity to manage multiple disruptions to business
		RM033	Failure to receive the necessary funding or statutory approvals to enable the Norwich Western Link (NWL) project (at £198m) to be delivered to the agreed timescales (target opening by late 2025).
		RM034	Supply Chain Interruption

Risk Number		RM001				Date of last review		01 February 2022		
Risk Name		Not realising infrastructure funding requirements to achieve the infrastructure ambition of the Business Plan								
Portfolio lead		Cllr. Martin Wilby				Risk Owner		Tom McCabe		
Risk Description					Date entered on risk register			03 June 2019		
1) Not securing sufficient funding to deliver all the required infrastructure for existing needs and planned growth leading to: • Congestion, delay and unreliable journey times on the transport network • A lack of the essential facilities that create attractive conditions for business activity and investment, and sustainable communities, including good connectivity, public transport, walking and cycling routes, open space and green infrastructure, and funding for the infrastructure necessary to enable the county council to perform its statutory responsibilities, eg education. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	3	2	6	Mar-23	Amber
Tasks to mitigate the risk										
1.1) Work with other county council officers and partners including government, local enterprise partnerships and district councils to compile evidence and the case for investment into infrastructure in order to achieve success through bidding rounds for capital investment. 1.2) Identify and secure funding including Pooled Business Rates (PBR) to develop projects to a point where successful bids can be made for funding through compiling evidence and cases for investment. 1.3) Engage with providers of national infrastructure – Highways England for strategic (trunk) roads and Network Rail for rail delivery – to ensure timely delivery of infrastructure projects, and work with partners on advocacy and lobbying with government to secure future investment into the networks. 1.4) Review Planning Obligations Standards annually to ensure the county council is able to seek and secure the maximum possible contribution from developers. 1.5) Continue to build the relationship with strategic partners including elected representatives, government departments, local enterprise partnerships, regional bodies such as Transport East (the Sub-National Transport Body) and other local authorities to maximise opportunity and work together in the most effective joined-up manner. 1.6) Periodically review timescales for S106, and other, funding contributions to ensure they are spent before the end date and take action as required. Periodic reviews for transport contributions and an annual review process for library and education contributions.										
Progress update										

## Progress update

Overall: Impact of Covid-19 likely to affect funding streams in both the short and longer-term.

1.1) NWL: Outline Business Case submitted to DfT and Design and Build contractor appointed following Cabinet agreement 7 June. TfN draft Strategy, which will help to support future transport delivery in and around Norwich: Consultation finished 8 October and adopted by Cabinet 6 December. Work commenced on Action Plan. OBC for Long Stratton Bypass approved by government 24 July 2021. Revised planning applications from the developers submitted. West Winch Housing Access Road: Strategic OBC submitted to DfT at end of March. Working through DfT queries received October. A47/A17 Pullover Junction King's Lynn: Work has identified three options for improvement. Preferred Option to be identified and taken through DfT Major Road Network funding stream. Transforming Cities now in delivery phase. Gt Yarmouth Third River Crossing: Works started on 4 January 2021 as planned. Continuing to work with districts and other partners on a range of infrastructure projects. Norfolk Infrastructure Delivery Plan adopted by Cabinet December 2021

1.2) Funding secured from PBR for development of Norwich Western Link and West Winch Housing Access Relief Road (see 1.1). £1.8m received through DfT Active Travel Fund phase 1 and 2. Measures now being delivered. Bid made for ATF3. Work continues on scope of county-led transport levelling-up bid.

1.3) A47 Just Dual It campaign ran in run up to 2021 spending review. Great Eastern Main Line (Norwich to London rail): Awaiting government decision on revised scope of Network Rail work, focusing on performance and journey time improvements. Continuing to work on Ely Task Force: Consultation launched by Network Rail mid-October. Continuing to support East West Rail Consortium. Continuing to feed into the Examinations for A47 Blofield to Burlingham (now closed), Easton to Tuddenham and Thickthorn DCO applications submitted to Planning Inspectorate.

1.4) Officers are working with the County Council Network and the Regional Planning Obligations Officer Group to lobby the Ministry of Housing Communities and Local Government on proposed reforms to the developer contributions. Officers will continue to update the County Council's Planning Obligations Standards annually to ensure the county council is able to seek and secure the maximum possible contribution from developers. The review has commenced (2021/2022). The amendments/updates are fairly minor and as such will be dealt with under delegated officer powers; and referred to the Cabinet Member (Highways, Infrastructure and Transport) for information .

1.5) Continuing to work with Transport East on transport strategy (consultation launched in December); liaising with DfT, Network Rail and now National Highways on strategic road and rail schemes; attending wider partnership groups including LEP Transport Board

1.6) Officers have introduced a new system of monitoring known as the Infrastructure Funding Statement (IFS) to comply with the 2010 Community Infrastructure Levy (CIL) Regulations (as amended in September 2019). This will ensure monitoring is effective, transparent and up to date. The County Council will publish its updated IFS later in the year in line with the above CIL Regulations.

Risk Number	RM002					Date of last review		31 January 2022		
Risk Name	The potential risk of failure to manage significant reductions in local and national income streams									
Portfolio lead	Cllr. Andrew Jamieson					Risk Owner		Simon George		
Risk Description					Date entered on risk register			31 May 2019		
This may arise from global or local economic circumstances (i.e. Brexit), government policy on public sector budgets and funding. As a result there is a risk that the Medium Term Financial Strategy savings required for 2021/22 - 2024/25 are not delivered because of uncertainty as to the scale of savings resulting in significant budget overspends, unsustainable drawing on reserves, and severe emergency savings measures needing to be taken. The financial implications are set out in the Council's Budget Book, available on the Council's website. Overall risk treatment:Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	2	4	8	2	4	8	Mar-22	Met
Tasks to mitigate the risk										
<p>Medium Term Financial Strategy and robust budget setting within available resources.</p> <p>No surprises through effective budget management for both revenue and capital.</p> <p>Budget owners accountable for managing within set resources.</p> <p>Determine and prioritise commissioning outcomes against available resources and delivery of value for money.</p> <p>Regular and robust monitoring and tracking of in-year budget savings by Corporate Board and members.</p> <p>Regular finance monitoring reports to Cabinet.</p> <p>Close monitoring of central government grant terms and conditions to ensure that these are met to receive grants.</p> <p>Plans to be adjusted accordingly once the most up to date data has been received.</p>										
Progress update										
<p>County Council on 21.02.21 approved the 2021-22 budget and future Medium Term Financial Strategy 2021-25 taking into account the Final Local Government Finance settlement for 2021-22. The risk target score for 31 March 2021 has been met.</p> <p>The council's external auditors gave an unqualified audit opinion on the 2020-21 Statement of Accounts and were satisfied that the County Council had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31.03.2021.</p> <p>The implications of the COVID-19 response, coupled with continued uncertainty and the further delay of the significant planned reforms for local government finance, represents a major challenge for the Council in developing its Medium term Financial Strategy. Cabinet on 5.7.21 considered a strategic and financial planning report for 2022-23 with an updated report presented to Cabinet on 8.11.21 following the Government's Spending Review announcement. Cabinet on 31.1.22 considered and agreed the 2022-23 Revenue Budget and Medium Term Financial Strategy 2022-26 and will make recommendations to County Council in order that County Council can agree the 2022-23 Budget and level of council tax at its meeting on 21 February 2022.</p>										



<b>Risk Number</b>	RM003a					<b>Date of last review</b>		27 January 2022		
<b>Risk Name</b>	Failure to comply with statutory information compliance requirements									
<b>Portfolio lead</b>	Cllr. Andrew Proctor					<b>Risk Owner</b>		Andrew Stewart		
<b>Risk Description</b>					<b>Date entered on risk register</b>			05 June 2019		
There is a risk of failing to comply with statutory information compliance requirements (e.g. under GDPR, FOI, EIR) which could lead to reputational damage and financial impact from any fines or compensation sought.										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	3	12	3	3	9	2	3	6	Mar-23	Green
<b>Tasks to mitigate the risk</b>										
1. Mandatory Information Governance Training for all colleagues 2. Information Governance Group and Steering Group occur bi-monthly 3. Detailed management information in place to monitor performance 4. Two-way relationship with ICO maintained to ensure positive working relationship 5. Focus on resource available / required to ensure consistency of service 6. Ongoing improvements underway to improve efficiency and effectiveness										
<b>Progress update</b>										
Mandatory training for Information Governance (Data Protection Essentials) has now been live for a year which has received positive feedback and has been completed by over 50% of the organisation - completion rate at end of 2021 was 96%.										
Information Governance Group and the escalation Steering Group comprising the SIRO, DPO, Dir IMT, Audit and Caldicott Guardians has met for a year, occurring bi-monthly to deliver a strong focus and accountability on information related matters.										
Management information continues to be developed to allow actions to be taken on activity within the team and resource to be appropriately allocated / requested. Significant improvements in many areas including Freedom of Information Requests and Police disclosures. Subject Access Requests remain a concern and focus remains on these, looking for improvements to process where possible.										
Positive relationship with the ICO in relation to data incidents and responses to subject access requests which helps demonstrate a good culture towards information in NCC.										
Clear focus of activity has occurred in 2021 and to continue in 2022 to improve efficiency in the team when dealing with requests (online FOI, SAR and Breach form have already been delivered as has improved scanning process) which will further improve the resource availability the Information Governance Team can give to support IG queries across NCC. Electronic Storage Programme underway to reduce risk associated with unstructured information held on Fileshares.										
These activities will enhance many of the mitigations to a higher standard, reducing the likelihood of occurrence - the impact should anything happen would likely result in local or national media attention, depending on the severity of the issue.										

<b>Risk Number</b>	RM003b					<b>Date of last review</b>		09/02/2022		
<b>Risk Name</b>	Failure to comply with relevant information security requirements									
<b>Portfolio lead</b>	Cllr. Tom Fitzpatrick					<b>Risk Owner</b>	Geoff Connell			
<b>Risk Description</b>					<b>Date entered on risk register</b>			05 June 2019		
There is a risk of failing to comply with relevant information security requirements (e.g. NIS, PSN, PCI-DSS) which could lead to reputational damage and financial impact. Overall risk treatment: Treat										
<b>Original</b>			<b>Current</b>			<b>Tolerance Target</b>				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	3	12	3	3	9	1	3	3	Mar-23	Green
<b>Tasks to mitigate the risk</b>										
1. Mandatory Training in place for all colleagues - ongoing 2. Development and monitoring of MI for breaches - ongoing 3. Implementation of improved security measures - ongoing 4. External networking to ensure best practice - ongoing										
<b>Progress update</b>										
- Rollout of new Mandatory training to all colleagues - Implementation of improved security measures e.g. E5 Licencing - Involvement with National cybersecurity organisation - Extensive communications to NCC staff on remaining vigilant against cyber-attacks - Increased take up of IT training; - A simulated phishing exercise, carried out to understand where weaknesses remain; - Roll-out of Safe Links and Safe Attachments technology, which screens MS Office attachments and links before being opened; - Anti-spoofing technology software being introduced.										
Risk score of 9 at present due to improved measures that have been implemented but acknowledgment that further activities would reduce the risk further, with a number of new challenges in a COVID and geo-political landscape. The impact should anything happen would likely result in local or national media attention, depending on the severity of the issue.										

