

Scrutiny Committee

Agenda

Members of the Scrutiny Committee:

Cllr J Hornby (Chairman)
Cllr Y Bendle
Cllr T Holden
Cllr T Spruce
Cllr J Worley

Cllr J Halls (Vice Chairman)
Cllr B Bernard
Cllr J Rowe
Cllr J Overton

Date & Time:

Thursday 9 June 2022
9.30am

Place:

Council Chamber, South Norfolk House, Cygnet Court, Long Stratton, Norwich, NR15 2XE

Contact:

Jessica Hammond tel (01508) 505298
Email: committee.snc@southnorfolkandbroadland.gov.uk
Website: www.southnorfolkandbroadland.gov.uk

PUBLIC ATTENDANCE:

This meeting will be live streamed for public viewing via the following link:

<https://www.youtube.com/channel/UCZciRgwo84-iPyRImsTCIng>

If a member of the public would like to observe the meeting, or speak on an agenda item, please email your request to committee.snc@southnorfolkandbroadland.gov.uk, no later than 5.00pm on Monday 6 June 2022.

Large print version can be made available

If you have any special requirements in order to attend this meeting, please let us know in advance.

AGENDA

1. To report apologies for absence and to identify substitute members;
2. Any items of business which the Chairman decides should be considered as a matter of urgency pursuant to section 100B(4)(b) of the Local Government Act, 1972. Urgent business may only be taken if, “by reason of special circumstances” (which will be recorded in the minutes), the Chairman of the meeting is of the opinion that the item should be considered as a matter of urgency;
3. To receive Declarations of Interest from Members;
(Please see guidance form and flow chart attached – page 4)
4. Minutes from the meeting of the Scrutiny Committee held on 10 February 2022;
(attached at page 6)
5. Help Hub Review;
(report to follow)
6. Scrutiny Work Programme and Cabinet Core Agenda;
(attached – page XX)

Working Style of the Scrutiny Committee and a protocol for those attending

Independence

Members of the Scrutiny Committee will not be subject to whipping arrangements by party groups.

Member leadership

Members of the Committee will take the lead in selecting topics for and in questioning witnesses. The Committee will expect members of Cabinet, rather than officers, to take the main responsibility for answering the Committee's questions about topics, which relate mainly to the Council's activities.

A constructive atmosphere

Meetings of the Committee will be constructive, and not judgmental, accepting that effective overview and scrutiny is best achieved through challenging and constructive enquiry. People giving evidence at the Committee should not feel under attack.

Respect and trust

Meetings will be conducted in a spirit of mutual respect and trust.

Openness and transparency

The Committee's business will be open and transparent, except where there are sound reasons for protecting confidentiality. In particular, the minutes of the Committee's meetings will explain the discussion and debate, so that it could be understood by those who were not present.

Consensus

Members of the Committee will work together and, while recognising political allegiances, will attempt to achieve consensus and agreed recommendations.

Impartial and independent officer advice

Officers who advise and support the Committee will give impartial and independent advice, recognising the importance of the Scrutiny Committee in the Council's arrangements for governance, as set out in the Constitution.

Regular review

There will be regular reviews of how the overview and scrutiny process is working, and a willingness to change if it is not working well.

Programming and planning

The Scrutiny Committee will have a programme of work. Members will agree the topics to be included in the work programme, the extent of the investigation to be undertaken in relation to resources, and the witnesses to be invited to give evidence.

Managing time

The Committee will attempt to conclude the business of each meeting in reasonable time. The order of business will be arranged as far as possible to minimise the demands on the time of witnesses.

