



## **Environment, Transport & Development Overview & Scrutiny Panel**

Date: **Wednesday 11 July 2012**

Time: **10.30am**

Venue: **Edwards Room, County Hall, Norwich**

**Persons attending the meeting are requested to turn off mobile phones.**

### **Membership**

Mr A Byrne (Chairman)  
Mr A Adams  
Dr A Boswell  
Mr B Bremner  
Mrs M Chapman-Allen  
Michael Chenery of Horsbrugh  
Mr N Dixon  
Mr P Duigan  
Mr T East  
Mr M Langwade  
Mr P Rice  
Dr M Strong  
Mrs H Thompson  
Mr T Tomkinson  
Mr J Ward  
Mr A White  
Mr R Wright (Vice-Chairman)

### **Non Voting Cabinet Members**

Mr B Borrett	Environment and Waste
Mr H Humphrey	Community Protection
Mr G Plant	Planning and Transportation
Mrs A Steward	Economic Development

### **Non Voting Deputy Cabinet Member**

Mr J Mooney	Environment and Waste
Mr B Spratt	Planning and Transportation

**For further details and general enquiries about this Agenda  
please contact the Committee Administrator:**

Julie Mortimer on 01603 223055  
or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

## **A g e n d a**

**1 To receive apologies and details of any substitute members attending**

**2 Minutes of the meeting held on 9 May 2012**

(Page **1**)

To confirm the minutes of the Environment Transport and Development Overview & Scrutiny Panel meeting held on 9 May 2012.

**3 Members to Declare any Interests**

Please indicate whether the interest is a personal one only or one which is prejudicial. A declaration of a personal interest should indicate the nature of the interest and the agenda item to which it relates. In the case of a personal interest, the member may speak and vote on the matter. Please note that if you are exempt from declaring a personal interest because it arises solely from your position on a body to which you were nominated by the County Council or a body exercising functions of a public nature (e.g. another local authority), you need only declare your interest if and when you intend to speak on a matter.

If a prejudicial interest is declared, the member should withdraw from the room whilst the matter is discussed unless members of the public are allowed to make representations, give evidence or answer questions about the matter, in which case you may attend the meeting for that purpose. You must immediately leave the room when you have finished or the meeting decides you have finished, if earlier.

These declarations apply to all those members present, whether the member is part of the meeting, attending to speak as a local member on an item or simply observing the meeting from the public seating area.

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

**5 Public Question Time**

15 minutes for questions from members of the public of which due notice has been given.

Please submit your question(s) to the person named on the front of this agenda by **5pm on Friday 6 July 2012**. For guidance on submitting public questions, please refer to the Council Constitution Appendix 10, Council Procedure Rules or [Norfolk County Council - Overview and Scrutiny Panel Public Question Time and How to attend Meetings](#)

**6 Local Member Issues/Member Questions**

15 minutes for local members to raise issues of concern of which due notice has been given.

Please submit your question(s) to the person named on the front of this agenda by **5pm on Friday 6 July 2012**

- 7 Cabinet Member Feedback on previous Overview & Scrutiny Panel comments** (Page **13**)

**Scrutiny Items:**

- 8 Forward Work Programme: Scrutiny** (Page **17**)

To review and develop the programme for scrutiny.

**Overview Items:**

- 9 Highway Asset Performance.** (Page **23**)

Members are asked to endorse the proposed use of reserves as outlined in the report.

- 10 Sustainable Drainage Systems Approving Body (SAB) – commissioning.** (Page **37**)

A summary of the commissioning options available to the County Council for the delivery of its Sustainable Drainage System Approving Body statutory duties. Members are asked to consider the commissioning options available, as outlined in the report.

- 11 Equality Assessment of ETD services.** (Page **71**)

The report sets out the key findings of a pilot equality assessment of Environment, Transport and Development services.

- 12 Environment, Transport and Development Department Integrated Performance and Finance Monitoring Report 2012/13** (Page **93**)

The report shows the progress against ETD's service plan actions, risks and budget.

<b>Group Meetings</b>		
<b>Conservative</b>	<b>9.30am</b>	<b>Colman Room</b>
<b>Liberal Democrats</b>	<b>9.30am</b>	<b>Room 504</b>

Chris Walton  
Head of Democratic Services  
County Hall  
Martineau Lane  
Norwich NR1 2DH

Date Agenda Published: Tuesday 3 July 2012



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# **Norfolk** County Council at your service

## **Environment, Transport and Development Overview and Scrutiny Panel**

### **Minutes of the Meeting held on 9 May 2012**

#### **Present:**

Mr A Byrne (Chairman)

Mr A Adams

Dr A Boswell

Mr B Bremner

Mrs M Chapman-Allen

Michael Chenery of Horsbrugh

Mr P Duigan

Mr T East

Mr M Langwade

Dr M Strong

Mr T Tomkinson

Mr J Ward

Mr A White

Mr R Wright (Vice-Chairman)

#### **Cabinet Members present:**

Mr G Plant

Mrs A Steward

Planning and Transportation

Economic Development

#### **Deputy Cabinet Member present:**

Mr J Mooney

Mr B H A Spratt

Environment and Waste

Planning and Transportation

### **1 Apologies**

Apologies were received from Mr H Humphrey, Mr B Borrett and Mrs H Thompson, Mr N Dixon and Mr P Rice.

### **2 Election of Chairman**

Mr A Byrne was elected Chairman of the Panel for the ensuing year.

(Mr A Byrne in the Chair)

### **3 Election of Vice-Chairman**

Mr R Wright was elected Vice-Chairman for the ensuing year.

### **4 Minutes of the meeting held on 14 March 2012**

The minutes of the meeting held on 14 March 2012 were agreed as an accurate record and signed by the Chairman.

## **5 Declaration of Interests**

Dr Strong declared a personal interest as she was a Senior Flood Warden in Wells.

## **6 Items of Urgent Business**

There were no items of urgent business.

## **7 Public Question Time**

Two questions were received from Mrs J Franklin. The questions and their responses can be found at Appendix A to these minutes.

## **8 Local Member Issues/Member Questions**

There were no local Member issues or Member questions.

## **9 Three County Partnership – Energy Sector Market Visit to China**

The Chairman welcomed representatives from Essex County Council and the International Trade Department who attended the meeting.

The Panel received a presentation from Ann Steward, Cabinet Member for Economic Development and Peter Manning, Head of International Trade, Essex County Council on the recent visit to Jiangsu, China. A copy of the presentation is attached at Appendix C to these minutes.

During the presentation, the following points were noted:

- The Cabinet Member for Economic Development had participated in an Energy Sector Market visit to Jiangsu, China during March 2012, organised by Essex County Council. The visit had included Councillors and representatives from businesses in Norfolk, Suffolk and Essex, the aim of which was promote East Anglia to potential investors in the energy sector supply chain, particularly in renewable offshore wind energy.
- The partnership work with Essex and Suffolk County Councils was a two-year project to try to attract new inward investment from China. This work had built on the partnership already established in April 2011 when the three County Council Leaders signed a Memorandum of Understanding pledging to work together to provide the skills base that businesses in the energy sector would need to realise potential growth.
- The aim of the visit was to assist small businesses in our region by seeking opportunities to export their products and technology to China and also to explore cultural and educational opportunities in China and to encourage tourism in Norfolk through the many tourist attractions.