Risk Number		RM004				Date of last review		14 February 2022		
Risk Name		The potential risk of failure to deliver effective and robust contract management for commissioned services.								
Portfolio lead		Cllr. Andrew Jamieson				Risk Owner		Simon George		
Risk Description					Date entered on risk register			02 June 2019		
Ineffective contract management leads to wasted expenditure, poor quality, failure to achieve anticipated environmental or social benefits, unanticipated supplier default or contractual or legal disputes, and/or reputational damage to the Council. The council spends some £700m on contracted goods and services each year. Overall risk treatment: Tolerate										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	2	3	6	2	3	6	Mar-23	Met
Tasks to mitigate the risk										
1) Implement a proactive system to identify early signs of potential supplier financial / governance failure and respond appropriately. Next steps: - Develop robust process to respond to CreditSafe alerts - Checks of suppliers governance arrangements and following up on references										
2) Continue to report the pipeline of expiring contracts to Corporate Board every six months. Continue to discuss the pipeline of expiring contracts with CES DMT every quarter. Next steps: - Start to discuss the pipeline of expiring contracts with other departmental management teams or individual senior managers										
3) Through the contract compliance and optimisation workstream of the Smarter Workstream priority under the Norfolk Futures programme, implement measures to ensure that staff who have contract management as part of their job have the relevant skills and support to manage contracts effectively. Next steps: Implement phased plan										
4) Develop a standard specification for service transition that can be used as the basis for new sourcing exercises and used to manage transitions effectively										
5) Internal audit undertaking audits of the contract management control environment in the three service directorates.										
Progress update										
1) Process developed with finance to respond to CreditSafe alerts. Complete										
2) Pipeline reporting frequency at Corporate Board increased to quarterly and process is in place for monthly review by Director of Procurement and Executive Director of Finance. Procurement staff review monthly and make sure plans are in place with departments. Complete										
3) Contract compliance and optimisation workstream plan was approved at Corporate Board in December 2019 and phased implementation was under way, prior to COVID-19. Implementation of phased plan paused whilst efforts are focussed on the COVID-19 response.										
4) Transition/handover checklist developed and in use. Complete.										
5) Internal Audit have completed an audit of the senior management monitoring of significant contracts. Complete										

Risk Number		RM006				Date of last review		01 February 2022		
Risk Name		The potential risk of failure to deliver our services within the resources available for the period 2021/22 to the end of 2023/24.								
Portfolio lead		Cllr. Andrew Proctor				Risk Owner		Tom McCabe		
Risk Description					Date entered on risk register			13 June 2019		
The failure to deliver agreed savings or to deliver our services within the resources available, resulting in the risk of legal challenge and overspends, requiring the need for in year spending decisions during the life of the plan, to the detriment of local communities and vulnerable service users. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	5	10	2	5	10	1	5	5	Mar-23	Green
Tasks to mitigate the risk										
1) Clear robust framework, 'Together for Norfolk - Business Plan' in place which drives the delivery of the overall vision and priority outcomes. The delivery of a council-wide strategy which seeks to shift focus to early help and prevention, and to managing demand. 2) Delivery against the strategic service and financial planning, by translating the vision and priorities into achieved, delivered targets. 3) A robust annual process to provide evidence for Members to make decisions about spending priorities. 4) Regular and robust in-year financial monitoring to track delivery of savings and manage in-year pressures. 5) Sound engagement and consultation with stakeholders and the public around service delivery. 6) A performance management and risk system which ensures resources are used to best effect, and that the Council delivers against its objectives and targets.										
Progress update										
Regular budget and performance monitoring reports to Cabinet has continued to demonstrate how the Council is delivering against the 2021/22 budgets and priorities set for each of our services. The Council has a robust and established process, including regular reporting to Members, which is closely linked to the wider Council Strategy, in order to support the development of future year budget plans taking account of the latest available information about Government funding levels and other pressures. This process includes reviewing service budgets and taking into account financial performance and issues arising in the current financial year as detailed in the budget monitoring reports. There is financial monitoring of in-year cost to address the impact of COVID-19 within departments, with monitoring of 2021-22 spend being reported to Cabinet on a monthly basis and monitoring of COVID-19 spend reported to Corporate Board regularly. Financial forecasting is taking place to further understand where there are likely to be areas of greater financial challenges as a result of COVID-19 beyond 2021/22. There has been an updated MTFS position reported to Cabinet within the year, savings proposals published for consultation in October, budget setting meeting of Full Council in February 2022, and monitoring reports taken to Cabinet in 2021/22. Work has been carried out by Departmental Leadership Teams, the Recovery Group and the Business Transformation Programme on future savings required. Savings proposals have been presented for Member review and then taken to Cabinet.										

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Risk Number	RM010					Date of last review		09 February 2022		
Risk Name	The risk of the loss of key ICT systems including: - Network connectivity; - Telephony; Microsoft Office & all business systems. Caused by physical, technical or cyber problems.									
Portfolio lead	Cllr. Tom Fitzpatrick					Risk Owner		Simon George		
Risk Description					Date entered on risk register			01 July 2019		
Loss of core / key ICT systems, communications or utilities for a significant period - as a result of a cyber attack, loss of power, physical failure, fire or flood,or supplier failure - would result in a failure to deliver IT based services leading to disruption to critical service delivery, a loss of reputation, and additional costs. Note that cyber security risks are elevated in 2022 due to global geopolitical issues (Cyber risk is detailed further in risk RM14184). Overall risk treatment: Treat.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	2	3	6	1	3	3	Mar-23	Green
Tasks to mitigate the risk										
Full power down completed periodically 2) Replace ageing Local Area Network (LAN) equipment 3) Implement Cloud-based business systems with resilient links for key areas 4) Review and Implement suitable arrangements to protect against possible cyber / ransomware attacks including; 5) Running a number of Cyber Attack exercises with senior stakeholders to reduce the risk of taking the wrong action in the event of a cyber attack 6) We will hold a number of Business Continuity exercises to understand and reduce the impact of risk scenarios 7) WFH has changed the critical points of infrastructure. Access to cloud services like O365 without reliance on County Hall data centres is critical to ensure service continuity. 8) Keep all software security patched and up to date and supported. Actively and regularly review all software in use at NCC and retire all out of date software that presents a risk to keeping accredited to these standards. 9) Continue to closely monitor security processes.										
Progress update										

## Progress update

- 1) Full power down completed as required by Property programme plans.
- 2) County Hall complete we continue to roll out to remaining offices throughout the County slowed due to Covid-19 restrictions.
- 3) We Implement Cloud-based business systems with resilient links for key areas as they are procured, guidance is being refreshed regularly.
- 4) We have now completed the cyber audit actions.
- 5) IMT and the resilience team presented a number of scenarios selected by the business to the Directors Operational Board (Previously Silver group) to test, understand and challenge on a number of key disaster Scenarios. This was to inform the business continuity plans and highlight further improvements we can make. Resilience team are considering dates for our next Business Continuity test.
- 6) Since COVID-19 has resulted in the majority of the workforce working from home, the network has been able to cope effectively with a vastly increased number of users working remotely.
- 7) Various security protections from Microsoft E5 have been implemented and more are being added.
- 8) Infrastructure design is evolving to accommodate cloud services, further strengthen cyber security and reduce reliance on County Hall infrastructure. NCC dependence on Solaris will reduce with Oracle Cloud.
- 9) The scope and frequency of security monitoring processes has been increased.

Risk Number	RM013					Date of last review		01 February 2022		
Risk Name	The potential risk of failure of the governance protocols for entities controlled by the Council, either their internal governance or the Council's governance as owner. The failure of entities controlled by the Council to follow relevant guidance or share the Council's ambitions.									
Portfolio lead	Cllr. Greg Peck					Risk Owner		Simon George		
Risk Description					Date entered on risk register			02 July 2019		
The failure of governance leading to controlled entities: Non Compliance with relevant laws (Companies Act or other) Incurring Significant Losses or losing asset value Taking reputational damage from service failures Being mis-aligned with the goals of the Council The financial implications are described in the Council's Annual Statement of Accounts 2019-20. Overall risk treatment: Treat This risk is scored at a likelihood of 1 due to the strong governance in place and an impact score of 4 given the size of the controlled companies.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
1	4	4	1	4	4	1	4	4	Mar-23	Met
Tasks to mitigate the risk										
<p>1) All controlled entities and subsidiary companies have a system of governance which is the responsibility of their Board of Directors.</p> <p>The Council needs to ensure that it has given clear direction of it's policy, ambitions and expectations of the controlled entities.</p> <p>The NORSE Group objectives are for Business Growth and Diversification of business to spread risks. Risks need to be recorded on the Group's risk register.</p> <p>2) The shareholder committee should meet quarterly and monitor the performance of NORSE. A member of the shareholder board, the shareholder representative, should also attend the NORSE board.</p> <p>3) The Council holds control of the Group of Companies by way of its shareholding, restrictions in the NORSE articles of association and the voting rights of the Directors. The mission, vision and value statements of the individual NORSE companies should be reviewed regularly and included in the annual business plan approved by the Board. NORSE should have its own Memorandum and Articles of Association outlining its powers and procedures, as well as an overarching agreement with the Council which outlines the controls that the Council exercises over NORSE and the actions which require prior approval of the Council.</p> <p>4) To ensure that governance procedures are being discharged appropriately to Independence Matters. The Executive Director for Finance and Commercial Services' representative attends as shareholder representative for Independence Matters.</p> <p>5) Shareholder representation required from the Executive Director of Finance and Commercial Services on both the Norse, and Repton Boards.</p>										
Progress update										



## Progress update

- 1) There are regular Board meetings, share holder meetings and reporting as required. For NORSE, risks are recorded on the NORSE group risk register.
- 2) The Norse Group follows the guidance issued by the Institute of Directors for Unlisted Companies where appropriate for a wholly owned LA company. The shareholder committee meets quarterly and monitors the performance of Norse. A member of the shareholder board, the shareholder representative, also attends the NORSE board.
- 3) The Council has reviewed its framework of controls to ensure it is meeting its Teckal requirements in terms of governance and control. The Executive Director of Finance and Commercial Services is responsible for reviewing the ongoing viability of wholly owned entities and regularly reporting the performance of their activities, with a view to ensuring that the County Council's interests are being protected.  
All County Council subsidiary limited company Directors have been approved in accordance with the Constitution. Andy Wood has been appointed as the new Chairman of NORSE. A Managing Director is currently being appointed.  
A further strengthening of the Board is proposed with the appointment of two independent Non-Executive Directors with one vote each. As with Repton the appointments would be made through a transparent process of advertisement, interview and appointment.
- 4) The ED of F&CS directs external governance. An external company is undertaking a review of Norse Group's financial performance, discharging the Executive Director for Finance and Commercial Services' responsibility as per the Constitution.
- 5) There is Shareholder representation from the Executive Director of Finance and Commercial Services on both the Norse, and Repton Boards.