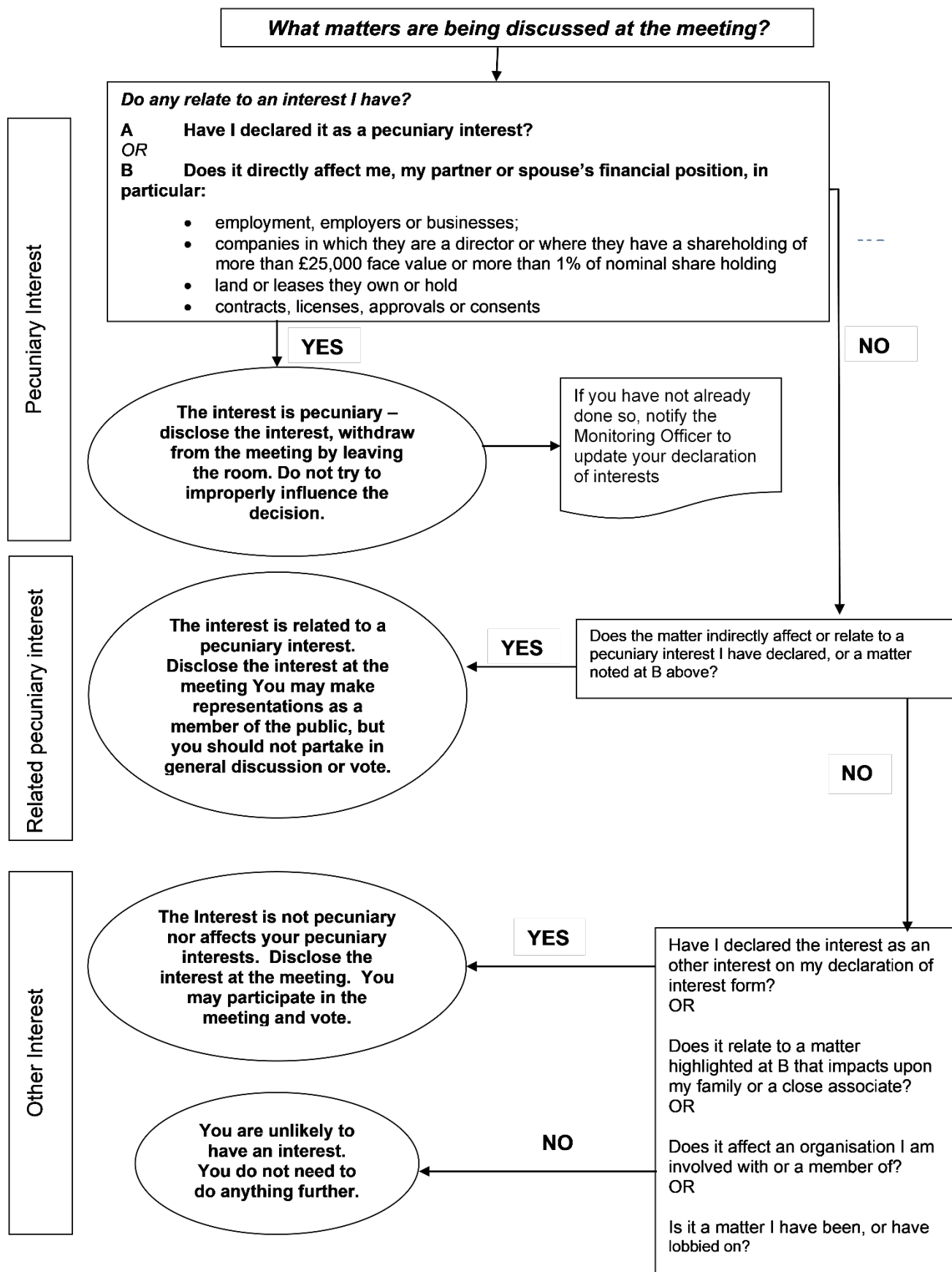
DECLARATIONS OF INTEREST AT MEETINGS

When declaring an interest at a meeting Members are asked to indicate whether their interest in the matter is pecuniary, or if the matter relates to, or affects a pecuniary interest they have, or if it is another type of interest. Members are required to identify the nature of the interest and the agenda item to which it relates. In the case of other interests, the member may speak and vote. If it is a pecuniary interest, the member must withdraw from the meeting when it is discussed. If it affects or relates to a pecuniary interest the member has, they have the right to make representations to the meeting as a member of the public but must then withdraw from the meeting. Members are also requested when appropriate to make any declarations under the Code of Practice on Planning and Judicial matters.

Have you declared the interest in the register of interests as a pecuniary interest? If Yes, you will need to withdraw from the room when it is discussed.
Does the interest directly: 1. affect yours, or your spouse / partner's financial position? 2. relate to the determining of any approval, consent, licence, permission or registration in relation to you or your spouse / partner? 3. Relate to a contract you, or your spouse / partner have with the Council 4. Affect land you or your spouse / partner own 5. Affect a company that you or your partner own, or have a shareholding in If the answer is "yes" to any of the above, it is likely to be pecuniary. Please refer to the guidance given on declaring pecuniary interests in the register of interest forms. If you have a pecuniary interest, you will need to inform the meeting and then withdraw from the room when it is discussed. If it has not been previously declared, you will also need to notify the Monitoring Officer within 28 days.
Does the interest indirectly affect or relate any pecuniary interest you have already declared, or an interest you have identified at 1-5 above? If yes, you need to inform the meeting. When it is discussed, you will have the right to make representations to the meeting as a member of the public, but you should not partake in general discussion or vote.
Is the interest not related to any of the above? If so, it is likely to be an other interest. You will need to declare the interest, but may participate in discussion and voting on the item.
Have you made any statements or undertaken any actions that would indicate that you have a closed mind on a matter under discussion? If so, you may be predetermined on the issue; you will need to inform the meeting, and when it is discussed, you will have the right to make representations to the meeting as a member of the public, but must then withdraw from the meeting.

**FOR GUIDANCE REFER TO THE FLOWCHART OVERLEAF.
PLEASE REFER ANY QUERIES TO THE MONITORING OFFICER IN THE FIRST
INSTANCE**

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



Agenda Item: 4

SCRUTINY COMMITTEE

Minutes of a meeting of the Scrutiny Committee of South Norfolk District Council held on Thursday 10 February 2022 at 9.30am.

Committee Members Present: Councillors: J Hornby (Chairman), Y Bendle, B Bernard, B Duffin, J Easter, J Halls, J Rowe and T Spruce

Apologies for Absence: Councillors: J Wilby

Substitute: Councillor: K Kiddie (for J Wilby)

Officers in Attendance: The Director of Resources (D Lorimer), the Assistant Director of Finance (R Fincham), the Senior Governance Officer (E Goddard) and the Committee Officers.

1299 MINUTES

The minutes of the meeting held on Wednesday 19 January 2022, were confirmed as a correct record.

1300 2022/23 BUDGET

a) Revenue Budget and Council Tax 2022/23

The Assistant Director of Finance introduced the report, which presented a summary of the Council's draft 2022/23 Revenue Budget and contained details of the proposed fees and charges for 2022/23.

The main area to highlight in the report was that the Council would raise its Council Tax for a Band D property by £5.00 to £165.00 for 2022/23, this equated to a 3.125% rise.

The report showed the draft revenue budget requirement for each directorate, which had been reviewed by CMLT and Portfolio Holders to ensure they were sufficient to deliver services.

In terms of staff pay, the proposed budget included provision for a cost-of-living rise of 2% in 2022/23 as well as £300,000 for performance related pay. Local pay bargaining arrangements and negotiations were currently ongoing. In response to a suggestion that the proposed 2% pay increase was not sufficient given the rises in inflation and the current economic environment. The Assistant Director of Finance reminded the Committee that the staffing budget had to be affordable and that it did include an additional element for performance related pay that would increase pay for staff rated 'good' or 'excellent'. He added that this additional element would be consolidated into staff pay until they reached the top of their grade, at which point it would become a one-off non-consolidated payment.

The Assistant Director of Finance advised members that no new additional Covid budgets had been included for 2022/23. However, he explained it was likely that some of the budgets allocated to support the Covid response in the current year would be carried forward as a number of support programmes would continue.