The Head of International Trade at Essex County Council thanked the Panel for the invitation to attend the meeting and during his presentation, the following points were noted:

- Meetings had been held with 11 Jiangsu and Shanghai offshore wind companies, which had enabled the group to promote inward investment opportunities.
- The East of England Offshore Wind Energy stand at the China International Import Expo in Jiangsu, had taken place over three days. During these three days over 900 brochures had been distributed, promoting inward investment opportunities in Essex, Norfolk and Suffolk. The East of England stand had been the only UK government representative at this expo.
- Essex County Council had contacts in Jiangsu and these contacts had been responsible for the promotion of the conference. Approximately 200 people from offshore wind businesses and trade associations had attended the conference.
- The Shanghai SMA Coordination Office was responsible for supporting Shanghai's 340,000 Small and Medium Enterprises (SMEs) and agreements had been signed to promote business to business links between Shanghai and East of England SMEs.
- Many leads had been obtained on the visit and these would now be followed up. The feedback received from Chinese companies would be analysed so the inward investment promotion work could be refined and refocused.

The Cabinet Member thanked the team at Essex County Council for organising the trip - Ge Jing, Simon Maidment, Peter Manning who had attended the meeting. She also thanked Wei Lei, who was based in China.

Following questions from Panel members, the following points were noted:

- One of the most tangible benefits of the visit was the much higher profile for Norfolk tourism.
- Two Norfolk companies had been represented at the conference, namely Aker Solutions and the East of England Energy Group.
- The Cabinet Member agreed to feed back the cost of the Norfolk share of the visit to the Panel in writing.
- The promotional work carried out in China was just one element of the work done to try to attract investment in Norfolk, Suffolk and Essex. All other energy possibilities, including solar panels and wave energy, would be investigated in the future.

The Panel thanked the Cabinet Member and the representatives from Essex County Council and the International Trade Department for attending the meeting and for the excellent work that had been undertaken in building a strong partnership.

**10 Cabinet Member Feedback on previous Overview and Scrutiny Panel comments.**

The Panel received the annexed report (9) by the Cabinet Members for Planning and Transportation, Economic Development, Environment and Waste, and Community Protection, providing feedback on items discussed at Cabinet which had previously been discussed at an Environment Transport & Development (ETD) Overview and Scrutiny Panel meeting.

The Cabinet Member for Planning and Transportation drew the Panel's attention to the item on the Norfolk Concessionary Fares Scheme. He informed members that the Government were currently reviewing the formulae for the distribution of funds to see if there was a fairer method of allocation, particularly for rural parts of the country. The Cabinet Member had already written to, and met, the Transport Minister to request they re-look at the allocation of funding several times.

Following a member question, the Cabinet Member confirmed that the Council invested over half a million pounds and that Coasthopper was our most expensive service. Whilst recognising the contribution that Coasthopper makes to the county, the present funding model was not sustainable and other funders would be required if the same scale of service were to be continued in the future. The Cabinet member gave examples of where tourism businesses or other stakeholders along the route might wish to contribute towards the costs of running the service.

**RESOLVED**

That the report be noted.

**11 Forward Work Programme: Scrutiny**

The annexed report (10) by the Director of Environment, Transport and Development was received by the Panel. The report set out the forward work programme for scrutiny.

The Panel was asked to consider moving mobile phone coverage for rural and urban areas in Norfolk and digital radio to the ongoing/identified scrutiny items for possible future scrutiny section of the programme. The Business Support Officer stated that no date had yet been agreed for the switch over to digital radio and also that the topic would be brought back to the Panel for consideration once there was any further information available.

The Chairman of the Mobile Phone coverage for rural and urban areas in Norfolk and digital radio working group requested that the mobile phone



scrutiny topic should be kept on the programme with the Panel being updated as and when there was anything to report.

A suggestion was made that the Trading Standards service could look at whether there were any implications from mobile phone companies not informing customers about the actual mobile phone network coverage in their area. Some Members felt customers were not aware they have the right to ask what coverage was like in their area and that this should be highlighted to the public.

The Panel requested that the topic “Developing confident young consumers” was not pertinent to the Environment Transport and Development O&S Panel and should be moved under the remit of the Fire and Rescue Overview and Scrutiny Panel.

**RESOLVED that**

1. The Outline Scrutiny Programme as set out in Appendix A of the report, the scrutiny topics listed and the reporting dates, were agreed.
2. “Developing confident young consumers” should be reallocated to the Fire and Rescue O&S Panel for scrutiny.

## **12 The National Planning Policy Framework**

The Panel received the annexed report (11) by the Director of Environment, Transport and Development, setting out the new guidance document. The aim of the National Planning Policy Framework (NPPF) document was to deliver a much simpler, quicker and more certain planning system, to enable sustainable development and growth. However, the NPPF did not change the basis of the current planning system.

Following Member questions, the following points were noted:

- The Government had made it clear that any decisions about sustainable development and growth would be made by Local Authorities, guided principally by the adopted development plan and the NPPF.
- If Lotus did decide to move their business away from Norfolk, the Hethel Engineering Centre would remain a viable business, as it was currently fully let and there were companies waiting to move into the Centre.
- Whenever new guidance came into effect there would always be a transitional period for the guidance to become established, during which it was likely that some cases would be tested through the court system.
- A suggestion was made for officers to produce a definition of “sustainable development” so the Planning (Regulatory) Committee could use that as a reference guide. The Cabinet Member for Planning and Transportation challenged this suggestion and argued that

Members should embrace the opportunity to determine what sustainable development meant, given particular local circumstances.

**RESOLVED that**

1. The publication of the NPPF be noted;
2. Norfolk County Council was well-placed to manage the changes that would result; and
3. the County Council should take full advantage of opportunities to deliver sustainable development.

**13 Procurement of ETD Highways and Related Services from 2014**

The Panel received the annexed report (13) by the Director of Environment, Transport and Development and the Head of Procurement, updating members on the progress with the reprocurement exercise to date.

The report was presented by the Assistant Director Highways and the Head of Procurement, during which the following points were noted:

- Cabinet had approved the approach to procurement in order to maintain tighter processes on how procurement was managed and to keep all costs to a minimum.
- The procurement process outlined in the report had been designed carefully and had been overseen by a cross-party member Board. The process now needed to be managed carefully.
- There was a need to ensure that bidders and potential bidders received equal access to all relevant information and were all treated equally in the procurement process.
- The whole procurement process would need to be transparent and clear on how tenders would be marked. The criteria for marking tenders would need to be set out before any tendering processes commenced.
- A concept viability day would take place, where potential bidders would be able to gain more detailed information on what would be required under the procurement process.
- Competitive dialogue to shortlist six potential providers down to three would follow the concept viability day. All three potential providers would then be invited to submit a tender. These tenders would then be evaluated, followed by a standstill period before fine tuning of the offer, after which contracts would be signed.
- The Official Journal of the European Union notice and pre-qualification criteria would be brought to Panel in the Autumn, after which Members would be asked to approve the contract award and then the evaluation of final submissions would be presented to Cabinet.