Risk Number		RM022b		Date of last review		01 February 2022				
Risk Name		Implications of EU Transition for a) external funding and b) Norfolk businesses								
Portfolio lead		Cllr. Graham Plant		Risk Owner		Tom McCabe				
Risk Description				Date entered on risk register		28 August 2020				
a) Risk RM14429 covers the closedown of the France (Channel) England INTERREG programme, managed by NCC. In terms of future external funding, we need to make a compelling case to Government for investment in Norfolk from the UK Shared Prosperity Fund, which replaces EU funding.										
b) Going forward, we need to understand the implications for Norfolk businesses of the Territorial Cooperation Agreement and work with partners to support Norfolk businesses to trade.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	3	9	3	3	9	2	3	6	Mar-23	Amber
Tasks to mitigate the risk										
a) Development of Norfolk Investment Framework to target the UK Shared Prosperity Fund (replacement for EU funding).										
b) Focussed support for business, in conjunction with LEP and Chamber of Commerce.										
Progress update										
a) Cabinet agreed at their meeting on 2/8/21 to commission a Norfolk Investment Framework (NIF), to draw down the Shared Prosperity Fund (SPF) worth £1.5bn p/a nationally. Additional work packages to reinforce stakeholder engagement have been added. Consultation for the Framework has been extended. Draft iterations of thematic objectives being tested further with stakeholders. Contract of work extended until end of March 2022.										
White paper has been published and reinforces the need for a collaborative approach in preparation for a County Deal.										
The Levelling Up White Paper indicates that in the short-term SPF and LU funds will be delivered through Districts. Should a County Deal be agreed, this may change.										
Feedback from Stakeholders confirms the need for a NIF. Approach endorsed by the Steering Committee (including Town Deal Board Chairs/Local Authorities/Business Reps/University & Research Institutes and Private Sector).										
The NIF will identify funding options for delivery from a range of options including SPF and LUF, other national funding pots as well as private sector investment.										
b) Business advice provided by the LEP's Growth Hub, Norfolk Chamber and Federation of Small Business. While these bodies can provide advice, the challenge for businesses is to invest more resource in producing the paperwork that is now required for the import/export of goods, and still generate a profit. Government has introduced measures to help secure more HGV drivers (to replace those lost due to both Brexit and the pandemic) and increase the number of seasonal agricultural workers who can work in the UK. A key priority of the Norfolk Rural Strategy is to help increase the adoption of robotic solutions to increase productivity and help mitigate staffing challenges.										

Risk Number	RM023					Date of last review		14 February 2022		
Risk Name	Failure to respond to changes to demography, funding, and government policy, with particular regard to Adults Services.									
Portfolio lead	Cllr. Bill Borrett					Risk Owner	James Bullion			
Risk Description					Date entered on risk register			18 August 2017		
Whilst acknowledging the pressures on adult social services, and providing some one-off additional funding, the Government has yet to set out a direction of travel for long-term funding. The pressures of demography and complexity of need continue to increase for adult social services. Direction of travel in terms of longer term funding has been signalled through Build Back Better and the introduction of the social care national insurance levy. However, additional funding is front-loaded towards the NHS, and there is a clear expectation that demography pressures should be met through local taxation. This makes effective strategic planning highly challenging and there is a risk that short-term reductions in support services have to be made to keep within budget; these changes are likely to be counter to the long-term Promoting Independence strategy. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	4	5	20	3	5	15	Mar-23	Amber
Tasks to mitigate the risk										
1. Implementation of Promoting Independence Strategy. This strategy is shaped by the Care Act with its call to action across public services to prevent, reduce and delay the demand for social care. The strategy aims to ensure that demand is understood and managed, and there is a sustainable model for the future. 2. Publication of the the White Paper: Putting People at the Heart of Care, alongside funding for social care through the national insurance levy provides a strategic direction of travel. Further direction will come through a further White paper on integration, expected imminently. 3. As part of the PI strategy, a shift of spend towards targeted prevention, reablement services, enablement, and strengthened interim care. 4. Implementation of Better Care Fund plans which promote integration with the NHS and protect, sustain and improve the social care system. 5. Judicious use of one-off winter and other funding, as announced by Government, including accessing Discharge to Assess funding and other Covid-related funds. 6. Close tracking of government policies, demography trends and forecasts. 7. Influencing and shaping the development and governance of the new Integrated Care System to ensure a strong focus on social care										
Progress update										

## Progress update

- 1) Detailed work to understand the financial and service impact of COVID for the next financial year and for medium term. Main themes for transformation being reviewed, and priorities for department being shaped. Overall strategy remains sound, but further work to identify the highest priority transformation areas and to track the interdependencies of programmes across the department.
- 2) Market shaping and development - strengthened working relationships; significant financial support for the market, now requires on-going work in partnership with care sector to look at future shape and sustainability.
- 3a) Refreshed prevention strategy required, building on the additional understanding and ways of working experienced throughout the pandemic. Engagement of Newton Europe consultants to re-design Adults front door, and strengthen prevention offer.
- 3b) Workforce – continues to be hugely challenging within Adult Social Services and in the wider care market. On-going recruitment campaign to sustain levels of front line social workers and occupational therapy staff. Joint European funded programme with Suffolk to support workforce in the wider care market
- 3c) Better Care Fund targeted towards supporting people to stay independent, promoting and enabling closer integration and collaboration across health and social care. Better Care Fund currently under review to reflect closer joint aims and objectives between health and social care
- 4) Close joint working with NHS, through the Integrated Care System, to shape and influence future integration of health and social care
- 5) Recovery planning underway to address backlogs of work arising from pandemic and winter pressures.
- 6) Preparation for the implementation of the White Paper, Putting People at the heart of Care,
- 7) Collaboration with children's services to develop a preparing for adult life service to strengthen transition experience for young people, and to improve service and budget planning.

Risk Number	RM024					Date of last review		01 February 2022		
Risk Name	Failure to construct and deliver the Great Yarmouth 3rd River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction to be completed early 2023)									
Portfolio lead	Cllr. Martin Wilby					Risk Owner		Tom McCabe		
Risk Description					Date entered on risk register			14 June 2019		
There is a risk that the 3RC project will not be delivered within budget and to the agreed timescales. Cause: delays during statutory processes put timescales at risk and/or contractor prices increase project costs. Event: The 3RC is completed at a later date and/or greater cost than the agreed budget, placing additional pressure on the NCC contribution. Effect: Failure to construct and deliver the 3RC within budget would result in the shortfall having to be met from other sources. This would impact on other NCC programmes. Overall risk treatment: Treat, with a focus on maintaining or reducing project costs and timescales.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	4	8	2	4	8	2	3	6	Jan-23	Amber
Tasks to mitigate the risk										
<p>The project was agreed by Full Council (December 2016) as a key priority infrastructure project to be delivered as soon as possible. Since then, March 2017, an outline business case has been submitted to DfT setting out project costs of £120m and a start of work in October 2020. 80% of this project cost has been confirmed by DfT, but this will be a fixed contribution with NCC taking any risk of increased costs. Mitigation measures are:</p> <p>1) Project Board and associated governance to be further developed to ensure clear focus on monitoring cost and programme at monthly meetings.</p> <p>2) NCC project team to include specialist cost and commercial resource (bought in to the project) to provide scrutiny throughout the scheme development and procurement processes. This will include independent audits and contract/legal advice on key contract risks as necessary.</p> <p>3) Programme to be developed that shows sufficient details to enable overall timescales to be regularly monitored, challenged and corrected as necessary by the board.</p> <p>4) Project controls and client team to be developed to ensure systems in place to deliver the project and to develop details to be prepared for any contractual issues to be robustly handled and monitored.</p> <p>5) All opportunities to be explored through board meetings to reduce risk and programme duration.</p> <p>6) An internal audit has been carried out to provide the Audit Committee and management with independent assurance that the controls in place, to mitigate, or minimise risks relating to pricing in stage 2 of the project to an acceptable level, are adequate and effective and operating in practice.</p>										
Progress update										

## Progress update

The outline business case was submitted on 30 March 2017, and DfT confirmed approval of this following the autumn statement in November 2017. Progress against actions are: 1) Project board in place. Gateway review highlighted a need to assess and amend board attendance and this has been implemented. A gateway review was completed to coincide with the award of contract decision making - the findings have been reported to the project board (there were no significant concerns identified that impact project delivery). Internal audit on governance report finalised 14 August 2019 and findings were rated green. Further gateway review completed summer 2020 ahead of progressing to next stage of contract (construction). 2) Specialist cost and commercial consultants appointed and continue to review project costs. The Commercial Manager will continue to assess the project forecast on a quarterly basis, with monthly interim reporting also provided to the board. No issues highlighted to date and budget remains sufficient. A further budget review was completed following appointment of the contractor. The full business case was developed and submitted to DfT at end of September 2020 - the project is still at agreed budget. 3) An overall project programme has been developed and is owned and managed by the dedicated project manager. Any issues are highlighted to the board as the project is delivered.

The start of DCO examination was 24 September 2019, with a finish date on 24 March 2020. The approval of the DCO was confirmed on 24 September 2020 (no legal challenge). Construction started on 4 January 2021 as planned. The bridge completion and opening date remains early 2023. 4) Learning from the NDR the experience of commercial specialist support was utilised to develop contract details ahead of the formal commencement of the procurement process. Further work fed into the procurement processes (and competitive dialogue) with the bidders. The commercial team leads were in place from the start of the contract (January 2019) and continue in this role to manage contract administration. 5) The project board receives regular (monthly) updates on project risks, costs and timescales. A detailed cost review was delivered to the board ahead of the award of the contract (following the delegated authority agreed by Full Council), and took into account the contractors tender pricing and associated project risk updates. The project currently remains on budget and the programme to complete the works and open the scheme in early 2023 is still on track.

6) The further internal audit has been concluded and a report circulated. Findings were green with only one minor observation (already actioned).

Risk Number		RM026		Date of last review		14 February 2022				
Risk Name		Legal challenge to procurement exercise								
Portfolio lead		Cllr. Andrew Jamieson			Risk Owner		Simon George			
Risk Description				Date entered on risk register			04 June 2019			
That alleged breach of procurement law may result in a court challenge to a procurement exercise that could lead to delay, legal costs, loss of savings, reputational damage and potentially significant compensation Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	5	10	2	5	10	1	5	5	Jun-22	Green
Tasks to mitigate the risk										
Review processes and practice in light of recent caselaw, in particular Amey Highways Ltd v West Sussex County Council [2019] EWHC 1291 (TCC) and Lancashire Care NHS Foundation Trust & Anor v Lancashire County Council [2018] EWHC 200 (TCC).										
1) At team meeting w/c 10 June 2019, remind procurement staff of need to escalate any proposal to run a procurement exercise in an unreasonably short timescale										
2) Take pipeline to corporate board every six months and to directorate management teams quarterly to minimise risk of rushed procurement exercises.										
3) Seek corporate board sign-off for new approach with consistently adequate timelines,fewer evaluators and greater control over choice of evaluator										
4) Review scale of procurement exercises, avoid unnecessarily large exercises that increase risk and complexity and the scale of any damages claim.										
5) Make incremental change to instructions to evaluators and approach to scoring and documenting rationale, and test on tender NCCT41801 in w/c 3 June 2019										
6) Review standard scoring grid and test 'offline' on tender NCCT41830 w/c 10 June 2019										
7) Review template provisional award letter w/c 17 June										
8) Develop standard report to decision-maker w/c 17 June										
9) Make more significant changes to instructions to evaluators and pilot new approach on a future tender.										
10) Pilot new scoring grid in a future tender										
11) Institute formal annual review of sourcing processes in light of developments in case law. Review each December; add to senior staff objectives.										
Additional tasks identified February 2020:										
12) Update HotDocs to include definitive versions of new templates - by 31 March 2020										
13) Formal sign-off of updated process by Nplaw- by 31 March 2020										
14) Further formal training for procurement officers - by 30 April 2020										
Progress update										

## Progress update

- 1) Reminder given at team meeting - complete
- 2) Pipeline report frequency now quarterly. Pipeline being discussed with EDs or senior commissioners before each board - complete
- 3) Corporate board has signed off the new approach - complete
- 4) Ongoing as need to consider each procurement on a case by case basis.
- 5) Evaluator guidance was updated immediately. More significant changes have also now been implemented - see 9. Complete.
- 6) Scoring grid was updated as planned. Complete.
- 7) Template provisional award letter has been reviewed and updated. Complete
- 8) Existing reports have been reviewed and new report is being developed. Complete.
- 9) Evaluator guidance updated and in use as standard. Feedback from evaluators is positive. A new mechanism for capturing feedback on tenders is now in use after extensive piloting.
- 10) Scoring grid has now been updated and is in use as standard. - Complete
- 11) Added to senior staff objectives. Reviewed January 2020; no new issues identified beyond those in this risk RM026.
- 12) HotDocs templates have been updated. Complete.
- 14) All procurement staff in Sourcing have been trained in the new process and are adhering to it. Complete.