New domestic waste and recycling rounds had been included within the 2022/23 budget to aid the refuse services in coping with the increase in property numbers. As well as an allowance of £680,000 for Materials Recycling Facility (MRF) processing costs. Members noted that the actual costs for MRF would vary as the Council's agreement was now a variable gate fee.

With regard to the Leisure Service, members were reminded that last year Council agreed to financially support the Leisure Service in the short-term. The Assistant Director of Finance explained that despite Covid continuing to impact the service this year, there had been stronger recovery than anticipated and the draw on the reserve was less than expected.

The Provisional Local Government Finance Settlement for 2022/23 was announced in December 2021, with the final settlement due to be announced in the coming weeks. The provisional settlement was better than expected, however, again it only covered one year, which made longer term finances harder to predict.

The Council undertook a budget consultation via its website between 9 December 2021 and 17 January 2022. The consultation was promoted on the Council's website and via twitter and received 43 responses. 50% of respondents supported no increase in Council Tax for 2022/23, whilst 50% supported some form of increase between £1-£5.

Members raised their disappointment that only 43 responses to the consultation had been received and queried whether more could be done to promote resident's engagement. The Director of Resources advised the

Committee that the Council was establishing a Customer Panel to seek to provide more understanding of residents' opinions and needs. It was expected that the budget consultation would be considered by the Panel in the future. Members noted that the budget consultation had been publicised through the Council's website and social media, it was felt that given the district's older population, who often did not use social media or the internet, other methods of publicising the consultation would need to be utilised to reach a broader demographic. After further discussion the following methods of communication were suggested:

- Radio
- Newspapers/Printed Press
- The Council's 'Link' Magazine

The Assistant Director of Finance explained that it was proposed to increase most discretionary fees and charges this year in line with inflation. This year fees will be increased by between 3% and 4.9%, with 4.9% being the September RPI figure. Garden waste fees would be amended to £53.00 for direct debit customers.

The Medium-Term Financial Plan showed a funding gap developing in 2023/24 of approximately £1M. The primary reason for this was the expected reduction in New Homes Bonus grant after this year and the cessation of one-off Government grants.

The figures in the plan were based on the 2022/23 Local Government Financial Provisional Settlement. Future year funding figures were uncertain due to Governments ongoing funding review, which was expected to be consulted on in 2022/23 and introduced for 2023/24.

The Council had benefitted from growth in Business Rates income, but changes to the Business Rates Retention Scheme was expected in 2023/24. As yet, the impact these would have on the Council remained uncertain.

The Assistant Director of Finance informed the Committee that the Council currently had a healthy level of reserves, some of which would be used to fund the Capital Programme moving forward.

The advice of the S151 Officer in determining the Council's budget and Council Tax, as required by the Local Government Act 2003, was:

- Overall, in my opinion the budget had been based on a reasonable set of assumption with due regard to the risks and is therefore robust.
- Assuming Cabinet and Council agree the revenue budget as set out in this report, then in my opinion the level of reserves is adequate for known and potential risks at this time.

After further discussion, it was unanimously,

RESOLVED

1) To Recommend to Council

- a) The approval of the 2022/23 base budget; subject to confirmation of the finalised Local Government Finance Settlement figures which may necessitate an adjustment through the General Revenue Reserve to maintain a balanced budget. Authority to make any such change to be delegated to the Assistant Director of Finance.
 - b) That Council's demand on the Collection Fund for 2022/23 for General Expenditure shall be £8,485,950 and for Special Expenditure shall be £7,366.
 - c) That the Band D level of Council Tax be £165.00 for General Expenditure and £0.14 for Special Expenditure.
- 2) To recommend that officers consider how the budget consultation could be better publicised in order to reach a broader demographic, in light of the district's older population.

b) Capital Strategy and Capital Programme 2022/23 to 2026/27

The Assistant Director of Finance introduced the report, which presented the Capital Strategy and proposed Capital Programme for 2022/23 to 2026/27.

Members' attention was drawn to the Capital Programme at Appendix B, which totalled £25.2M for 2022/23. The overall Capital Investment Programme over the five year period to 2026/27 was £85.5M.

Schemes within the Capital Programme included:

- Supporting Individuals – Housing
- Supporting Individuals – Health and Leisure
- Improvements in the Public Realm
- Protecting the Environment
- Investment in the Economy
- Our Own Needs (including IT, Waste Vehicles, Officer Enhancement Works)

Financing for the programme was through a mix of Revenue, Revenue Reserves, Capital Receipts, Government Grants, Tax Increment Financing (TIF), Private Finance Initiative/Public Private Partnership, Community Infrastructure Levy (CIL) and borrowing.

With regard to borrowing, one member queried the source of the borrowing. The Assistant Director of Finance outlined the sources of borrowing available to the Council and explained that external guidance would be sought to determine the timing and type of borrowing undertaken. He further added that the Council was not required to secure loans against its assets as, as a Local Government Authority it held a strong credit rating.

The Assistant Director of Finance outlined the schedule of Non-Treasury Investments and explained that with regard to the Council's loans to Big Sky, these were not expected to increase as Big Sky had reached its peak of borrowing. He added that the Council's previous loans to Big Sky had been inline with the desire to provide new quality homes within the district.

The discussion turned to the need for additional infrastructure/services, such as schools, doctor's surgeries, and the police across the district alongside the new housing. The Director of Resources informed the Committee that the Greater Norwich Local Plan (GNLP) included schemes for the improvement of infrastructure across the district and county. Additionally, CIL money funded a wide range of infrastructure, including education which received approximately £24M a year.

One member felt that more funding was needed for commercial developments to encourage business growth within the district. The Director of Resources informed the Committee of the new business developments built in the district, which included the Norwich Research Park and the Ella May Barnes Building. In response to a question, the Director of Resources explained that the Ella May Barnes Building was jointly funded by the Council and the Local Enterprise Partnership (LEP). With regard to the Norwich Research Park, there was no match funding for the development itself. However, businesses within the Research Park had received funding, including from the Biotechnology and Biological Science Research Council (BBSRC).