**RESOLVED that**

1. the content of the report and the key milestones within the procurement programme be noted.
2. A recommendation to Cabinet that decisions other than those detailed in 2.2 and 2.3 of the report be delegated to the Director of Environment, transport and Development in consultation with the cross-party Member Board and the Head of Procurement, would be made.

**14 Recycling Centre Service – Commissioning**

The annexed report (14) by the Director of Environment, Transport and Development was received by the Panel. The report informed the Panel that the contract for 19 of the main recycling centres would expire on 31 March 2014, and asked Members to recommend to Cabinet that a Service Level Agreement (SLA) contract with NEWS be entered into. Members were also invited to agree that a project board be established to oversee the development of delivery arrangements. The Project Board would provide regular scrutiny and direction of the service commissioning.

The following points were noted during the discussion:

- There were no current plans to make any changes to the opening times of any of the recycling centres as the current arrangements for the part-time recycling sites met the present budget savings requirements.
- The SLA with NEWS option would give opportunities and the flexibility to adapt to changing circumstances in the future.
- Members of the Panel agreed that a Project Board should be established and it was confirmed this Board would be politically balanced. Dr Strong would represent the Liberal Democrat Group on the Project Board, with other names to be confirmed.
- The recommendation that Cabinet should enter into a SLA contract with NEWS was proposed and seconded. The Panel agreed this recommendation.

**RESOLVED to**

1. Make a recommendation to Cabinet to enter into a SLA contract with NEWS, as outlined in the report, and to
2. Establish a Project Board to oversee the development of delivery arrangements under any future contract or SLA arrangements, which would be politically balanced, as outlined in the report.

**15 Environment, Transport and Development Department Integrated Performance and Finance Monitoring Report 2011/12.**

The annexed report (15) by the Director of Environment, Transport and Development was received by the Panel. The report provided an update of the progress made against the 2011-14 service plan actions, risks and finances for Environment, Transport and Development (ETD). There had been no significant changes since the last report to the Panel in April 2012.

The following points were noted during the discussion:

- Flood and water management had shown an underspend which was due to a six month delay in receiving consultation from the Government on sustainable urban drainage which had therefore delayed the legislation start date.
- The details that can be released of the sale of EPIC will be circulated as soon as it was legally possible.

**RESOLVED that**

The progress against ETD's service plan actions, risks and budget and whether any aspects should be identified for further scrutiny, as outlined in the report, be noted.

(The meeting closed at 12noon)

**Chairman**



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## **Appendix A**

### **Item 7 – Public Question Time**

#### **Question 1 from Mrs J Franklin**

I am concerned that local government contracts are being awarded directly to Norse, or its many subsidiaries, without going through the normal tendering process via the open market.

How can we be sure that as taxpayers this offers 'best value' commissioning of services?

#### **Reply by Cabinet Member for Environment and Waste**

As outlined in the report (section 4.2), Best Value for taxpayers would be ensured through an Open Book system of operation and regular benchmarking of services, together with an ability to cancel the SLA and take a procurement or any other approach at any later date. Given the pressure on all of the County Councils budgets there is a huge incentive to go for best value and this approach is designed to maximise just that for Norfolk council tax payers.

#### **Question 2 from Mrs J Franklin**

Thinking of sustainable development in view of the need to use water wisely and produce electricity in an environmentally friendly way.

Is it possible to incorporate the inclusion of grey water catchment systems and solar panels to be installed, on all new builds, as a statutory requirement to qualify for planning consent?

#### **Reply by Cabinet Member Planning and Transportation**

The inclusion of grey-water catchment systems and solar panels on all new-builds would be welcomed in principle by all planning authorities (where this would not cause adverse affects, such as in a Conservation Area), and supportive policies are included in Local Development Frameworks/Local Plans. However, it is not currently possible to require this through the planning system.

## Appendix B

### Actions arising at the Environment, Transport & Development Overview & Scrutiny Panel meeting 9 May 2012

Agenda Item Number	Report Title	Action	REPLY by: -
9	Three County Partnership – Energy Sector Market Visit to China	The Cabinet Member agreed to feed back the total cost of the Norfolk share of the visit to the Panel in writing.	Cabinet Member for Economic Development  The total cost to Norfolk County Council, for Ann Steward to attend the Energy Sector Market Visit to Jiangsu in March 2012, was <b>£1,577.62.</b>
11	Forward Work Programme - Scrutiny	The Panel requested that the topic “Developing confident young consumers” was not pertinent to the Environment Transport and Development O&S Panel and should be moved under the remit of the Fire and Rescue Overview and Scrutiny Panel.	ETD Scrutiny Support Manager
14	Recycling Centre Service – Commissioning	Establish a Project Board to oversee the development of delivery arrangements under any future contract or SLA arrangements, which would be politically balanced, as outlined in the report.	ETD Scrutiny Support Manager Lib Dems nominated Dr Marie Strong to the Project Board.
15	Environment, Transport and Development Department Integrated Performance and Finance monitoring Report 2011/12.	The details that can be released of the sale of EPIC will be circulated as soon as it was legally possible.	Cabinet Member for Economic Development

# Energy Sector Market Visit to Jiangsu, China

Presentation by:

Cllr Ann Steward, Economic Development, Norfolk County Council &  
Peter Manning, International Trade, Essex County Council



# Three Counties Partnership

Aims of the partnership include:

- Combining resources in a two-year project to attract new **inward investment** from China, for the region's Energy Sector supply chain.
- **Joint promotion** of the Norfolk, Suffolk & Essex energy sector 'offer'.
- Seek **export opportunities** for our businesses.
- Explore other joint China activities such as the promotion of **cultural and educational exchanges**.



**3 Counties Partnership MoU was signed in February 2012**



## Jiangsu Province

- 78 million people
- 10% of China's GDP
- GDP = Switzerland
- 20% of China's Foreign Investment
- 12.6% GDP growth in 2010



A map of China with its provinces outlined in black. Jiangsu Province, located in the eastern part of the country, is highlighted in a solid red color. To the east of the province, four cities are marked with black dots and labeled: Nanjing, Kunshan, Wuxi, and Shanghai. The surrounding areas, including other provinces and the sea, are shown in light yellow and green.

Nanjing • Kunshan  
Wuxi • Shanghai

# Agenda for the trip

- Company visits
- Nanjing University
- Jiangsu Provincial Development and Reform Commission and the Jiangsu Energy Bureau – MoU signing
- Wuxi China Council for the Promotion of International Trade
- Kunshan Import Expo Exhibition
- East of England Energy Coast Promotional Seminar
- Meeting with Shanghai SME Coordination Office – MoU signing

# Jiangsu Company Visits





# Jiangsu Provincial Government



# East of England Energy Coast



**Norfolk** County Council



# Seminar at the Kunshan Import/ Expo



# East of England Promotion from the Private Sector



# Shanghai SME Coordination Office





# Shanghai Municipal Economic and Information Commission



# Next Steps

- Follow up all the leads
- Prepare for the inward visit by at least 8 Jiangsu offshore wind businesses in June 18-19 2012
- Target more potential inward investors elsewhere in China

# Energy Sector Market Visit to Jiangsu, China



## **Cabinet Member feedback on previous Overview and Scrutiny Panel comments**

A joint note by the Cabinet Members for Planning and Transportation, Economic Development, Environment and Waste, and Community Protection

The purpose of this note is to provide feedback on items discussed at Cabinet which had previously been discussed at an ETD Overview and Scrutiny Panel meeting.