Additional task 13 was paused in the wake of managing the COVID-19 response. However, the Government's Procurement Green Paper is proposing a number of changes to the Public Contract Regulations, which would affect the process. This task has been put on hold until the impact on the process is understood.

Risk Number	RM027					Date of last review		27 January 2022		
Risk Name	Risk of failure of new Human Resources and Finance system implementation (myOracle)									
Portfolio lead	Cllr. Tom FitzPatrick					Risk Owner		Simon George		
Risk Description					Date entered on risk register			16 August 2019		
Risk that there is a significant impact to HR and Finance services through potential lack of delivery of the new HR & finance system. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
2	5	10	2	5	10	2	2	4	Apr-22	Green
Tasks to mitigate the risk										
1) Strong subject expert engagement in the system configuration to ensure that myOracle meets the needs of the organisation 2) Rigorous testing of the system and data validation prior to go-live. 3) Strong business change plans and establishment of a wide network of business representatives to ensure that the business is ready for myOracle and that there is good adoption of the system. 4) Robust governance through operational boards and Programme Steering Committee and sponsorship by Exec Director Finance and Commercial Services. Regular review of risks and escalation where necessary and management of contractual milestones within the steering committee. Sign off on contractual changes by the Cabinet Member and Leader where required. 5) Member oversight of the programme through Corporate Select Committee.										
Progress update										
1)The myOracle programme is currently in the implementation phase and on track for an April 2022 go-live. We have completed final UAT for the HCM and ERP modules and have action plans in place for the remaining issues which came out of the testing. Testing of payroll is still underway and the EPM module is still in the development phase. 2)Ensuring continuity of business over the transition to the new system will be critical and is being managed by Systems Integration. In addition to system testing we are currently in parallel pay run 1 and plan to complete 3 runs prior to go-live. 3)We are working with Socitm Advisory as our business change partner on the programme. Socitm bring significant local authority expertise and experience in adopting Oracle cloud and supporting business adoption. We have established a myOracle Business Readiness Implementation Group (BRIG) with senior representation from across NCC and are working with them to design the communications, training and readiness plans to take us through go-live and embedding the system. The myOracle intranet site was launched on 1 June and we also have over 200 myOracle Champions from departments across the authority who we will work with to provide communications and support										



**Progress update**

to their departments over the coming months.

4) There is on-going visibility of the plans via Programme Board and Programme Steering Committee. The award of integration services for Enterprise Performance Management module (EPM) was approved by the Leader and Cabinet Member for Innovation, Transformation and Performance in May 2021 and detailed plans have been re-baselined across the programme for an April go-live

5) Regular reports have been provided to Corporate Select Committee, the most recent being 15 November 2021.

6) The programme is at a key stage, with consolidated testing due to complete shortly. All issues arising from the testing process are reviewed and assigned a priority based on their impact. Any issues that are critical for go-live are escalated with the suppliers for a prompt investigation and fix. The myOracle Implementation Board and Steering Committee are now meeting weekly to ensure timely decisions to support the planned implementation.

note: the current rating of 10 will remain in place until final testing has taken place on all the modules and the remaining issues are closed.

Risk Number	RM029		Date of last review		01 February 2022					
Risk Name	NCC may not have the employees (or a sufficient number of employees) with critical skills that will be required for the organisation to operate effectively in the next 2-5 years and longer term									
Portfolio lead	Cllr. Andrew Proctor			Risk Owner	Sarah Shirtcliff					
Risk Description			Date entered on risk register		29 July 2019					
There is a risk that a range of critical new/future skills are not available within NCC in the medium to longer term. The lack of these skills will create problems for, or reduce the effectiveness of service delivery. An inability or failure to consider/identify these until they are needed will not allow sufficient time to develop or recruit these skills. This is exacerbated by: 1.The demographics of the workforce (ageing) 2.The need for changing skills and behaviours in order to implement new ways of working including specialist professional and technical skills (in particular IT, engineering, change & transformation; analytical; professional best practice etc) associated with the introduction or requirement to undertake new activities and operate or use new technology or systems - the lack of which reduces the effective operation of NCC . 3.NCC's new delivery model, including greater reliance on other employers/sectors to deliver services on our behalf 4.Significant changes in social trends and attitudes, such as the use of new technology and attitudes to the public sector, which may impact upon our 'employer brand' and therefore recruitment and retention 5.Skills shortages in key areas including social work and teaching 6.Improvements to the UK and local economy which may impact upon the Council's ability to recruit and retain staff. 7.Government policy (for example exit payment proposals) and changes to the Council's redundancy compensation policy, which could impact upon retention, particularly of those at more senior levels and/or older workers. 8. Brexit uncertainty impacting in some sectors 9. Uncertainty of covid impact which could increase pool of candidates and simultaneously increase current colleagues' possibilities for new jobs in other locations Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	4	5	20	2	5	10	Sep-22	Amber
Tasks to mitigate the risk										
<ul style="list-style-type: none"><li>• Identification of what new critical skills are required in services – using new workforce planning process and toolkit. As each directorate makes their changes to make savings / manage demand.</li><li>• Identification of pathways to enable staff to learn, develop and qualify into shortage areas – As each directorate makes their changes to make savings / manage demand</li></ul> Creation of career families and professional communities, providing visible and clear career paths for colleagues. Adding a strengths based approach to performance development conversations and development plans - help people to know what their strengths are and the range of jobs where they could use those strengths Recruit for strengths not just qualifications and skills and experience <ul style="list-style-type: none"><li>• Explore further integration with other organisations to fill the gaps in our workforce - ongoing</li><li>• Develop talent pipelines working with schools, colleges and universities</li><li>• Undertake market rate exercises as appropriate and review employment packages</li><li>• Explore / develop the use of apprenticeships and early career schemes; this will help grow talent and act as a retention tool</li><li>• Work with 14 – 19 providers and Higher Education providers to ensure that the GCSE, A level and Degree subjects meets the needs of future workforce requirements</li></ul>										

## Progress update

1. Working with education providers to ensure subjects meet future workforce requirements – no further update
2. Work has begun to make best use of the 'skills' facility in the new Oracle system. It will take time to understand how best to use the functionality but it is planned to help with finding people within NCC with skills not usually associated with their role, as well as providing easy reporting on professional registrations. This functionality is dependent on completion of career families work which is currently in pilot stage, and is therefore a longer-term plan.
3. Work on how to use the full Talent module in Oracle will commence during optimisation year post November 2021 With focus on how to use functionality for Performance Development Conversations in April 2022
4. An email survey relating to digital skills has been created and piloted, enabling individuals to get instant access to information and learning resources relating to their own particular digital skills competence. Soft launch underway. Mandatory training policy is live and has been socialised
5. NCC careers website design is underway
6. There is an additional task relating to skills to identify the impact of COVID-19 on the availability of and demand for skills in NCC and Norfolk – this is beyond the remit of this risk but is related and therefore captured here.

Current likelihood score at 4 and prospects of meeting target to amber in light of challenges for front line workers and early sight of survey reporting workforce pressures. The target score has been amended to the end of September 2022 to allow sufficient time for MyOracle to become established after an April go-live, which will positively impact on mitigations linked to MyOracle within this risk.

Risk Number		RM030		Date of last review		28 January 2022				
Risk Name		Non-realisation of Children’s Services Transformation change and expected benefits								
Portfolio lead		Cllr. John Fisher		Risk Owner		Sara Tough				
Risk Description				Date entered on risk register		08 August 2019				
There is a risk that Children’s Services do not experience the expected benefits from the transformation programme. Outcomes for children and their families are not improved, need is not met earlier and the increasing demand for specialist support and intervention is not managed. Statutory duties will not be fully met and the financial position of the department will be unsustainable over time. Overall risk treatment: Treat										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	5	20	3	5	15	1	5	5	Mar-23	Amber
Tasks to mitigate the risk										
1) A demand management and prevention strategy and associated business cases have been completed and a multi-year transformation programme has been established covering social care and education, with 5 key strategic themes: Inclusion, Prevention and Early Intervention, Effective Practice Model, Edge of Care Support and Alternatives to Care, and Transforming the Care Market. 2) Significant investment has been provided to delivery transformation including c. £2m pa transformation investment fund since 2018-19 and £120m for capital investment in Specialist Resource Bases and Specialist Schools 3) A single senior transformation lead, operational business leads and a transformation team have been appointed / aligned to direct, oversee and manage the change 4) Regular governatnce structures in place through the Cabinet Member chaired Transformation and Benefits Realisation Board to track and monitor the trajectories of the programme benefits, risks and issues 5) Services from corporate departments are aligned to provide support to transformation change e.g. HR, Comms, IT, Finance, Information and Analytics, Innovation, etc 6) Interdependencies with other enabling transformation programmes e.g. Smarter Working will be aligned to help maximise realisation of benefits.										
Progress update										

## Progress update

Scoring rationale - Risk impact relates to outcomes for children and families not being met, a key county council objective and financial loss of benefits over £3m therefore scored 5. Risk likelihood has reduced from "probable" prior to programme being initiated to "possible" as the transformation programme is seeing initial success after first 36 months of the programme, therefore scored 3.

Jan 2022 update:

- The investment in transformation has proved successful during the last 36 months having met existing targets for specific schemes albeit in the context of overall dept overspends
- A balanced budget outturn position for 2020/21 was achieved, including a contribution to a Children's Services Business Risk Resilience reserve due to one-off Covid-related underspends
- Overall programme broke even in April 2021 rising to over £14m of cumulative net benefits by March 2022
- Programme is helping to mitigate the currently projected overspend outturn position for 2021/22 due to the considerable financial pressures faced and ongoing uncertainties due to COVID 19. Project programme savings are £6.5m for 2021/22
- Core indicator of number of Children in Care is broadly stable. Unit costs are under considerable pressure due to market forces, worsened by the impact of the pandemic, and changes to the profile of need including increasing pressure for placements for CYP with complex needs (particularly where there are also significant mental health needs). A number of existing transformation projects are in train to support these young people more effectively and reduce unit costs over the medium term.
- The next phase will focus primarily on prevention and early help – seeking to deliver a step change in our model and successfully bring together the system around special educational needs, early family help and emotional wellbeing.