A number of members raised a concern over the level of risks associated with the Capital Programme. The Assistant Director of Finance recognised that the Capital Programme was significantly larger than previous years, which represented an increase in ambition and risk. He further advised the Committee that the Capital Programme was proportionate to the size of the Authority.

it was then,

RESOLVED

To Recommend that Council approves the Capital Strategy (Appendix A) and the Capital Programme for 2022/23-2026/27.

c) Treasury Management Strategy Statement 2022/23

The Assistant Director of Finance introduced the report, which set out the Treasury Management Strategy Statement 2022/23 and associated policies.

The Council had three key treasury management principles:

1. **Security** – To ensure monies were not placed at undue risk, by ensuring all monies were invested in appropriate counterparties or instruments commensurate with the organisation's risk appetite.
2. **Liquidity** – To ensure that cash flow was adequately planned, with cash being available when it was needed, and that sufficient funding was available to finance the organisation's capital investment plans.
3. **Yield** – To maximise investment returns (commensurate with risk) and minimise borrowing costs to minimise the costs to the organisation.

As at the end of December 2021, the Council had treasury investments of £40.8M, and £33.5M in loans to wholly owned Council companies. However, the application of resources (capital receipts, reserves etc) to finance capital expenditure was expected to reduce the level of investments over time.

The Bank Rate rose from 0.10% to 0.25% in December 2021. However, the Council's treasury advisors, anticipated no higher rate than 0.75% by March 2023. On that basis the expected investment return for 2022/23 had been calculated as £50,000.

South Norfolk Council was currently debt free. However, the capital expenditure plans showed a need to borrow over the medium term. The sources of borrowing considered were:

- Public Works Loan Board (PWLB)
- Bank Overdraft
- Other Local Authorities
- Financial Institutions
- Municipal Bonds Agency

The Assistant Director of Finance assured members that the Authority would not borrow more than, or in advance of, its needs purely to profit from the investment of the extra sums borrowed.

In response to a question, the Assistant Director of Finance explained that Government issued guidance to the PWLB which disallowed the PWLB to lend to an Authority who sought to invest in commercial properties for solely

financial gain. He further added that this Government directive had not yet been tested in court.

After further discussion, it was unanimously,

RESOLVED

To Recommend to Council:

- 1) The Treasury Management Strategy Statement 2022/23
- 2) The Treasury Management Policy Statement 2022/23 (*Appendix 1*)
- 3) The Annual Investment Strategy 2022/23 (*Appendix 2*)
- 4) The Treasury Management Practice (TMP1) (*Appendix 3*)
- 5) The Treasury Management Scheme of Delegation (*Appendix 4*)
- 6) The Prudential Indicators (*Appendix 5*)
- 7) The Minimum Revenue Provision (MRP) Statement (*Appendix 6*)

1301 SCRUTINY WORK PROGRAMME, TRACKER AND CABINET CORE AGENDA

The Committee noted the Work Programme, Tracker and Cabinet Core Agenda.

(The meeting concluded at 10.53am)

Chairman

Help Hub review

Report Author(s): Kerrie Gallagher
Help Hub Senior Manager
01508 533741
kerrie.gallagher@southnorfolkandbroadland.gov.uk

Portfolio: Better Lives

Ward(s) Affected: All

Purpose of the Report:

To update members on the remit and success of our current Help Hub following a service review, and our future approach.

Recommendations:

1. The committee to review the current position and comment about our approach and where we are headed in the future and make any necessary recommendations.

1. Summary

- 1.1 The report has been requested by Scrutiny to consider and review the Council's current and future Help Hub approach. The Help Hub has been in operation since 2016 and was reviewed in December 2019 [link](#) and therefore it is appropriate to review again, particularly as we recover from the impact of Covid and the emerging cost-of-living crisis. A Project Manager was assigned to review the Help Hub in September 2021. The findings were presented to Mike Pursehouse, Jamie Sutterby and Policy Committee at the beginning of March 2022.

2. Background

- 2.1 The Help Hub was formed initially in 2014 because of concerns around how well children and families were supported in early help and prevention in Norfolk. A countywide project resulted in South Norfolk Council and Childrens Services creating a pathfinder Help Hub covering South Norfolk district, based at the Council offices in Long Stratton. This pathfinder demonstrated the success of partners working together to build relationship and trust, reduce duplication, share information quicker, and residents only having to tell your story once, and the importance of intervening earlier to prevent issues escalating. This ethos has continued to this day.
- 2.2 In 2017, the Help Hub developed a Social Prescribing model, putting our Community Connectors into GP surgeries to provide a positive link between the Council and primary health care. This scheme has grown considerably and now every GP surgery in South Norfolk has social prescribing attached to it except for Costessey. This surgery is covered by the One Norwich Primary Care Network and commissioned to a third sector provider.
- 2.3 The Help Hub further demonstrated its success during the Covid pandemic. Our single front door, ability to work closely with our partners, alongside working within our communities, one street at a time, meant we were able to mobilise a Covid response programme within days of the lockdown. Whether supporting people with food parcels, prescriptions or support for hardship, the Help Hub became the Councils vehicle for ensuring our support reached all residents who needed help.
- 2.4 A Project Manager was assigned to review the Help Hub model and identify areas for improvement. Working with the Help Hub Managers, the benefits and outcomes of the Help Hub service were reviewed, and a logic model was produced to ensure that the activities undertaken within the service were contributing to those outcomes. All of this was linked directly to achieving the People and Communities ambitions and success indicators.

3. Current position/findings

3.1 The Help Hub continues to evolve and develop to ensure it remains current, seizes opportunities as they arise and flexes to meet the needs of residents.