### **Planning and transportation issues**

Report/issue	<b>Norwich Area Transportation Strategy (NATS) Implementation Plan and Norwich Northern Distributor Route (NDR)/Postwick Hub Update</b>
Date considered by O&S Panel:	14 March 2012
O&S Panel comments:	<p>The Panel agreed:-</p> <ol style="list-style-type: none"><li>1. Cabinet be recommended to continue to progress a dual carriageway NDR between the A140 and the A1067 as part of the planning submission.</li><li>2. Cabinet be recommended to submit a planning application for the NDR to the A1067.</li><li>3. Cabinet be recommended to deliver construction of the NDR as a single project to the A1067.</li><li>4. Cabinet recommend the forward funding profile as provided in the Department for Transport bid for the A140 NDR project (Appendix A of the Panel report) and for the A1067 NDR (Appendix B of the Panel report).</li><li>5. Cabinet be recommended to continue to underwrite the NDR (value depending on dual or single option between A140 and A1067) but taking note of the GNDP in principle funding of up to £40m towards the NDR and related measures.</li></ol>
Date considered by Cabinet:	2 April 2012
Cabinet feedback:	<p>The Cabinet:</p> <ol style="list-style-type: none"><li>1. Confirmed the delivery of NATS Implementation Plan.</li><li>2. Agreed to submit a planning application for the NDR to the A1067.</li><li>3. Agreed to progress a dual carriageway NDR between the A140 and A1067 as part of the planning submission.</li><li>4. Agreed to deliver the construction of the NDR as a single project to A1067.</li><li>5. Agreed the forward funding profile as provided in the DfT bid for the A140 NDR (Appendix A) and for the A1067 NDR (Appendix B – as a dual carriageway).</li><li>6. Agreed to continue to underwrite the NDR, but taking note of the GNDP in principle funding of up to £40m towards the NDR and related measures.</li></ol>

Report/issue	<b>Parking principles</b>
Date considered by O&S Panel:	11 January 2012
O&S Panel comments:	The Panel agreed to note the draft parking principles.
Date considered by Cabinet:	14 May 2012
Cabinet feedback:	<p>Cabinet agreed that:</p> <ol style="list-style-type: none"> <li>1. Delegated authority be given to the Director of Environment, Transport and Development, in consultation with the Cabinet Member for Planning and Transportation, to finalise the Parking Principles at Appendix A to the Cabinet report, taking into account the latest comments received. These will replace the existing agreed policy documents (Residents Only Parking Schemes Policy, 1998 and Traffic Regulation Orders (Waiting Restrictions), 1998).</li> <li>2. Delegated authority be given to the Director of Environment, Transport and Development, in consultation with the Cabinet Member for Planning and Transportation, to develop and adopt the assessment guidelines: <i>Development of Parking Management Schemes: Assessment Guidelines</i>.</li> </ol>

## **Economic Development issues**

Report/issue	<b>'Delivering Economic Growth in Norfolk' – the strategic role for Norfolk County Council</b>
Date considered by O&S Panel:	14 March 2012
O&S Panel comments:	The Panel agreed to recommend to Cabinet the approval of the existing Economic Development and Strategy (EDS) funds being used, as outlined in the Panel report.
Date considered by Cabinet:	2 April 2012
Cabinet feedback:	The Cabinet approved the draft strategy – Delivering Economic Growth in Norfolk and agreed to use existing Economic Development and Strategy funds to support business start-ups and inward investment.

## **Community Protection issues**

Report/issue	<b>Trading Standards Service Plan</b>
Date considered by O&S Panel:	14 March 2012
O&S Panel comments:	The Public Protection draft service plan, which covers Trading Standards activities, be recommended to Cabinet for approval.
Date considered by Cabinet:	2 April 2012

Cabinet feedback: Agreed to recommend that Council approves the Public Protection Service Plan, including Trading Standards activities. [The Plan was subsequently approved by Council at their meeting on 8 May 2012.]

## Environment and Waste issues

Report/issue **Norwich Urban Area Surface Water Management Plan**  
Date considered by O&S Panel: 14 March 2012  
O&S Panel comments: The Panel noted the report.  
Date considered by Cabinet: 14 May 2012  
Cabinet feedback: Agreed the implementation of the Norwich Urban Area Surface Water Management Plan be approved.

## Officer Contact

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

<b>Name</b>	<b>Telephone Number</b>	<b>Email address</b>
Sarah Rhoden	01603 222867	sarah.rhoden@norfolk.gov.uk



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## **Forward Work Programme: Scrutiny**

Report by the Director of Environment, Transport and Development

### **Summary**

This report asks Members to review and develop the programme for scrutiny.

### **Action required**

Members are asked to:

- i) consider the attached Outline Programme (Appendix A) and agree the scrutiny topics listed and reporting dates.
- ii) consider new topics for inclusion on the scrutiny programme in line with the criteria at para 1.2.

## **1. The Programme**

1.1. An Outline Programme for Scrutiny is included at Appendix A.

1.2 Members of the Overview and Scrutiny Panel can add new topics to the scrutiny programme in line with the criteria below: -

(i) High profile – as identified by:

- Members (through constituents, surgeries, etc)
- Public (through surveys, Citizen's Panel, etc)
- Media
- External inspection (Audit Commission, Ombudsman, Internal Audit, Inspection Bodies)

(ii) Impact – this might be significant because of:

- The scale of the issue
- The budget that it has
- The impact that it has on members of the public (this could be either a small issue that affects a large number of people or a big issue that affects a small number of people)

(iii) Quality – for instance, is it:

- Significantly under performing
- An example of good practice
- Overspending

(iv) It is a Corporate Priority



- 1.3 Appendix B shows a list of the scrutiny projects relating to Environment, Transport and Development services completed in the last 12 months.
2. **Section 17 – Crime and Disorder Act**
- 2.1. The crime and disorder implications of the various scrutiny topics will be considered when the scrutiny takes place.
3. **Equality Impact Assessment**
- 3.1. This report is not directly relevant to equality, in that it is not making proposals that will have a direct impact on equality of access or outcomes for diverse groups.

## Action Required

The Overview and Scrutiny Panel is asked to:

- (i) consider the attached Outline Programme (Appendix A) and agree the scrutiny topics listed and reporting dates.
- (ii) consider new topics for inclusion on the scrutiny programme in line with the criteria at para 1.2.