Risk Number		RM031		Date of last review		28 January 2022				
Risk Name		NCC Funded Children's Services Overspend								
Portfolio lead		Cllr. John Fisher		Risk Owner		Sara Tough				
Risk Description				Date entered on risk register		01 September 2019				
There is a risk that in-year pressures from service demand and other external factors beyond the department's control materialise and lead to a significant overspend.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
5	5	25	5	5	25	3	5	15	Mar-23	Amber
Tasks to mitigate the risk										
<p>1. Transformation programme that is targeting improvement to operating model, ways of working, and placement &amp; sufficiency to ensure that intervention is happening at the right time, with the right children and families supported, with the right types of support, intervention &amp; placements. This will result in improved value for money through ensuring that money is spent in the right places, at the right times with the investment in children and families resulting in lower, long-term costs. In turn, this will enable the most expensive areas of NCC funded spend (placement costs and staffing costs) to be well controlled and to minimise the risk of a significant overspend of budget.</p> <p>2. Implementation of improved monitoring system, to identify, track and respond to financial challenges.</p> <p>3. Cohorts will be regularly analysed to ensure that all are targeted appropriately and to develop new transformation initiatives to meet needs cost effectively.</p> <p>4. Ongoing recognition of underlying budget pressures within recent NCC budgets and within the MTFS, including for front-line placement and support costs (children looked after, children with disabilities and care leavers), operational staffing, and home to school transport for children with SEND.</p> <p>5. Recognition of pandemic-related additional budget pressures in-year and for future years, with actions identified to respond to these and to minimise cost pressures</p>										
Progress update										
<p>Scoring rationale - Risk impact relates to financial impact of over £3m, therefore scored 5. Risk likelihood has increased from probable to "almost certain", due to department currently projecting an overspend outturn position for 2021/22 due to the considerable in-year financial pressures faced and ongoing uncertainties due to COVID 19.</p> <p>Jan. 2022 update:</p> <p>Improved monitoring systems have become embedded: CSLT finance sub-group, high cost reporting, LAC tracker, Permanency Planning Meetings, DCS Quarterly Performance meetings, weekly "Time for Outstanding Outcomes" Meetings and Transformation and Benefits Realisation Board chaired by Cabinet Member CS and attended by Members and CSLT.</p> <p>Multiple Transformation projects been successfully delivered and there are a number of projects underway that will contribute to the mitigation of this risk. For example, Our remodelled Corporate Parenting Service went live on schedule in April 2021 as well as our Targeted Youth Support Service in February 2021. Norfolk has been successful in being awarded DfE funding to introduce the No Wrong Door model in partnership N. Yorks, with New Roads successfully launched in June 2021. This is a proven model at working with adolescents differently improving outcomes and reducing costs.</p>										

**Progress update**

Financial benefits associated with New Roads programme are on track for delivery in 2021/22. We have established a significant programme to support children with disabilities and their families and, with partners, are redesigning our prevention and early help model to help meet the needs of families before they reach a threshold for statutory services.

Children Looked After numbers have reduced significantly since January 2019, which has resulted in reduced overall placement costs. The rate of reduction has slowed during COVID, becoming broadly stable, however, the impact of the pandemic has meant that we have now seen a small rise in numbers of LAC (although the rise appears to be below many other LAs). Unit costs are under considerable pressure due to external market forces, worsened by the impact of the pandemic, and changes to the profile of need including increasing pressure for placements for CYP with complex needs (particularly where there are also significant mental health needs). A number of existing transformation projects are in train to support these young people more effectively and reduce unit costs over the medium term.

Risk Number		RM032		Date of last review		01 February 2022				
Risk Name		Capacity to manage multiple disruptions to business								
Portfolio lead		Cllr. Andrew Proctor		Risk Owner		Sarah Rhoden				
Risk Description				Date entered on risk register		29 October 2021				
NCC is affected by an internal or external incident/emergency that impacts on the authority's ability to deliver critical services. This could be internal threats such as loss of IMT or power or external impacts such as supporting the countywide response to Norfolk's Highest risk such as Coastal flooding or pandemic flu. There is a risk of insufficient resource to support a major incident within Norfolk or insufficient preparation for increased frequency of extreme weather events, leading to flooding causing potential negative impacts on service delivery, user access to service provision and to the reputation of the Council.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	3	3	9	2	3	6	Sep-22	Amber
Tasks to mitigate the risk										
1) Maintain the Corporate Resilience Plan. 2) Maintain a robust Business Continuity process. 3) Monitor and update internal BCP's and BIA's. 4) Having the appropriate groups in place to be able to support and manage any response to an incident causing business disruption. 5) Supporting and embedding of Business Continuity looking at best practice to support the operational delivery of services. 6) Provide induction training on Business Continuity for all staff. 7) Further training planning for both BC and Emergency Planning. 8) Active engagement and participation in the Norfolk Resilience Forum.										
Progress update										
1) Internally NCC have a Corporate Resilience Plan which sets out the strategy for an organisational response to an incident and identifies roles, responsibilities and key actions. 2) Robust BC process that includes a Policy, and corporate level Resilience plan. Department, Service and team level plans and Business Impact assessments (BIAs). BIA's and Plans are reviewed at least on a two-yearly cycle and when required if there is any changes withing the plans. The BC process is enabled within NCC, with support from the Resilience team who provide assistance, peer review and training. Current stats = 89% of NCC plans reviewed and 82% plans have been exercised 3) NCC Standing Silver/Director Ops and DMT's monitors internal BIAs& BC Plans on a regular basis. Control measures are in place and will be subject to ongoing monitoring. 4) A Gold and Silver level/Director Ops group is in place with the ability via the Resilience Team Duty Officer to respond 24/7 to support and manage any response. 5) To support and to embed BC practices with the NCC culture we have a network of Resilience Reps within each department that support operational delivery. 6) All staff are given induction training on BC and a manager package is available.										



**Progress update**

7) The Resilience Team will be working to update its training offer for both BC and Emergency Planning training, this will be updated from learning from the COVID-19 and any other incidents.

8) Externally NCC are key stakeholders in Norfolk Resilience (NRF). Norfolk Resilience is our Local Resilience Forum, which is required by the Civil Contingencies Act 2004 (CCA). This is a partnership of over 60 organisations including the emergency services, local councils, health services and volunteers. The NRF is not a legal entity, nor does a Forum have powers to direct its members. Nevertheless, the CCA and the Regulations provide that responders, through the Forum, have a collective responsibility to plan, prepare, respond and communicate in a multi-agency environment. The NRF decide what to plan for using Norfolk's Community Risk Register and the government's national risk register.

NCC is a main partner within the multi-agency Norfolk Resilience Forum and the Resilience Team (RT) will be the main enablers to the wider partnership initially at any incident response. NCC Officers take leading roles in all the multi-agency working groups, these groups are in place to support and manage all the major risk within the County.

Risk Number	RM033		Date of last review		01 February 2022					
Risk Name	Failure to receive the necessary funding or statutory approvals to enable the Norwich Western Link (NWL) project (at £198m) to be delivered to the agreed timescales (target opening by late 2025).									
Portfolio lead	Cllr. Martin Wilby			Risk Owner	Tom McCabe					
Risk Description			Date entered on risk register		21 July 2021					
There is a risk that the NWL project could fail to receive funding approvals from the Department for Transport (DfT), and/or statutory approvals necessary within the necessary timescales to achieve the Orders to construct the project (related to planning consent, land acquisition, highway orders). Cause: Objection to the project (particularly related to environmental impacts) that results in either DfT or Secretary of State failing to provide the necessary approvals for the funding/Orders. Event: The scale of the project and the funding requirement from DfT (at 85%) is such that without their funding contribution, it will not be possible to deliver the project. Without the necessary Orders in place, it will not be possible to deliver the project. Effect: The benefits that the project would bring in terms of traffic relief, accommodating growth in housing and employment, economic recovery and journey time savings would not be achieved. If ultimately the project does not get constructed there is the possibility that any funding already provided by DfT would need to be repaid and that the capital expenditure up to that stage could need to be repaid from revenue funds (as there would be no capital asset to justify the use of capital funding). Overall risk treatment: Treat, with a focus on maintaining or reducing project costs and timescales.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	3	4	12	2	2	4	Sep-23	Amber
Tasks to mitigate the risk										
1. Work closely with DfT to resolve any queries related to the OBC approval. 2. Ensure programme dates for statutory approvals are achieved and submission details are legally checked. 3. Develop strong team resource to ensure well developed submissions for statutory processes (including public inquiry) are provided. 4. Provide regular updates to the project board to ensure any issues related to programme, cost and risk are reported. 5. Monitor scale of expenditure prior to SoS approval to ensure any potential financial implications can be accommodated within the NCC financial envelope.										
Progress update										
1. OBC submitted to DfT for approval at end of June 2021. Dec 21 - DfT queries responded to. Awaiting funding confirmation. 2. Programme being reviewed to ensure realistic timescales for submissions are in place (to be agreed by the project board). 3. Resource review in progress to ensure the team structure is suited to the next phases of the project. Dec 21 - Team resources established. 4. Project board meetings in place and risk, programme, cost regularly reported. 5. Section 151 officer updated on expenditure to date at project board and is comfortable that any potential cost/budget implications could be accommodated within the NCC financial envelope.										

<b>Risk Number</b>	RM034	<b>Date of last review</b>	01 February 2022
<b>Risk Name</b>	Supply Chain Interruption		
<b>Portfolio lead</b>	Cllr. Andrew Proctor	<b>Risk Owner</b>	Simon George
<b>Risk Description</b>	<b>Date entered on risk register</b> 09 November 2021		

There is a risk of a supply chain interruption, which could affect any of the Council's supply chains. This could take the form of either a sudden or gradual interruption, affecting the ability to deliver one or more services effectively. Cause: Examples of sudden interruptions include; loss of power; loss of supplies due to panic-buying (fuel being the prime example with knock-on effects); supplier insolvency; inability to replace critical components. Examples of gradual interruptions include; a gradual inability to recruit key in-demand staff (e.g. drivers & care workers); a gradual material shortage (e.g. construction materials); inflation; industrial action; staff absence owing to Covid-19 / seasonal flu, gradually contracting labour markets. Event: The materialisation of a sudden or a gradual interruption to a NCC supply chain. Effect: Different causes will generate different effects, but the common effect would be a disruption to service delivery stemming from the interruption of the supply chain involved. This could have knock on effects to other services depending on the interconnectedness / scale of the supply chain.

Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	4	16	4	3	12	3	2	6	Mar-23	Amber

#### Tasks to mitigate the risk

For loss of power:

- 1) Understanding power resilience of County Hall
- 2) Understanding failover if we lost County Hall power
- 3) Reviewing plans for simultaneous loss of power or gas to multiple sensitive sites, e.g. care homes.
- 4) Thinking through command and control in case of widespread power loss

For fuel:

- 5) Sending out a de-brief form to all involved in the fuel disruption (NCC) and the Resilience team will collate the returns. This will inform changes to the NCC approach and potentially update the Corporate plan. Our work will feed into the wider NRF de-brief to the NRF plan.

For food:

- 6) Consideration of academies and our role with free school meals.
- 7) Maintain good relationships with key suppliers.

For supplier insolvency:

- 8) Formalising tiering of contracts

For critical spares:

- 9) Work with providers to ensure there is adequate support to just in time (JIT) deliveries (contingency stock of critical spares).

For IT:

- 10) Ensure IT refresh is considered and appropriate stock pre-ordered.

General mitigations against sudden major disruptions include:

- Early warning and trigger points
- Supply diversity
- Supplier relationships
- Public sector resource pooling
- Effective plans

## Progress update

For loss of power:

- 1) Power resilience understood.
- 2) Resilience of Disaster Recovery site understood.
- 3) This is being looked at via normal BAU winter preparedness. Resilience Reps and DMT's are supported by the Resilience Team to review BC plans.
- 4) Command and control will follow existing processes. Any issues to be reported by department and escalated to appropriate response level (Silver/Gold) to manage the NCC response. If beyond NCC the NRF will be activated to respond.

For fuel:

- 5) Resilience Team have sent out a de-brief form to all involved in the fuel disruption (NCC) and will collate the returns.

For food:

- 6) Work to be carried out with providers to ensure they think about support to just-in-time deliveries. (contingency stock of basics).
- 7) Close communication and good relations being upheld with key suppliers of food.