3.2 As part of the Help Hub review, the Project Team focussed on the service's Outcomes and Benefits.

3.2.1 Help Hub Outcomes

- Reduce pressure on the NHS
- Prevent instances of homelessness
- Reinforce positive behaviours and attitudes
- Ensure people get the support they need at the earliest opportunity
- Maximise people's income and reduce their debt
- Increase physical activity
- Reduce delays in transfers home from hospital, and reduce number of people homeless on discharge from hospital
- Reduction in escalation and impact of mental health difficulties
- Reduce likelihood and impact of crises
- Enable people to find or maintain employment
- Communities are better able to support themselves and address local issues with local solutions

3.2.2 Help Hub Benefits

- Positive reputation for the Councils
- Communities are resilient in times of crisis
- Homelessness is reduced
- Increased economic activity contributes to thriving communities
- Reduced pressure on and costs to NHS and health and social care
- Contributes towards reduced costs elsewhere in the system
- Health and wellbeing of residents is maintained and improved

3.2.3 The above contribute directly to the People and Communities aims in the Corporate Strategy:

3.2.3.1 People and Communities Ambitions (from the Corporate Strategy):

- Ensure that the most vulnerable feel safe and well
- Empower people to succeed and achieve their aspirations
- Create and support communities which are connected and are able to thrive

3.2.3.2 People and Communities Success Indicators:

- The health and wellbeing of our residents is maintained and improved
- Improved social mobility outcomes achieved for our residents
- Increase in the successful interventions to prevent or relieve homelessness
- More residents are supported to be independent for longer
- Maintain low levels of crime
- Decrease the levels of deprivation

3.3 Due to the evolution of the Help Hub since its conception in 2014, it was agreed that a consistent description of the Help Hub was required to aid communicating the model to stakeholders. The Help Hub project team worked together to define the following:

What is the Help Hub?

The Help Hub is a service accessible to all, meeting a variety of needs appropriate to each person.

We improve wellbeing, reduce and prevent crises and empower people to help themselves and their communities.

How does the Help Hub work?

The Help Hub is a network of local resources that work together to support an individual or family.

Organisations are able to share information and work together to avoid duplication and provide holistic support.

The Help Hub works proactively to create and sustain initiatives that build supportive communities.

3.4 It became clear during the review that following years of evolution, the Help Hub is no longer what it once was. There are lots of misconceptions about the service, so the team developed the following list (not exhaustive).

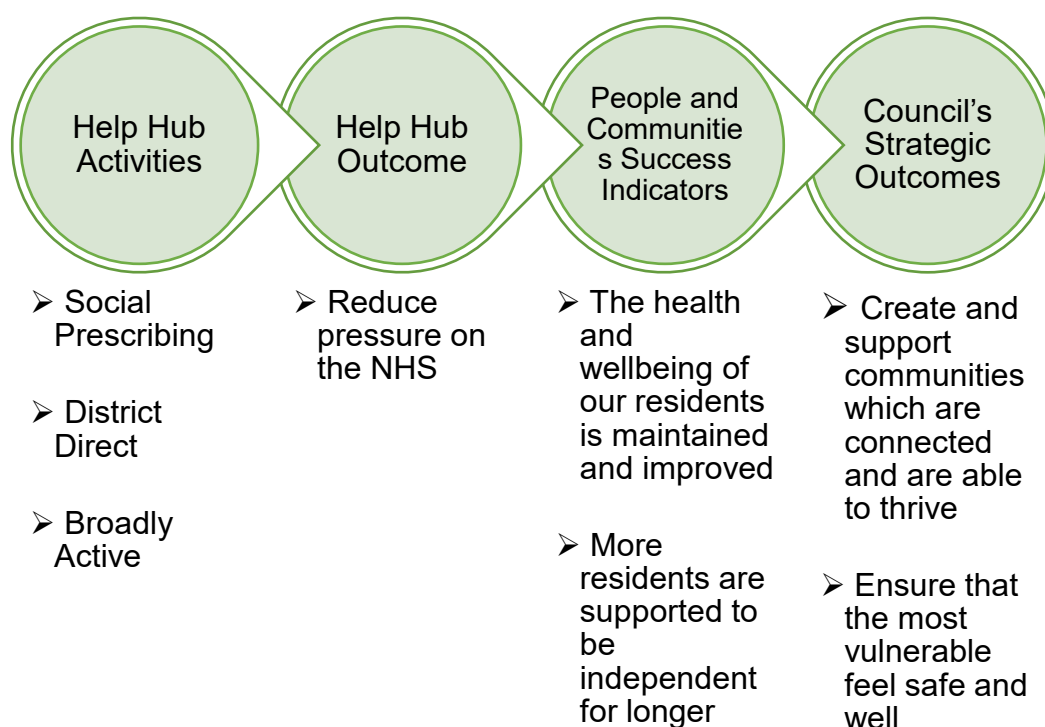
3.4.1 What the Help Hub is *not*:

- Early help for Children's Services (they are a part of the hub, but often their service is misinterpreted or confused with the whole help hub team – for

this reason we have stopped using “early” when speaking about the help hub)

- An emergency response service (although we did respond to the 2020 floods)
- A village fete organiser (where we organise or attend community events it is with the purpose of sharing the message about the services provided by the hub; often the only place to reach customers who are not traditionally engaged with council services)
- An entirely Council funded service (we receive a lot of external funding)
- A one-size-fits-all service (we tailor our approach to each individual)
- A replacement for other services (we work with and compliment statutory services)
- A static service (we are constantly evolving and adapting to changing circumstances)

3.5 As part of the Help Hub review, we developed a Logic Model to demonstrate how our services’ activities are contributing to the Council’s Strategic Outcomes. The following is an extract:



3.6 The following foundations of the Help Hub model were identified:

- ✓ **Partnership working.** There are four levels of Help Hub partner: Primary Help Hub services run by the Council; Secondary partners such as other Council departments (e.g. Housing), Primary Care, Children’s Services and other statutory services; Tertiary partners such as VCSE organisations and Housing Associations; and Quaternary Partners such as Town and Parish Councils and community ambassadors.