## Officer Contact

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

Name	Telephone Number	Email address
Sarah Rhoden	01603 222867	sarah.rhoden@norfolk.gov.uk



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## **Outline Programme for Scrutiny**

Standing Item for the Environment, Transport and Development O & S Panel: Update for 11 July 2012

**This is only an outline programme and will be amended as issues arise or priorities change**

Scrutiny is normally a two-stage process:

- Stage 1 of the process is the scoping stage. Draft terms of reference and intended outcomes will be developed as part of this stage.
- The Overview and Scrutiny (O&S) Panel or a Member Group will carry out the detailed scrutiny but other approaches can be considered, as appropriate (e.g. 'select committee' style by whole O&S Panel).
- On the basis that the detailed scrutiny is carried out by a Member Group, Stage 2 is reporting back to the O&S Panel by the Group.

This Panel welcomes the strategic ambitions for Norfolk. These are:

- A vibrant, strong and sustainable economy
- Aspirational people with high levels of achievement and skills
- An inspirational place with a clear sense of identity

These ambitions inform the NCC Objectives from which scrutiny topics for this Panel will develop, as well as using the outlined criteria at para 1.2 above.

### **Changes to Programme from that previously submitted to the Panel on 9 May 2012**

#### **Added**

- None.

#### **Deleted**

- Developing confident young consumers (passed to the Fire and Rescue O&S Panel to consider).

Topic	Outline Objective	Cabinet Portfolio Area	Stage 1 (scoping report)	Stage 2 (report back to Panel by Working Group)	Requested by	Comment
<b>Scrutiny Items - Active</b>						
1. Mobile Phone coverage for rural and urban areas in Norfolk and digital radio	To review provision of effective mobile phone coverage for rural and urban areas in Norfolk and review arrangements for Digital radio.	Economic Development		Various	1 September 2009 (by a Scrutiny Task & Finish Group set up by the former ED&CS O&S Panel).	Being progressed by a Member Working Group, Chaired by Cllr Duigan.
2. The Future Role of the Forestry Commission Estate in Norfolk	To identify the potential implications for Norfolk if land currently managed by the Forestry Commission was sold.	Environment and Waste	Initial report considered at March 2011 Panel meeting		ETD O&S Panel – March 2011 meeting	Response to call for views from Independent Panel on Forestry agreed July 2011.  Further update to be reported to Panel when further guidance from Government is published, which is currently expected to be in Summer.
<b>Scrutiny Items – Ongoing/identified for possible future scrutiny</b>						
3. Broadband coverage for rural and urban areas in Norfolk	To review broadband coverage for rural and urban areas in Norfolk (following implementation of the Broadband for Norfolk project).	Economic Development	TBC	TBC	14 September 2011 O&S Panel	

## Appendix B

### Completed Scrutiny Items – last 12 months

List of scrutiny projects completed by the Panel in the last 12 months, date of final report presented to the Panel and method of scrutiny:-

<b>Date completed</b>	<b>Topic</b>	<b>Panel/Method</b>
14 September 2011	Broadband coverage for rural and urban areas in Norfolk	Member Working Group
11 January 2012	Highway and Community Rangers	Full Panel
14 March 2012	The economic recovery	Full Panel
14 March 2012	New funding streams for infrastructure	Full Panel
14 March 2012	Digital TV Switchover	Member Working Group

## **Highway Asset Performance**

Report by the Director of Environment, Transport and Development

### **Summary**

Customer satisfaction surveys indicate that highway maintenance is a key issue for local residents. Overall the highway condition is deteriorating slightly. The overall highway asset backlog at June 2012 is £89.9m compared with £82.7 reported in 2011.

The County Council approach is broadly consistent with best practice in the recent DfT sponsored Highway Maintenance Efficiency Programme review. Additional in-year funding in 2010/11/12, together with, better targeting and judicious use of lower cost treatments, in particular the size of the surface dressing programme, has helped reduce deterioration from what otherwise had been expected, given structural maintenance budgets have reduced from £36.7m in 2010/11; to £32.4m in 2011/12; and to £31.1m in 2012/13, if members endorse the use of reserves. This compares to an estimated need of some £35m to manage highway condition at a reasonable level and some £45m for minimum whole life cost.

Significant damage has been caused to the fen roads by the prolonged drought which we are seeking to partially address with additional Council funding of £2.15m in 2012-13.

The current priorities agreed by Members in 2011 were:

1. A roads – maintain current condition
2. B & C roads – maintain current condition
3. Bridges – give priority to bridges on the HGV network
4. Traffic signals – extend the traffic signal controller replacement programme to 5 years (13-14).
5. Footways – maintain current condition
6. U roads – give priority to more heavily trafficked roads in village centres
7. Drainage – local maintenance schemes.

It is suggested that overall priorities for 2013-14 are unchanged but with the four higher priorities receiving 2/3rds of the funding available.

### **Recommendation / Action Required**

#### **Action Required**

Members are requested to:

1. Endorse the proposed use of reserves of £1.2m for fen roads and £0.5m for surface dressing to support Structural Maintenance funding for 2012-13.
2. Comment on the revised priorities and budget need for 2013-14 in paragraphs 6.4 and section 9.
3. Support the proposed in-year changes to the Transport Asset Management Plan for 2012/13, in paragraphs 10.3 for approval by Cabinet and the County Council

## 1. **Background**

- 1.1. This report updates members on the performance of the significant highway assets, and seeks comments on service levels and priorities for allocations for the 2013-14 budget round. This report considers only the planned capital funded structural maintenance of the assets, not the routine maintenance that is funded from the Highway Maintenance Fund.
- 1.2. The supporting documents in the Member's Room provide greater detail. We are improving our analysis techniques to increase confidence and accuracy of the information, in particular this year notable changes are:
  - Life cycle plans have been improved in association with 'fenland' authorities to accommodate the need to fund drought damage
  - New footway surveys have been carried out across hierarchy types
- 1.3. At the meeting in September 2007 Members supported the view that the road and footway network were in a generally acceptable condition i.e. fit for purpose. The condition data for 2006/7 is, where available, being used as the baseline against which to assess and report changes.
- 1.4. Revised methods of calculating the backlog have been developed, where consistent condition data is available. Any shortfall in achieving 2006-07 service levels, or otherwise agreed within 2011-12, is described as a backlog. Overall the highway condition is deteriorating slightly. The overall highway asset backlog at June 2012 is £89.9m compared with £82.7 reported in 2011. This has been summarised in Appendix 1.
- 1.5. Budgets levels have been estimated in order to achieve and maintain the service levels within 2013-14.

## 2. **Fen Roads**

- 2.1. This region of England has experienced a period of significant drought. The 'fenland' area predominantly has of sub-soils containing substantial quantities of peat and alluvium. The lowering of the water table in these soils has resulted in significant drought damage to the road network in the form of differential settlement and cracking. Our analysis of condition data for roads in the 'fen' area have shown deterioration in condition that amounts to £8.92 million.
- 2.2. A bid by the County Council along with other 'fenland' highway authorities for additional government funding has been unsuccessful. In response the local roads minister reiterated that "it is entirely the responsibility of local highway authorities to ensure they have a contingency to deal with these types of issues as they arise from time to time". The current estimated cost of outstanding work is £4.7m.
- 2.3. As no support is to be provided by government the structural maintenance programme and budgets have been reviewed to allocate additional funds to start to address the issues in the fens area. At the Cabinet meeting of 5th March 2012 it agreed to allocate:

- An additional £0.383m from the additional one-off Government funding in support of a Council Tax freeze and,
- An additional £0.567m from an additional non-ring-fenced capital grant
- An existing £0.2m was contained the structural maintenance allocation for "retread" works in West Norfolk.