For supplier insolvency:

- 8) Tiering of contracts being formalised.

For critical spares:

- 9) Ongoing work with providers to ensure adequate support is available for JIT deliveries.

For IT:

- 10) Laptops for next round of IT refresh pre-ordered and in suppliers' warehouse.



## Call in Request Form

This form is to be completed and signed by any Member of the Council, with the support of at least 3 other Members and must be returned to Democratic Services at [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk) within 5 working days of the Cabinet decisions being published or, if the decision has been taken by an individual member or Chief Officer, within five working days of the decision being published under the Access to Information Procedure Rules in Appendix 13 of the Constitution. Where education matters are involved, the Parent Governor and Church representatives together count as one Member.

Please telephone the Assistant Director of Governance on 01603 222949 or Democratic Services Manager on 01603 228913 to make them aware that the call-in form is on its way. You will receive a confirmation email once it has been received.

A Call-In request will only be valid if it has been received in person (by email) by the above people within the 5 working day deadline which will be specified in the decision letter.

Please note that the call-in procedure does not apply to urgent decisions.

<b>Decision Title and minute number</b>
18. Risk Management Cabinet RESOLVED: 1. To consider and agree the key messages in paragraphs 2.1 and 2.2 and Appendix A containing key changes to corporate risks since the last risk management report in December 2021. 2. To consider and agree the corporate risks as at March 2022 (Appendix C).

<b>Decision taken by</b> (i.e. Cabinet, Cabinet Member, Chief Officer)
Cabinet

<b>Date of Decision</b>
7 March 2022

	Reasons for call in	Highlight which of the following apply and explain why you consider the process/principle has not been followed by the decision maker (as appropriate)
1.	The decision is not in accordance with the budget and policy framework	
2.	The decision is a key decision and it has not been taken in accordance with the Constitution.	
3.	There is evidence that the principles of decision-making (as set out in Article 10	

	of the Constitution) have not been complied with. These principles are:	
	a) Actions agreed will be in proportion with what the Council wants to achieve.	
	b) Appropriate consultation will have been carried out and decisions will take account of its results and any professional advice given by Officers.	
	c) Decisions will reflect the spirit and requirements of Equalities and Human Rights legislation.	
	d) The presumption that information on all decisions made by the Council, the Executive and Committees should be public with only those issues that need to be exempt by virtue of the Access to Information Rules will be taken in private.	<p>The amendment to the mitigation measures does not set out how the impact of mitigating the failure of the NWL to proceed will affect other services. The Director of Finance will apply a hierarchy of sources to fund any write off. That serves to transfer risk to other budgets and therefore services provided by other parts of the council, or depletes our reserves that will likewise have to be replenished by pressure on operational budgets.</p> <p>The absence of that information does not mitigate the risk, only transfer it without explanation and does not meet presumption that information on all decisions made by the Council, the Executive and Committees should be public.</p>
	e) Decisions will be clear about what they aim to achieve and the results that can be expected.	

**Detailed reasons for call in or any additional information in support of the call in that you wish to submit**

In agreeing RM033 as a corporate risk in terms limited to the government not making their presumed contribution cabinet has ignored the risk that there are other reasons why the scheme might not go ahead where the consequences for the revenue budget would be the same. Any of these examples below might mean the scheme does not progress even if the government continues to be prepared to contribute

1. The councils contribution in the light of increased costs becomes unaffordable
2. A suitable alternative Plan B is designed
3. Planning consent is refused
4. Government policy changes before construction
5. Successful legal action to prevent the scheme

The risk description does not therefore reflect the range of issues that could lead to the same result as the government not delivering the requested contribution to the scheme

**Please use the space below to add any further comments. You may wish to consider:**

- **The outcome you would like to see as a result of this decision being called in**
- **Any further information that the Scrutiny Committee might wish to consider when assessing this call in.\***
- **Any Cabinet Members/Officers you would like to attend the meeting.\***

\* Please note this will be at the Chair of Scrutiny Committee's discretion

Refence back to the cabinet is therefore sought to

1. review the description of the risk and fully set out the requirement to provide all information about risks and
2. clarify with the agreed or an amended approved risk description, how mitigation would be structured and the scale of the consequential risks to other services

**Although it is not a constitutional requirement you are advised to speak to the Chair of Scrutiny Committee before submitting your call in. If you wish to record any comments from the Chair please insert them below**

Chair advises he will discuss with the Director of Governance how best this call in might be managed within the terms of the call in rules given its links to other call ins by the same members.

<b>Name (please print)</b>	<b>Signature</b>	<b>Date</b>
Emma Corlett	Emma Corlett	14 March 2022

In accordance with the Constitution you must sign this form and obtain the signatures of at least three other Members of the Council:

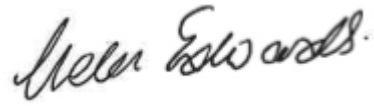
<b>Name (please print)</b>	<b>Signature</b>	<b>Date</b>
Dan Roper	Dan Roper	14 March 2022
Terry Jermy	Terry Jermy	14 March 2022
Maxine Webb	Maxine Webb	14 March 2022

I have considered the above call in and confirm that it is valid under the requirements of the Constitution.

I have considered the above call in and confirm that it is not valid under the requirements of the Constitution for the following reasons.

In coming to this conclusion, I have consulted the Chair of the Scrutiny Committee.

Signed by the Director of Governance and Monitoring Officer

A handwritten signature in black ink, appearing to read 'Helen Edwards'.

Date 15/03/2022.

Please return to Democratic Services at [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)



# Scrutiny Committee

Item No: 8

**Report Title:** Call-in of Cabinet Member Delegated Decision: Norwich – Ipswich Road – Active Travel Fund

**Date of Meeting:** 23 March 2022

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

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

## Executive Summary

This paper sets out details of the call-in of the Cabinet Member Delegated Decision: Norwich – Ipswich Road – Active Travel Fund. The decision was agreed by Cabinet at the meeting held on the 7 March 2022. This paper also provides an outline of the formal meeting procedure for handling call-ins at the Scrutiny Committee.

## 1. Background and Purpose

- 1.1 This decision was taken as a Cabinet Member Delegated Decision on Friday 25 February 2022. The decision notice and associated documents can be found [here](#).
- 1.2. Full details of the decision are included at **Appendix A**. For ease of reference, the recommendations are set out as below:

A. To approve Option B for the provision of mandatory cycle lanes on Ipswich Road.

## 2. Call-in and Meeting Procedure

- 2.1 Notification was received on Thursday 3 March that Cllr Emma Corlett, supported by Cllrs Brenda Jones, Chrissie Rumsby, and Matt Reilly wished to call the decision in. The notice outlining the reasons behind the call-in is attached at **Appendix B**. The Chief Legal and Monitoring Officer has confirmed that it is valid under the requirements of the constitution. It will therefore be considered at the meeting of the Scrutiny Committee scheduled for the 23 March 2023.

2.2 The Chair and Vice-Chair of the Scrutiny Committee have agreed the following meeting procedure when handling the call-in:

- Those Councillors calling-in the decision will be given collectively 10 minutes introduction to explain their reasons for call-in.
- The Chair will ask the Cabinet Member and officers if they wish to add anything at this stage.
- Those Councillors calling-in the decision will then be given collectively 20 minutes to question the Cabinet Member and officers. They do not have the right to put forward recommendations; this right is reserved for Members or substitute Members of the Committee only.
- Members and substitute Members of the Committee will then question the Cabinet Member and officers (As the call-in does not relate to an education matter the Parent Governor and Church representatives may not put forward or vote on motions. They may still participate in the debate).
- Those Members who have called-in the decision will collectively have 5 minutes at the end of the debate to sum up their arguments.
- Following this, the Chair will sum up the debate and ask the Committee if they wish to make any proposals regarding the call-in. At this stage, only a limited number of proposals will be considered to be in order. The options available to the committee are as follows:
  - A. The Committee refers the decision back to the decision maker (in this case, Cabinet).
  - B. The Committee refers the decision to Full Council (the Committee should only use this power if the decision is deemed to be either i) contrary to NCC's policy framework; or ii) contrary to or not wholly in accordance with the budget).
  - C. The Committee notes the call-in, but takes no further action.

2.3 The Final list of witnesses to be invited to attend will be agreed by the Chair and presented to the Committee on the day.

### **3. Background Papers**

3.1 Appendix A: Cabinet Member Delegated Decision – Norwich – Ipswich Road – Active Travel Fund

3.2 Appendix B: Call-in notice - Norwich – Ipswich Road – Active Travel Fund

#### **Officer Contact**

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

**Officer name:** Peter Randall, Democratic Support and Scrutiny Manager

**Telephone no.:** 01603 307570

**Email:** Peter.randall@norfolk.gov.uk



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# Norfolk County Council

## Record of Individual Cabinet Member Decision

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

### **Background and Purpose:**

Norfolk County Council was recently awarded £1.2 million from the Department for Transport's (DfT) Active Travel Fund to invest in local infrastructure projects that support the promotion of walking and cycling as an attractive and convenient transport mode for shorter journeys.

Proposals to provide mandatory, segregated cycle lanes along Ipswich Road were presented to the Transport for Norwich (TfN) Joint Committee in October 2021. At that meeting, officers were asked to review whether there were alternative options for segregated cycle lanes to remain but give further consideration to concerns raised around loss of on-street parking on Ipswich Road.

The details of the report presented to the Joint Committee in January 2022 is set out in this Decision Report, which outlines the outcome of further engagement with Town Close School, City College and local members and that two options (A and B) have been developed for the provision of mandatory, segregated cycle lanes on Ipswich Road. Both options included segregated cycle lanes along the length of Ipswich Road on the City College side of the road, but Option B retains some on-street parking on the Town Close School side of the road and a shortened section of segregated cycle lane outside the Town Close School.

These options were discussed at the January 2022 TfN Joint Committee where no clear agreement was reached as to the preferred option to implement.

### **Decision:**

**To approve Option B for the provision of mandatory cycle lanes on Ipswich Road.**

**Is it a key decision? No**

**Is it subject to call-in? Yes**

**If Yes – the deadline for call-in is: 4pm, Friday 4 March 2022**

**Impact of the Decision:**

The main objective of this scheme is to improve the environment for walking and cycling along this busy route.

**Evidence and reason for the decision:**

As set out in the attached report.

**Alternative options considered and rejected:**

As set out in the attached report.

**Financial, Resource or other implications considered:**

As set out in the attached report.

**Record of any conflict of interest:**

None.

**Background documents:**

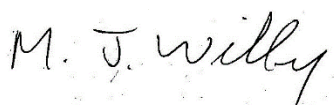
None.

**Date of Decision: 25 February 2022**

**Publication Date of Decision: 25 February 2022**

**Signed by Cabinet Member:**

I confirm that I have made the decision set out above, for the reasons also set out.

A handwritten signature in black ink, appearing to read 'M. J. Wilby', is positioned above the printed name.

**Print name: Cllr Martin Wilby**

**Date: 25/02/2022**

**Accompanying documents:**

- Decision Making Report.
- [Minutes of the Joint Committee](#)

Once you have completed your internal department clearance process and obtained agreement of the Cabinet Member, send your completed decision notice together with the report and green form to [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

# Individual Cabinet Member Decision Report

**Item No:**

**Report Title: Norwich - Ipswich Road - Active Travel Fund**

**Date of Meeting: N/A**

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

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

**Is this a Key Decision? No**

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

## **Executive Summary**

Proposals to provide mandatory, segregated cycle lanes along Ipswich Road were presented to the Transport for Norwich (TfN) Joint Committee in October 2021. At that meeting, officers were asked to review whether there were alternative options for segregated cycle lanes to remain but give further consideration to concerns raised through previous consultation around loss of on-street parking on Ipswich Road.