- ✓ **Infrastructure.** One of the greatest strengths of the Help Hub is the Triage and Assessment team. They act as one of the main front doors into the Help Hub and can both resolve calls themselves by providing advice and guidance, or they can triage to the most appropriate services for more complex problems. They are the central function between a referring partner and the Help Hub system which can provide holistic, wraparound support. The Triage identifies all of the issues someone is facing and work to identify the wrap around, holistic solution that provides the support a customer needs.
- ✓ **Customers tell their story once.** We use Requests for Support which capture all the relevant information that a customer provides us and this can be shared and used with relevant partners which negates the need for customers to tell their story again and again.
- ✓ **Data Sharing Agreement between parties.** We are signed up to a County wide agreement for the Help Hubs across Norfolk. We also have separate agreements with partners such as the NHS with regards to Social Prescribing.

3.7 The Council provides multiple primary services and functions within the Help Hub, this list is not exhaustive:

- 3.7.1 Triage and Assessment
- 3.7.2 Debt and Welfare Advice
- 3.7.3 Immediate financial hardship support
- 3.7.4 New Routes partnership
- 3.7.5 Work4All
- 3.7.6 District Direct
- 3.7.7 Broadly Active
- 3.7.8 Tots2Teens
- 3.7.9 Domestic Abuse Services
- 3.7.10 Mental Health Support
- 3.7.11 Assets of Community Value
- 3.7.12 Community and Mutual Aid Group Engagement
- 3.7.13 Community Events
- 3.7.14 Grants and Fundraising
- 3.7.15 Social Prescribing / Community Connectors
- 3.7.16 Community Support Assistant Team
- 3.7.17 Homes for Ukraine

3.8 Social Prescribing (our Community Connectors) is one of the largest functions of the Help Hub service. The Community Connectors, located in GP practices across the district, provide local opportunities for customers to receive the advice and support they need and act as 'front doors' into the holistic, multi-agency support service that is the Help Hub. South Norfolk Community Connectors generate 150-200 Requests for Support (RFS) each month. In April 2022 they generated 36% of RFS. There is an aspiration through the NHS Universal Personalised care Agenda to have 900,000 people referred to social prescribing by 2023/24. To this end NHS England are suggesting a target of 1.2% of patient population in each Primary Care Network as referrals to social prescribing. Our service exceeds this target; it reaches 2% due to the 'behind the scenes' support available within the Help Hub which is available for the Community Connectors. We are aware that

this is a unique strength of our model. We have approached the University of Essex to undertake an evaluation of how the Help Hub service benefits the Social Prescribing model. We aim to use the results of this evaluation in promoting our model to other LGAs.

- 3.9 It is exceptionally difficult to effectively evaluate the Help Hub service due to a lack of in-house expertise and data from key partners such as the NHS. We are working to evaluate the social value of the Help Hub, however it is impossible to demonstrate that an intervention from the Help Hub was the one thing that made the difference to someone's overall wellbeing; this is the nature of prevention work. We are working on finding ways of evaluating customer's experience and the impact the support provided has had on their wellbeing. However, we are able to evaluate the fiscal benefits of some elements of our service, particularly the savings that Social Prescribing makes for the NHS. Using the Greater Manchester Cost Benefit Analysis Tool, we have evaluated the following fiscal savings that Social Prescribing makes for the NHS in South Norfolk:

- 3.9.1 70% of Hub Requests for Support are generated in Social Prescribing in South Norfolk
- 3.9.2 The Hub infrastructure enables rapid and efficient connection of residents to services. This greatly increases the capacity of Social Prescribers.
- 3.9.3 This enables the South Norfolk Social Prescribers to exceed the NHSE target of dealing with referrals of 1.2% of the patient population. A target that others nationally struggle to meet.
- 3.9.4 **The above results in £573,531 fiscal benefit to the NHS; a £1.77 return for every £1 spent.**
- 3.9.5 **The whole system benefit is £7,300,117 Net Present Public Value; £23.58 return for every £1 spent.**

- 3.10 As the Integrated Care System develops in our area, we are reassured that the Help Hub model is already achieving the ambitions of integrated care. We look forward to demonstrating and building on this through opportunities such as the new South Norfolk Health and Wellbeing Partnership.

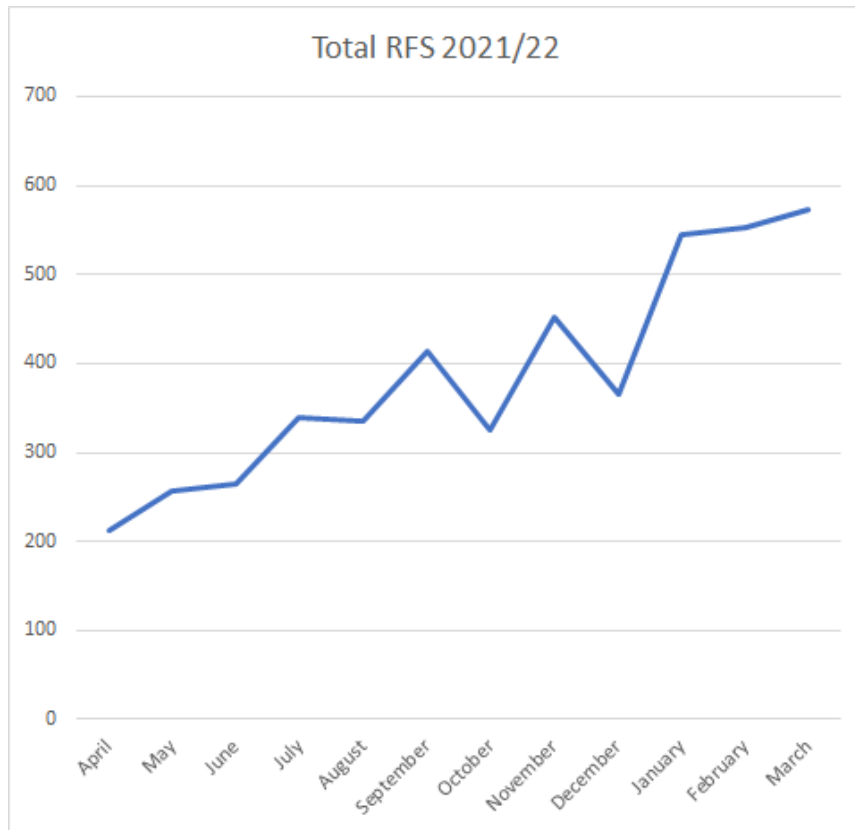
"Integrated care is about giving people the support they need, joined up across local councils, the NHS, and other partners. It removes traditional divisions between hospitals and family doctors, between physical and mental health, and between NHS and council services. In the past, these divisions have meant that too many people experienced disjointed care."