- 2.4. In response to these pressing needs, the Cabinet member has agreed to release £1.2m from reserves, for urgent surfacing and patching works in the fens area.
- 2.5. Overall, £2.35m will be allocated to fen road repairs in 2012/13. This would fund half of the identified schemes, further mitigating risks. From a risk management perspective this is considered to strike a reasonable balance and should avoid the worst case outcome of potential road closures.
- 2.6. The key issue here is safety. If we do not allocate extra funds it is likely to result in a combination of two outcomes;
- Further patching works/signing, which are less durable and cost-effective than schemes,
  - In the worst case, some roads may need to be closed, or restricted to protect the travelling public. This outcome would have an adverse impact on the local economy.

### 3. Budgets

- 3.1. Government has now confirmed details of the capital block funding allocations for Norfolk County Council in both 2013/14 and 2014/15.
- 3.2. The allocations are inadequate to meet our service levels and since 2009/10 we have been reallocating an element of the integrated transport grant to support structural maintenance. The table below shows the total structural maintenance spend and the funding sources. The 2014/15 figures \* shown, are based upon maintaining only a £2m capital improvement budget

Funding		2010/11	2011/12	2012/13	2013/14	2014/15
LTP Structural Maintenance Grant		£21,134,000	£22,456,000	£21,403,000	£20,529,000	£19,296,000
Reallocated Integrated Transport Grant		£1,000,000	£3,032,000	£3,324,000	£3,324,000	£5,487,000*
Additional award				£732,000		
De-trunk grant		£2,800,000	£0	£0	£0	£0
County Council Contribution		£7,000,000	£0	£5,700,000		
Winter damage	Gov	£2,814,000	£6,898,000	£0	£0	£0
	Council	£1,800,000	£0	£0	£0	£0
Total £ Funding		£36,548,000	£32,386,000	£31,159,000	£23,853,000	£24,783,000*

- 3.4. The annual rate of inflation for this type of work is around 4%. If this continues, the buying power of the annual LTP Structural Maintenance Grant will reduce, effectively reducing the budget in 2014/15 to 73% of the 2011/12 figure.

#### 4. **Customer Satisfaction**

- 4.1. Two public satisfaction surveys were undertaken in 2011 and 2012.

#### 4.2. **National Highways & Transport Network Public Satisfaction Survey 2011**

- 4.2.1. This was the fourth time the National survey had been undertaken, and the second time Norfolk had participated. 70 Local Authorities took part, 8 in Eastern Region and overall 22 County Councils. Summarised finding are;-

- Norfolk was rated 8<sup>th</sup> for overall satisfaction out of the County Councils and 25<sup>th</sup> out of the local authorities taking part.
- Biggest gap between importance and satisfaction both nationally and in Norfolk, across all highway functions is highway condition. This is the same as the 2010 survey

- 4.2.2. Only two questions showed a decline in satisfaction under highways maintenance, with all other questions seeing an improvement.

These were;-

- the condition of road surfaces,
- speed of repair to damaged roads/pavements

- 4.2.3. 41% of respondents placed roads and footpaths as in most need of improvement

#### 4.3. **Ipsos MORI**

- 4.3.1. This is part of the Citizens Panel survey undertaken for Norfolk County Council. The survey was undertaken in Feb 2012 and the question set was modified to be more in line with those asked in the NHT. It is the current intention to repeat this survey in future years.

- 4.3.2. There are three areas of negative net satisfaction these are;-

- Condition of road surfaces = -22%
- Speed of repair to damaged roads and pavements = -34%
- Quality of repair to damaged roads and pavements = -21%

- 4.3.3. Overall the results are showing the importance that residents place on the condition of the highway network, and whilst their level of satisfaction is reducing, our overall performance is good compared to other County Councils.

## 5. **Additional in-year funding**

- 5.1. Cabinet has made available £4m of extra funding for structural maintenance. In response to a pressing need to sustain highway condition, and a recognition that effective, proactive structural maintenance reduces the number of potholes and need for reactive maintenance the Cabinet Member has agreed to release from reserves a further :-
- £1.2m for structural maintenance works in the fens area, including £0.2m for patching. (See section 2.4)
  - £0.5m for additional surface dressing across the whole county.

## 6. **Highways Maintenance Efficiency Programme – Pothole Review**

- 6.1. The Review sets out how local highway authorities currently deal with potholes and consider the wider stakeholder views and implications. It provides a series of recommendations and best practice examples that should lead to improved outcomes for all road users and better value for money for taxpayers.
- 6.2. We largely follow the recommended approach. We have reviewed our inspection and response frequencies to improve efficiency and reduce costs, we have introduced the patching hub to allocate resources more effectively across the partnership and we regularly look at options for materials, including some expensive proprietary quick fix materials, to ensure we are not missing opportunities to improve.
- 6.3. We try to strike a balance between responding quickly (next day) and doing first time repairs. In reality we do 'fit for purpose' temporary repairs to make the road safe and then follow up with good quality permanent repairs as appropriate. On some minor roads the "temporary" repairs are appropriate to the road type last for some considerable time.
- 6.4. It also recommends that authorities should employ an asset management approach. Ideally, this would require assets to be maintained to a planned regime based on the effective life of treatments. That approach is unaffordable. Our estimation of the budget required to do this is about £45m. We have adopted a pragmatic asset management approach which has allowed us to minimise the decline in highway condition in a time of significantly falling resources.
- 6.5. The review recommended that Local highway authorities should adopt the principle that 'prevention is better than cure' in determining the balance between structural, preventative and reactive maintenance activities in order to improve the resilience of the highway network and minimise the occurrence of potholes in the future.
- 6.6. We use this principle to protect past investment and postpone further capital expenditure by intervening earlier to recover condition using cheaper intermediate treatments, typically surface dressing. Rather than a 'worst first' approach.
- 6.7. In 2011-12 our expenditure on surface dressing was approximately £11m,



representing 35% of our total structural maintenance spend. With the additional funds referred to in section 5 we have increased this to £12.5m in 2012/13. This is probably one of the largest surface dressing programmes in the country. This appears to be showing benefits in that we are experiencing much reduced number of potholes now compared to previous experience.

## **7. Budget Pressures**

- 7.1. Looking forwards the following have been identified as pressures on the budgets.
  - 7.1.1. Inflation as described in section 3
  - 7.1.2. Traffic Signals – The current analogue communication systems for our Urban Traffic Control will not be supported by BT beyond March 2018, we will have to introduce digital communications. The estimated cost of this change is in the region of £900k. It is possible the project could be phased over 4-years starting in 2014-15 to deliver by Mar 2018.
  - 7.1.3. Park and Ride sites - It is anticipated that from 2014-15 there could be significant pressure on the structural maintenance budget due to the need to resurface some of older sites. The annual cost could be in the region of £0.5m.
  - 7.1.4. We are currently conducting a review of working restrictions on our traffic sensitive street network. This will include the analysis of costs and benefits. A balance will need to be struck between the cost of maintenance and the impact on the local community.