This paper outlines the details as presented to the January 2022 Transport for Norwich Joint Committee that includes the outcome of further engagement with Town Close School, City College and local members and that two options (A and B) have been developed for the provision of mandatory, segregated cycle lanes on Ipswich Road. Both options included segregated cycle lanes along the length of Ipswich Road on the City College side of the road, but Option B retains some on-street parking on the Town Close School side of the road and a shortened section of segregated cycle lane outside the Town Close School.

## **Recommendation:**

- 1. To approve Option B for the provision of mandatory cycle lanes on Ipswich Road.**

## **1. Background and Purpose**

- 1.1 Norfolk County Council was awarded £1.2 million from the Department for Transport's (DfT) Active Travel Fund to invest in local infrastructure projects that support the promotion of walking and cycling as an attractive and convenient transport mode for shorter journeys.
- 1.2 Ipswich Road, from the Harford Manor School to the St Stephens Road junction, is a key route for people walking and cycling from Norwich city centre to City College and beyond. The main objective of this scheme is to improve the environment for walking and cycling along this busy route.
- 1.3 Proposals for segregated, mandatory cycle lanes on both sides of Ipswich Road were drawn up and consulted on in August / September 2021. The outcome of this consultation was taken to the October meeting of the Transport for Norwich (TfN) Joint Committee where officers were asked to review whether there were alternative options for segregated, mandatory cycle lanes to remain but where consideration was given to concerns raised through the consultation around loss of on-street parking on Ipswich Road.
- 1.4 The paper outlines the outcome of further engagement with Town Close School, City College and local members and that two options (A and B) have been developed for the provision of mandatory, segregated cycle lanes on Ipswich Road. These options were discussed at the January 2022 TfN Joint Committee where no clear agreement was reached as to the preferred option to implement.

## **2. Proposal**

- 2.1 Two options have been developed for the provision of mandatory, segregated cycle lanes on Ipswich Road.

### **Option A**

- 2.2 Option A presents mandatory, segregated cycle lanes on both sides of the road from the Harford Manor School to the St Stephens Road / Newmarket Road junction. Parking restrictions would be provided along this length.

### **Option B**

- 2.3 Option B also presents mandatory, segregated cycle lanes on both sides of the road. On the City College side of the road, these extend the same length as in Option A. However, on the Town Close School side of the road, the segregated cycle lane is shorter in length and extends from opposite the junction with Cecil Road to the St Stephens Road / Newmarket Road junction. Parking restrictions would be provided where the cycle lane is but the existing parking bay near

Lime Tree Road would remain and the existing coach bay would become available for general parking. This option therefore provides more on-street parking than Option A (where these parking areas are removed and replaced by the cycle lane), albeit not directly outside the Town Close School or City College.

### **Elements common to both options**

- 2.4 Elements that are common to both Options are the removal of parking outside Town Close School and the relocation of Zone T parking onto Grove Avenue and Town Close Road.
- 2.5 To protect the new lengths of mandatory cycle lanes, 'At any time' waiting restrictions (double yellow lines) are proposed on Ipswich Road. Waiting restrictions indicated by yellow lines apply to the carriageway, pavement and verge. While parking is not permitted, vehicles may stop to load or unload or while passengers board or alight.

## **3. Impact of the Proposal**

- 3.1 The City College has clearly stated a desire to support all neighbours, both commercial and residential, in finding the best solution to enhancing the sustainable active transport improvements to Ipswich Road. They feel that the revised proposals in Option B continue to deliver many of those benefits for their students and staff. However, the City College has expressed strong concerns that without a significant change in behaviour, the proposed plans will heighten the pressure on the Town Close School car park drop-off/pick-up arrangement, leading to blocking of the proposed northbound cycle lanes and contributing to congestion in the area. The City College felt that queuing back from the Town Close school car park onto the highway impacts the flow of traffic to their site, making the journey times from the ring road to the main College entrance in excess of 10 mins. There are also concerns that the forecourt of the college will become a "drop off" spot for Town Close parents/carers.
- 3.2 Town Close School has clearly stated that they are not against the scheme or the aims but are keen to point out concerns they have over safety and the local environment. The school promotes environmental issues with children and parents to show the importance of sustainability and local parents tend to walk or cycle to the school. There is a liftshare arrangement in place, there are staggered drop-offs / collections and the school operates a stop and collect circulatory system to try and move traffic from Ipswich Road and prevent blocking the highway. Park and Ride is not felt to be suitable for many parents who then need to access their place of work after dropping off at the school. The school also felt that the provision of on-street parking on Ipswich Road does help to ensure Ipswich Road itself does not block up. The initial thought



from the school is that parents won't want to walk from the parking provision outlined in Option B due to the young age of the children and the time it would take. The school clarified that only the younger children enter the site from Ipswich Road.

**3.3 The following points were discussed and noted at the January 2022 TfN Joint Committee:**

- It was felt that Option A provided full benefits for walking and cycling whereas Option B was limited in its effect around drop-off and pick-up times during school terms only,
- Concerns were raised that if Option B was selected parents of the school children had previously indicated they did not like this option and their behaviours would not change,
- Option B was considered by some members to be a reasonable compromise although it was felt that maybe discussions with City College should continue to see if a drop off point on their premises could be arranged,
- It was noted that engagement with residents by local members indicated a preference for Option A,
- It was thought by some members that the park and ride facility offered by Option A was unreasonable for younger children attending the pre-school (ages 3 to 4) to walk the distance required to the school,
- It was noted that most City College students did either use public transport or walked and cycled to the college.

## **4. Evidence and Reasons for Decision**

**4.1 It is recommended that Option B is delivered for the following reasons:**

- A safer environment for walking and cycling is provided where it is needed most, which is outside Town Close School where there are lots of movements of pedestrians, cycles and cars;
- Retention of some on-street parking, despite this being a short walk away from the Town Close School and City College, will cater for some essential car-based journeys for drop-off and pick-up at the school and college;
- Discussions should continue with both Town Close School and City College to identify whether any joint arrangements could be introduced to further support the arrival and departure of pupils and students.

## **5. Alternative Options**

**5.1 Option A was presented as an alternative but is not recommended on the basis that this offers no provision for short stay parking for essential car-based journeys.**

## **6. Financial Implications**

- 6.1 The funding budget allocated to this scheme from the Active Travel Fund is £100,000, which is considered sufficient for the delivery of this scheme.
- 6.2 This option represents Very High Value for Money in line with DfT appraisal guidance.

## **7. Resource Implications**

### **7.1 Staff:**

The scheme will be designed and delivered utilising existing resources.

### **7.2 Property:**

None.

### **7.3 IT:**

None.

## **8. Other Implications**

### **8.1 Legal Implications:**

NPLaw have advised on the Traffic Regulation Order noticing requirements and will confirm that actions taken to date have been compliant with the legislative requirements.

### **8.2 Human Rights Implications:**

None.

### **8.3 Equality Impact Assessment (EqIA):**

An Equality Impact Assessment has been carried out for this individual scheme. Norfolk County Council has a duty to pay due regard to equality when exercising its public functions. In promoting this scheme, we have considered the potential impact on local people, particularly disabled and older people and parents and carers of children, and others who may have needs when using the highways. The transport and travel needs of local school pupils and their parents and carers has been considered in detail through additional engagement with the local education providers in the area.

### **8.4 Data Protection Impact Assessments (DPIA):**

As part of the consultation and implementation process, all personal data has been removed from reports being put into the public domain. Personal data has been stored as per NCC standards to allow further correspondence as part of the scheme development.

### **8.5 Health and Safety implications (where appropriate):**

The proposed scheme has been designed to improve the safety of highway users, a road safety audit has been carried out and the details have been incorporated into the proposals.

#### **8.6 Sustainability implications (where appropriate):**

The objectives of this scheme are targeted at improving the impact transport has on carbon emissions, air quality and public health. It is felt these proposals will have a positive impact on the environment by encouraging sustainable modes of transport and should reduce private vehicle mileage.

#### **8.7 Any Other Implications:**

None.

### **9. Risk Implications / Assessment**

- 9.1 A risk register is maintained for the TfN programme as part of the technical design and construction delivery processes.

### **10. Select Committee Comments**

- 10.1 None

### **11. Recommendation**

1. To approve Option B for the provision of mandatory cycle lanes on Ipswich Road.

### **12. Background Papers**

- [Paper taken to the Transport for Norwich Joint Committee: October 2021 entitled "Ipswich Road Active Travel Fund"](#).
- [Minutes of the Transport for Norwich Joint Committee, October 2021](#)
- [Paper taken to the Transport for Norwich Joint Committee, January 2022 entitled "Ipswich Road Active Travel Fund"](#).
- [Minutes of the Transport for Norwich Joint Committee, January 2022](#)

#### **Officer Contact**

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

**Officer name: Jeremy Wiggin**

**Telephone no.: 01603 223117**

**Email: [jeremy.wiggin@norfolk.gov.uk](mailto:jeremy.wiggin@norfolk.gov.uk)**



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## Call in Request Form

This form is to be completed and signed by any Member of the Council, with the support of at least 3 other Members and must be returned to Democratic Services at [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk) within 5 working days of the Cabinet decisions being published or, if the decision has been taken by an individual member or Chief Officer, within five working days of the decision being published under the Access to Information Procedure Rules in Appendix 13 of the Constitution. Where education matters are involved, the Parent Governor and Church representatives together count as one Member.

Please telephone the Assistant Director of Governance on 01603 222949 or Democratic Services Manager on 01603 228913 to make them aware that the call-in form is on its way. You will receive a confirmation email once it has been received.

A Call-In request will only be valid if it has been received in person (by email) by the above people within the 5 working day deadline which will be specified in the decision letter.

Please note that the call-in procedure does not apply to urgent decisions.

<b>Decision Title and minute number</b>
Norwich - Ipswich Road - Active Travel Fund Delegated decision

<b>Decision taken by</b> (i.e. Cabinet, Cabinet Member, Chief Officer)
Cabinet Member for Highways, Infrastructure and Transport

<b>Date of Decision</b>
25 <sup>th</sup> February 2022

	Reasons for call in	Highlight which of the following apply and explain why you consider the process/principle has not been followed by the decision maker (as appropriate)
1.	The decision is not in accordance with the budget and policy framework	The decision to adopt option B is inconsistent with Norfolk County Council's Local Transport Plan 4 Strategy 2021 – 2036 (LTP), specifically policies 4, 11 and 15.
2.	The decision is a key decision and it has not been taken in accordance with the Constitution.	
3.	There is evidence that the principles of decision-making (as set out in Article 10 of the Constitution) have not been complied with. These principles are:	

	a) Actions agreed will be in proportion with what the Council wants to achieve.	<p>The decision to adopt Option B is not proportionate to what the Council wants to achieve.</p> <p>It gives disproportionate weight to the view of one local stakeholder regarding 3% of the road usage during a full week.</p> <p>As a result, option B fails to meet relevant policies set out in the LTP, Norfolk County Council's existing Cycling and Walking Strategy and also contravenes key principles outlined in the Government policy paper "Gear Change: a bold vision for cycling and walking."</p>
	b) Appropriate consultation will have been carried out and decisions will take account of its results and any professional advice given by Officers.	<p>Extensive consultation and engagement with residents and local stakeholders took place and was fed back into the committee but not weighted sufficiently in the decision-making process.</p> <p>Feedback showed clear support for Option A as the option that best met the terms of the funding and a long-term commitment to modal shift.</p>
	c) Decisions will reflect the spirit and requirements of Equalities and Human Rights legislation.	
	d) The presumption that information on all decisions made by the Council, the Executive and Committees should be public with only those issues that need to be exempt by virtue of the Access to Information Rules will be taken in private.	
	e) Decisions will be clear about what they aim to achieve and the results that can be expected.	<p>Feedback clearly showed that the mitigations provided by option B were not going to meet the needs of the stakeholders raising concerns and this option will not result in the outcomes expected. This has not been given sufficient consideration.</p>

**Detailed reasons for call in or any additional information in support of the call in that you wish to submit**

In the initial report presented to the Transport for Norwich Committee on 21<sup>st</sup> October 2021 elected Members were advised that "Ipswich Road, from the Harford Manor School to the St Stephens Road junction, is a key route for people walking and cycling from the city centre to City College and beyond. The main objectives of this scheme are to improve the environment for walking and cycling along this busy route. This scheme is aligned with Central and Local Government strategies to improve facilities to encourage active travel for shorter journeys."