Integrated care systems (ICSs) are new partnerships between the organisations that meet health and care needs across an area, to coordinate services and to plan in a way that improves population health and reduces inequalities between different groups."

<https://www.england.nhs.uk/integratedcare/what-is-integrated-care>

- 3.11 Our current focus is responding to the cost-of-living crisis and the ongoing emotional wellbeing needs of our customers. We have already experienced a

sharp increase in Requests for Support as our Social Prescribing service has expanded across Broadland. Forecasts show that RFS will continue to rise even without the additional pressure on customers caused by the cost-of-living crisis and ongoing impact from the pandemic. We are utilising additional funding to bolster services where we will see the biggest impact on this increasing demand.



4. Proposed action

- 4.1 The Help Hub model that South Norfolk has developed continues to demonstrate its importance to Council staff, partners, and our customers in keeping our customers safe and well. The collaboration with Broadland Council, with a single officer team has meant we are able to build resilience and cost savings into our structure without reducing efficiency and local focus. We continue to receive local and national recognition of the work of the Help Hub and are proud of the model we have built.
- 4.2 The review of the Help Hub identified that the model has multiple strengths and there were no clear problems or flaws in the model that need to be urgently addressed. The following areas were identified for development and improvement with the ongoing support of the Project Manager assigned to this service:
 - 4.2.1 Adapting to meet rise in demand (i.e. Debt and Welfare and Triage and Assessment)
 - 4.2.2 Demonstrate best practice within Integrated Care System and look at opportunities presented by projects such as Family Hubs
 - 4.2.3 Increase awareness and understanding of the model with key stakeholders (Marketing and Communications Plan)

- 4.2.4 Improve and increase opportunities for customers to use self-service (empowering individuals)
- 4.2.5 Our aim would be to see the total external income for the team at 50% by 2025.
- 4.2.6 Become further integrated with other teams in the council
- 4.3 We will continue to flex and develop our model to meet the needs of our customers, whilst bearing in mind the financial restraints we are under and so looking for collaboration opportunities where possible.
- 5. Other options**
 - 5.1 The Council could choose to dis-invest in our Help Hub approach to reduce costs and / or invest in other services. This would provide short term gains, but early prevention ensures that we reduce expensive demand on statutory Council services.
- 6. Issues and risks**
 - 6.1 Demand through the impact of Covid and the cost-of-living crisis continues to increase and will increase the pressure on Council services in the short to medium term. This is mitigated by the Help Hub approach who will continue to maximise our contribution through sound financial planning and evaluation.
 - 6.2 **Resource Implications** – The current Help Hub is funded through a mix of core and external funding.
 - 6.3 **Equality Implications** – the Help Hub works with some of our most vulnerable customers and help to ensure the Council meets its equality duties.
 - 6.4 **Crime and Disorder** – the Help Hub works closely with Norfolk Police to reduce the impact of crime on victims and supports families to make a positive continuation to society.
- 7. Conclusion**
 - 7.1 The Help Hub continues to provide an exemplary service to customers, and through continuous development will ensure it remains efficient and responsive to needs of South Norfolk customers.
- 8. Recommendations**
 - 8.1 The committee to review the current position and comment about our approach and where we are headed in the future and make any necessary recommendations.

Scrutiny Committee – Work Programme

In setting future Scrutiny **TOPICS**, members are asked to consider the following: **T**imely – **O**bjective – **P**erformance – **I**nterest – **C**orporate Priority

- T** Is this the right **time** to review this issue and is there sufficient **officer time** and resource to conduct the review? What is the **timescale**?
- O** What is the reason for review; do officers have a clear **objective**?
- P** Can **performance** in this area be improved by input from Scrutiny?
- I** Is there sufficient **interest** (particularly from the public)? The concerns of local people should influence the issues chosen for scrutiny.
- C** Will the review assist the Council to achieve its **Corporate Priorities**?

Date of meeting	Topic	Organisation / Officer / Responsible member	Objectives
9 June 2022	Early Help Approach and model	Assistant Director – Individuals & Families; and Portfolio Holder for Better Lives	The Committee to consider and review the Council's Early help Approach and the future model and make any recommendations to Cabinet. Partners in the Hub to also be invited to attend the meeting to provide further evidence.
30 June 2022	Review of Housing Best in Class model	Housing and Wellbeing Senior Manager and Portfolio Holder for Better Lives	Members to consider whether the aims of the Best in Class Housing Review have been met. The Committee to also review the Council's Housing Allocations Policy after 12 months of operation. The Committee to make appropriate recommendations.
	Community Safety Update	Assistant Director – Individuals & Families; and Portfolio Holder for Better Lives	The Committee to receive an update on work being undertaken by the Norfolk County Community Safety Partnership and the Council. Members will have the opportunity to review work undertaken and make any recommendations regarding the future approach, as appropriate.
<i>TBC – likely July / Aug 2022</i>	<i>Wymondham Neighbourhood Plan</i>	<i>Senior Community Planning Officer, and Leader & Portfolio Holder for Stronger Economy</i>	<i>The Committee to consider the Wymondham Neighbourhood Plan, ahead of consideration of cabinet. Scrutiny Committee to make recommendations to Cabinet regarding the next steps for the Plan and whether the criteria has been met.</i>
4 Aug 2022	Leisure Recovery Plan	Assistant Director – Community Services & Leisure Operations Manager; & Portfolio Holder for Customer Focus	Scrutiny Committee to review and assess the progress with the Leisure Recovery Plan. Members to make recommendations as appropriate
8 Sept 2022	<i>No items scheduled</i>		
13 Oct 2022	<i>No items scheduled</i>		