## **8. Whole Government Accounts**

- 8.1. The Chancellor announced in Budget 2008 that a Whole of Government Account will be published for the first time for 2009-10. This includes the requirement to have a common set of accounting policies for the whole of the public sector. The intention is to track the value of the highway asset over time with assets valued on the basis of their Depreciated Replacement Cost (DRC).
- 8.2. Highways infrastructure assets will transition to a DRC basis in 2012-13, following the implementation of asset management plans for each local authority and a formal, fully audited dry run of the processes and accounting in 2011-12. The timing of this move reflects the size and complexity of the valuation exercise and the readiness of individual local authorities to implement the change.
- 8.3. We compiled a Gross Replacement Cost (GRC) and DRC for 2010-11. The GRC was £8.9 billion and the annualised depreciation for roads surfaces only was £44m.
- 8.4. Current funding and performance trends suggest we are generally managing decline of the value of the highway asset and therefore would expect annualised depreciation to be shown in our accounts for 2012-13.

## 9. **Condition of Highway Assets**

- 9.1. A summary on the performance of individual asset types can be seen in App 2 and a full supporting document is in the member's room.
- 9.2. The current priorities agreed by Members in 2011 were:
1. A roads – maintain current condition
  2. B & C roads – maintain current condition
  3. Bridges – give priority to bridges on the HGV network
  4. Traffic signals – extend the traffic signal controller replacement programme to 5 years (13-14).
  5. Footways – maintain current condition
  6. U roads – give priority to more heavily trafficked roads in village centres
  7. Drainage – local maintenance schemes.
- 9.3. It is suggested that overall priorities for 2013-14 are unchanged but with the four higher priorities receiving 2/3rds of the funding available..

## 10. **Transport Asset Management Plan**

- 10.1. The Transport Asset Management Plan, and in particular service levels, are reviewed to identify potential to improve efficiency and reduce costs.
- 10.2. Following an exercise comparing standards with Suffolk County Council, we propose (following a risk assessment based approach) to move from the current frequency of highway inspections to a one which reduces the required total annual inspection time on the highway.
- 10.3. Members will be aware that the responsibility for the Public Rights of Way (PROW) network has transferred to the Highways Group. It is proposed to use the resources released by the changes in paragraph 10.2 to carry out inspections on the county's PROW to frequencies determined, following a risk assessment based approach. The revised inspection arrangements are shown in Appendix 3.
- 10.4. We expect to implement these changes in September.

## 11. **Resource Implications**

- 11.1. **Finance** : This report has no direct financial implications
- 11.2. **Staff** : None
- 11.3. **Property** : None
- 11.4. **IT** : None

## 12. **Other Implications**

- 12.1. **Legal Implications** : None
- 12.2. **Human Rights** : None

- 12.3. **Equality Impact Assessment (EqIA)** : A full programme of equality impact assessments has been carried out covering all Environment, Transport and Development activities. However, this report is not directly relevant to equality in that it is not making proposals which may have a direct impact on equality of access or outcome.
- 12.4. **Communications** : None
- 12.5. **Health and Safety Implications** : None
- 12.6. **Environmental Implications** : None
- 12.7. **Any other implications** : Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.
- 13. **Section 17 – Crime and Disorder Act**
  - 13.1. None
- 14. **Risk Implications/Assessment**
  - 14.1. Funding allocations may be changed by government or the Council.
  - 14.2. Inflationary pressures may not be fully funded reducing relative buying power.
  - 14.3. Our relative performance in the ex-national indicators impacts on the formulae for the structural maintenance allocation. The funding allocation is partly needs based reflecting condition according to the national indicator.
  - 14.4. Damage to assets caused by adverse weather, winter; drought; wind; and flood.
  - 14.5. The relative risk regarding the ability to meet service levels for each asset type is described in the supporting document.
- 15. **Alternative Options**
  - 15.1. Members could seek additional funding to address the deterioration of the assets.
  - 15.2. Members could consider reviewing the service levels in line with the budgets available.
  - 15.3. Members could revise the suggested priorities and budget allocations.
  - 15.4. Cheaper, short-term maintenance interventions could be employed to address the deterioration, but these are not suitable in all circumstances and are not likely to be value for money in the longer term.

## Recommendation / Action Required

- (i) Endorse the proposed use of reserves of £1.2m for fen roads and £0.5m for surface dressing to support Structural Maintenance funding for 2012-13.
- (ii) Comment on the revised priorities and budget need for 2013-14 in paragraphs 6.4 and section 9.
- (iii) Support the proposed in-year changes to the Transport Asset Management Plan for 2012/13, in paragraphs 10.3 for approval by Cabinet and the County Council

## Background Papers

Highway Asset Performance Report - Environment, Transport and Development Overview and Scrutiny Panel – 13 July 2011

Highways Capital Programme for 2012/13/14 and Transport Asset Management Plan – Cabinet – 5 March 2012

## Officer Contact

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

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 and ask for **Kevin Townly** or textphone 0344 800 8011 and we will do our best to help.

# Highway Assets: Backlog and Needs

App 1

		Backlog		Budget	Backlog		Budget	Steady State estimate	Budget Need
		2010-11		2011-12	2011-12		2012-13		2013-14*
Asset type		£m		£m	£m		£m	£m	£m
A roads		7.1		8.628	9.8		7.506	9.8	19.6
B roads		4.4		3.114	5.2		2.618	4	9.2
C roads		12.5		6.522**	16		7.895	9.4	25.4
U roads		3.9		4.693**	4.4		5.192	7	11.4
Winter Damage Patching and potholes				1			0		
Category 1 & 2 footways		3.1		0.45	3.3		0.45	2.1	5.4
Category 3 & 4 footways		3.4		2.748	2.5		2.633	6.8	6.8
Highway Drainage	Maintenance	2.1		1.6	0.9		1.2	0.93	0.93
	Improvement	34.3		0	35.7		0	0	0
Bridges	Maintenance	9.2		0.76	10.6		0.95	1.8	12.4
	Strengthening	0.7		0.74	0.32		0.245	0.075	0.075
	Assessment				0		0.205	0.15	0.15
Traffic Signals		2		0.7	1.15		0.65	1.025	1.525
Park and Ride Sites		0		0.006	0		0.045	0.04	0.04
Area Manager Schemes		0		0.2	0		0.2	0.2	0.2
Vehicle restraint systems				***	0.036		0.195	0.201	0.201
Contingencies		0		1.225	0		1.175	1.612	1.612
<b>Total</b>		<b>82.7</b>		<b>32.39 ^</b>	<b>89.906</b>		<b>31.159</b>	<b>45.133</b>	<b>94.933</b>

## Notes

These figures are based upon the price base for each year, not a common price base. 2011/12 Backlog based upon 1-4-12 prices. The backlog figure refers to the end of year.