The Officer recommendation was to support the proposal as defined in the report and had support from the Local Member based on extensive engagement.

The decision by the Cabinet Member following the meeting of the Transport for Norwich Committee on 13<sup>th</sup> January 2022 to adopt option B will result in a scheme that is no longer aligned to Central and Local Government strategies or Norfolk County Council's Local Transport Plan and Cycling and Walking Strategy.

The feedback from stakeholders has not been treated equally in determining this proposal, for example the Norwich Cycling Campaign feedback was not discussed at the January 2022 meeting but other stakeholder responses were given considerable airtime.

The mitigations included in the decision made by the Cabinet Member

- will not support step change in transport use of stakeholders
- do not meet ambitions to improve the environment
- will not provide the safe cycle way as it was originally envisioned
- creates a precarious precedent for future decision making which endangers the County's ability to embed a modal shift in transport in our communities.

The original proposal would address all these key issues.

**Please use the space below to add any further comments. You may wish to consider:**

- **The outcome you would like to see as a result of this decision being called in**
- **Any further information that the Scrutiny Committee might wish to consider when assessing this call in.\***
- **Any Cabinet Members/Officers you would like to attend the meeting.\***

\* Please note this will be at the Chair of Scrutiny Committee's discretion

Outcome – for the Cabinet Member to review decision and approve option A so that it is consistent with National and Local Government policy and legislation, Norfolk County Council policies and strategies, Local Member feedback and engagement with residents, based on the information provided to date and the details discussed at the Scrutiny Committee meeting.

Scrutiny Committee to be provided with the original papers from the October 2021 and January 2022 Transport for Norwich Committee meetings, as well as a briefing paper to explain what the original proposal was, what revisions were made and what was ultimately agreed by the Cabinet Member.

Scrutiny Committee also to be provided with any feedback that was received by members of the Transport for Norwich Committee in relation to this item of business from stakeholders.

Scrutiny Committee to be provided with links to the LTP4, the current Walking and Cycling Strategy, and relevant government policies and guidance including the Active Travel Fund criteria and the Gear Change policy paper.

Request for Jeremy Wiggin to be present, Transport for Norwich Manager and Cllr Martin Wilby, Cabinet Member for Highways, Infrastructure and Transport.

**Although it is not a constitutional requirement you are advised to speak to the Chair of Scrutiny Committee before submitting your call in. If you wish to record any comments from the Chair please insert them below**

--

Name (please print)	Signature	Date
Emma Corlett	Emma Corlett	03.03.2022

In accordance with the Constitution you must sign this form and obtain the signatures of at least three other Members of the Council:

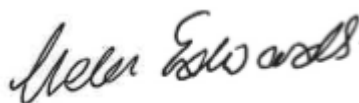
Name (please print)	Signature	Date
Brenda Jones	Brenda Jones	03.03.2022
Chrissie Rumsby	Chrissie Rumsby	03.03.2022
Matt Reilly	Matt Reilly	03.03.2022

I have considered the above call in and confirm that it is valid under the requirements of the Constitution.

In coming to this conclusion, I have consulted the Chair of the Scrutiny Committee.

Signed by the Director of Governance and Monitoring Officer

Date 08/03/2022



Please return to Democratic Services at [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)



# Scrutiny Committee

Item No: 10

**Report Title: Scrutiny Committee Forward Work Programme**

**Date of Meeting: 23 March 2022**

**Responsible Cabinet Member: None**

**Responsible Director: Director of Governance**

## Executive Summary

This paper sets out the current forward work programme for the Scrutiny Committee, outlining committee dates and items for consideration through to June 2022.

## Recommendations

Members of the committee are asked to:

1. Note the current Scrutiny Committee forward work programme and discuss potential future items for consideration.

## 1. Background and Purpose

- 1.1 Members agreed a forward programme of work at the meeting of the Scrutiny Committee on the 21 July 2021.
- 1.2 The work programme attached is amended frequently to better reflect officer pressures and changes to the Cabinet forward plan of decisions.
- 1.3 All topics are subject to change, with the committee remaining flexible to ensure the ability to adapt to emerging and urgent topics for consideration.
- 1.4 Members are advised that a further work programming session will be scheduled for May 2022, following the Full Council AGM.

## 2. Proposal

- 2.1 Members are asked to note the attached forward programme of work (**Appendix A**) and discuss potential further items for consideration.

## 3. Impact of the Proposal

- 3.1 Maintaining the proposed work programme will ensure that the Scrutiny Committee has a full schedule of work, and officers are well prepared to present to the committee.

## **4. Financial Implications**

- 4.1 None

## **5. Resource Implications**

### **5.1 Staff:**

The County Council is still dealing with the COVID crisis and the focus for Officers will be in supporting this work. Some Officers may be redeployed from their current roles elsewhere to support ongoing work during the pandemic and the Committee may need to be mindful of focusing requests on essential information at this time.

### **5.2 Property:**

None

### **5.3 IT:**

None

## **6. Other Implications**

### **6.1 Legal Implications:**

None

### **6.2 Human Rights Implications:**

None

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

None

### **6.4 Data Protection Impact Assessments (DPIA):**

None

## **6.5 Health and Safety implications (where appropriate):**

None

## **6.6 Sustainability implications (where appropriate):**

None

## **6.7 Any Other Implications:**

None

## **7. Risk Implications / Assessment**

7.1 None

## **8. Select Committee Comments**

8.1 None

## **9. Recommendations**

Members of the Scrutiny Committee are asked to:

1. Note the current Scrutiny Committee forward work programme and discuss potential future items for consideration.

## **10. Background Papers**

10.1 **Appendix A** – Scrutiny Committee Forward Programme of Work

### **Officer Contact**

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

**Officer name:** Peter Randall

**Telephone no.:** 01603 307570

**Email:** [peter.randall@norfolk.gov.uk](mailto:peter.randall@norfolk.gov.uk)



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## Scrutiny Committee Forward Work Programme

<b>Date</b>	<b>Report</b>	<b>Further notes/Comments</b>	<b>Better Together for Norfolk - Strategic Goal(s)*</b>	<b>Cabinet Member</b>	<b>Exec Director</b>
<b>30/03/22</b>	Six Month Review of Performance Review Panels	Agreed by the Scrutiny Committee at the meeting held on 21 July 2021	<ul style="list-style-type: none"> <li>- Better Opportunities for Children and Young People</li> <li>- Healthy, Fulfilling and Independent Lives</li> </ul>	Cllr Bill Borrett, Cabinet Member for Adult Social Care, Public Health and Prevention  & Cllr John Fisher, Cabinet Member for Children's Services	James Bullion, Executive Director of Adult Social Care  & Sarah Tough, Executive Director of Children's Services
	Children's Mental Health Services	Requested by the Committee as part of the 2021 work programming round.	<ul style="list-style-type: none"> <li>- Better Opportunities for Children and Young People</li> <li>- Healthy, Fulfilling and Independent Lives</li> </ul>	Cllr John Fisher, Cabinet Member for Children's Services	Sara Tough, Executive Director of Children's Services
<b>20/04/22</b>	Better Together, for Norfolk – Delivering our Strategy	Requested by the Committee as part of the 2021 work programming round.	<ul style="list-style-type: none"> <li>- A Vibrant and Sustainable Economy</li> </ul>	Cllr Andrew Proctor, Leader of the Council and Cabinet	Paul Cracknell, Executive Director of Strategy and Transformation

			<ul style="list-style-type: none"> <li>- Better Opportunities for Children and Young People</li> <li>- Healthy, Fulfilling and Independent Lives</li> <li>- Strong, Engaged and Inclusive Communities</li> <li>- A Greener, More Resilient Future</li> </ul>	Member for Strategy and Governance	
	Strategic and Financial Planning 2023-34	Standard scene setting item for the annual budget setting process.	<ul style="list-style-type: none"> <li>- A Vibrant and Sustainable Economy</li> </ul>	Cllr Andrew Jamieson, Cabinet Member for Finance	Simon George, Executive Director of Finance and Commercial Services
	Monitoring of NCC Environment Policy – Development of Digital Dashboard	Requested by the Committee at the meeting held on the 24 November 2021.	<ul style="list-style-type: none"> <li>- A Greener, More Resilient Future</li> </ul>	Cllr Andy Grant, Cabinet Member for Environment and Waste	Tom McCabe, Executive Director of Community and Environmental Services
	County Farms – update on actions following committee	Requested by the Committee at the meeting held on the 22 September 2021.	<ul style="list-style-type: none"> <li>- A Greener, More Resilient Future</li> <li>- A Vibrant and Sustainable Economy</li> <li>- Better Opportunities for Children and Young People</li> </ul>	Cllr Greg Peck, Cabinet Member for Commercial Services and Asset Management	Simon George, Executive Director of Finance and Commercial Services

<b>18/05/22</b>	NALEP - Update on Economic Renewal Strategy	Requested at the meeting of the Scrutiny Committee on the 22 September 2021	- A Vibrant and Sustainable Economy	Cllr Graham Plant, Deputy Leader and Cabinet Member for Growing the Economy	Tom McCabe, Executive Director of Community and Environmental Services
<b>23/06/22</b>	Local Transport Plan – implementation plan	Requested by the Committee as part of the 2021 work programming round.	- A Greener, More Resilient Future - A Vibrant and Sustainable Economy	Cllr Graham Plant, Deputy Leader and Cabinet Member for Growing the Economy	Tom McCabe, Executive Director of Community and Environmental Services

*\*The ‘**Better Together for Norfolk – County Council Strategy 2021-25**’ outlines five strategic priorities. These are:*

- *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*

*When scheduling items for the work programme the committee should consider, where applicable, the item contributes to the above strategic goals and overall delivery of the County Council’s strategy for 2021-25.*

**Issues to be considered for addition to work programme:**

- Better Together for Norfolk – Corporate Strategy
- Implementation of New Technology in Adult Social Care
- Onshore Renewable Energy
- Waste Disposal
- Quality of Care & Care Market in Norfolk

- Norfolk Rural Strategy 2021-24
- Local Transport Plan
- Social Value in Procurement (pending review of the Cawston Park SAR at the Norfolk HOSC).
- People with Disabilities – Engagement and Charging Policy
- Update on Flood Prevention Activity
- Monitoring of NCC Environment Policy – Development of Digital Dashboard
- County Farms – update on actions following committee