Date of meeting	Topic	Organisation / Officer / Responsible member	Objectives
17 Nov 2022 (Thurs)	<i>No items scheduled</i>		
22 Dec 2022	Norfolk County Community Safety Partnership Plan	Assistant Director – Individuals & Families; and Portfolio Holder for Better Lives	Scrutiny Committee to consider the Norfolk County Community Safety Partnership Plan (NCCSP) to review its effectiveness and progress towards meeting the objective and targets set.
26 Jan 2023	Environment Strategy	Environment Manager and Portfolio Holder for Clean & Safe Environment	Scrutiny Committee to review the effectiveness of the 2020-2025 Environment Strategy and assess whether outcomes have been achieved. The Committee to also be updated on consideration of its suggestions at the review undertaken in January 2022. Members to make recommendations as appropriate.
16 Feb 2023	2023/24 Budget & Longer-Term Financial Strategy	S151 Officer; and Portfolio Holder for Finance & Resources	Scrutiny Committee to consider the Council's 2023/24 budget and the recommendations of Cabinet. Members to also formulate a recommendation to Council regarding the budget for consideration at its meeting later in February 2023.
2 March 2023	<i>Call-in only</i>		
6 April 2023	Member-Led Grants	Assistant Director – Individuals & Families; and Portfolio Holder for Better Lives	The Committee to assess the funding allocations and outcomes achieved from the Member Led Grants and make recommendations as appropriate

CABINET CORE AGENDA 2022/23

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt
13 June	Key	Food Safety Services – Service Enhancement Options	Nick Howard	Richard Elliott	
	Key	Licensing Services – Service Enhancement Options	Nick Howard	Richard Elliott	
	Key	Compulsory Purchase Order Report	Mike Pursehouse	Alison Thomas	Exempt
		£150 Energy Rebate Briefing Paper	Mike Pursehouse	Graham Minshull	
		Quarter 4 Performance Risk and Finance report	Sinead Carey	Kay Mason Billig / Adrian Deanley	
11 Jul	Key	Levelling Up; Pride in Place	Jamie Sutterby	John Fuller	
		Business Builder Programme	David Disney	Lisa Neal	
	Key	City Deal Borrowing and the Establishment of the Greater Norwich Strategic Investment Fund	Phil Courtier	John Fuller	Exempt
	Key	Electric Vehicle Charging Points	David Disney	Lisa Neal	
		Economic Growth Plan	Debra Baillie-Murden	Lisa Neal	
	Key	Submission of Diss and District Neighbourhood Plan	Richard Squires	John Fuller/Lisa Neal	
		Starston Neighbourhood Plan – Consideration of Examiner's Report	Richard Squires	John Fuller/Lisa Neal	
		Redenhall with Harleston Neighbourhood Plan – Consideration of Examiner's Report	Richard Squires	John Fuller/Lisa Neal	
	Key	Submission of Wymondham Neighbourhood Plan	Richard Squires	John Fuller/Lisa Neal	
	Key	Garden Waste Disposal Contract Procurement	Simon Phelan	Graham Minshull	Exempt
	Key	Regulatory Enforcement Policy	Nick Howard	Alison Thomas	
5 Sept		Q1 2022/23 Performance Report	Sinead Carey / Helen Hall	Kay Mason Billig / Adrian Dearnley	
26 Sept		Best in Class Housing Phase Two Development – Customer Focus	Richard Dunsire	Alison Thomas	

Date	Key	Title of Report	Responsible Officer	Portfolio Holder	Exempt
		Best in Class Housing Phase Two Development - TA	Richard Dunsire	Alison Thomas	
		Health and Wellbeing Strategy	Mike Pursehouse	Alison Thomas	
	Key	Dog related Public Space Protection Orders	Andrew Grimley / Teri Munro	Graham Minshull	
	Key	Licensing Fees and Charges	Nick Howard	Graham Minshull	
	Key	Licensing Service Review	Nick Howard	Graham Minshull	
	Key	Commutated Sums Action Plan	Helen Sibley / Sally Hoare	Lisa Neal	
	Key	Affordable Housing Development Plan	Helen Skoyles	Lisa Neal	
31 Oct	Key	Draft Local Development Order Browick Interchange	Nina Cunningham/ Glen Beaumont	Lisa Neal	Exempt
	Key	Draft Local Development Order FEP	Nina Cunningham/ Glen Beaumont	Lisa Neal	Exempt
	Key	Food Safety Service Review	Nick Howard	Graham Minshull	

A key decision is an executive decision which will:

- (a) result in the Council spending, or saving a **significant** amount compared with the Budget for the service or function the decision relates to; or*
- (b) to be **significant** in terms of its effects on communities living or working in an area, comprising two or more wards in the area of the Council, in that it will:*
 - (i) Have a long-term, lasting impact on that community; or*
 - (ii) Restrict the ability of individual businesses or residents in that area to undertake particular activities; or*
 - (iii) Removes the provision of a service or facility for that community; or*
 - (iv) Increases the charges payable by members of the community to provide a service or facility by more than 5%; or*
 - (v) Have the potential to create significant local controversy or reputational damage to the Council; or*
 - (vi) Is a matter that the decision maker considers to be a key decision.*

When assessing whether or not a decision is a key decision the decision maker must consider all the circumstances of the case. However, a decision which results in a significant amount spent or saved will generally be considered to be a key decision if:

- (a) the amount spent is £200,000 or more of revenue expenditure; or*
- (b) savings of £75,000 or more per annum, or*
- (c) capital expenditure of £200,000 or more (where a decision makes a commitment for spending over a period of time, it is the total commitment that must be considered to see if it is a key decision).*