\*Where service condition is linked to condition surveys, the budget need is to recover service condition not just hold condition in year

^Budgets include winter damage grants

\*\*These budgets have not been ring-fenced in but shared across

\*\*\* Funded from revenue

## 1. Condition of Highway Assets

### 1.1. Roads

- 1.1.1. A and B roads show some deterioration against the former national indicators, whilst the 'C' roads have

'A' roads have changed from 3.5% to 3.7% 'in need of attention' and this marginal deterioration can be seen in the graph in Appendix 2.

'B' & 'C' class roads combined indicator has marginally improved from 12.3% to 12.2% in need of attention. Within the indicator the B roads have declined from 7.8% to 8.6%, whilst the C roads have marginally improved from 13.2% to 12.9% in need of attention. The improvement in headline 'C' road condition was made possible by the additional quantities of surface dressing funded by winter damage monies.

A, B & C roads all show a small decrease in the % of roads with no defects.

- 1.1.2. The respective backlogs shown in Appendix 1 show an increase reflecting the increased use of surface dressing, which does not repair the underlying structural defects, some wider impacts of the drought affecting the road profile and trade inflation.

- 1.1.3. The Audit Commission report 2011 Going the distance; achieving better value for money in highway maintenance endorses adjusting targets to reflect the available resources. In view of the comments above and likely budgets in future years the performance targets, based on national indicators, have been revised to show further deterioration. These are as indicated in the following table.

1.1.4.

	2012/13	2013/14
A roads	4%	4% (4.4%)
B roads	9% (8.9%)	9% (9.2%)
C roads	13% (13.1%)	13% (13.4%)

Note: Lower is better. Figures in brackets are the actual figures, but these are rounded to the nearest whole number when reported.

- 1.1.5. Unclassified (U) road condition is reasonably stable. Our target of 32% for a 4-year average was achieved with 28%, which maintained current condition. Again this was made possible by the additional quantities of surface dressing funded by winter damage monies. However the balance between intermediate and structural treatment has continued to worsen marginally increasing the backlog. Due to the low traffic on these roads the presumption is that structural treatments are used by exception.

### 1.2. Bridges

- 1.2.1. Bridge condition has deteriorated further as measured by the bridge condition indices and the maintenance backlog has increased. Reversing the trend is unlikely given the financial outlook. There will still be 1 bridge to be strengthened after 2012-13 out of nearly 1000 that have been assessed. It is

anticipated that the programme will be concluded in 2013-14. Officers are seeking cost effective alternatives to strengthening wherever possible. Current budgetary levels will impact on the major maintenance programme; it will continue but at a slower rate in the future.

### **1.3. Traffic Signals**

- 1.3.1. The programme to replace all the controllers which are over 15 years old continues. It was initially intended to fund a 5-year programme at an average of £1m per annum, however agreed funding reductions will extend this into a sixth year 2013-14. By 31 March 2012, 57 of the 72 controllers requiring replacement have been replaced. An anticipated budget of £0.65m in 2012-13 would leave 6 sites to complete in 2013-14 at a cost of £0.5m. The current backlog is £1.15m.
- 1.3.2. Upon completion there is an opportunity to reduce the service level of controllers from 15 to 20 years. To prevent a backlog from developing from this reduced service level, a subsequent rolling programme estimated at £ 1 million per annum for 5-years is required.

### **1.4. Footways**

- 1.4.1. Category 1 and 2 footways cover those most heavily used, often in town and village centres. Category 3 and 4 footways represent the majority of our footway network.
- 1.4.2. To support the calculation of the DRC (see section 8) the CIPFA Code of practice for Transport Infrastructure Assets recommends a new condition survey on the entire footway network. We have adopted this approach have collected data on 50% of the Cat 1 and 2 footways and 25% of the remainder. The surveys can not be compared directly to previous surveys; it will need a second year of surveys to be able to develop new service level. We have maintained former methods to measure the footway backlog for 2011-12 and will recommend a new service level in next year's report. The data will also inform our understanding of the condition and deterioration of all footways, assisting with allocating funds to areas of most need. The cost of the surveys has been contained within existing budgets.

### **1.5. Drainage**

- 1.5.1. There are not any formal condition surveys of highway drains. Overall condition is assessed from regular road inspections. The identified schemes are a mixture of small scale local interventions and larger "catchment wide" projects. The drainage backlog has decreased slightly.

### **1.6. Park & Ride Sites and Norwich Bus Station**

- 1.6.1. The service level on these sites is, to fully fund any urgent, essential or necessary structural maintenance works identified by NPS in their annual inspection. In the past the requirements have been relatively small and all have been funded.

**1.7. Vehicular Restraint Systems (VRS)**


- 1.7.1. Our service level uses information from structural integrity surveys carried out of the whole stock over a 5-year period. We have adopted a service measure whereby if those sites assessed as priority 1 through risk assessment were not to be funded then they would represent a backlog.
- 1.7.2. Three schemes have been deferred into the 2012-13 financial year from the 2010-11 inspections carried out in the West area. These are at Bawsey, Fordham and Gt. Ouse. They total some £36,000 which represents the backlog at 1<sup>st</sup> April 2012.

**2. Full Supporting Document**

- 2.1. A full supporting document stating the performance of individual asset types will be placed in the member's room.



Highway Safety Inspections in Norfolk						
Code of Practice 2005			Norfolk County Council practice			Proposed regime from September 2012/13
Subject	Category	Safety	Category	Sub-Category / Description	Detailed/Safety inspections (combined)	Detailed/Safety inspections (combined)
Roads	2	1 month	2	[Principal (Trunk/ Primary/most principal roads- see 3a)]	1 month	1 month
	3a		3a (Main Distributor)	3a(i) (Some remaining A roads A1062, A1064 only)		
				3a(ii) all others		
	3b		3b (Access routes)	3b(i) HGV	1 month	3 months
		3b(ii) Local				
		3b(iii) Special (A149 Hunstanton-Cromer & C636 Bacton to North Walsham)				
	3b(iv)Tourist					
				Town Centres : All roads , footways, cycleways within these defined areas (Footway Cat 1)	1 month	1 month
	4a	3 months	4a	4a(i)Typically dense urban terrace in Gt.Yar/KL/Nor with on-street parking	3 months	6 months
				4a(ii) Remaining		
4b	1 year	4b	4b Typically urban (40mph or less) cul-de-sac's or loop roads without significant traffic generators	Annual	Annual	
			4c Back Lanes	Annual	Annual	
			4d Soft roads	Every 5 years (i.e. 1/5 each year)	Every 5 years (i.e. 1/5 each year)	
Footways	1(a)	1 month				
	1	1 month	1	Defined 'Town Centre'	1 month with roads (town centre)	1 month with roads (town centre)
	2	3 months	2	Remaining urban (Cat 2 & 3 roads) in City and Towns in Norfolk Structure Plan 1999 + exceptions	3 months	3 months
				Detached Footway (2)	3 months	6 months
	3	6 months	3	Link Footways	3 months	3 months
				Detached Footway (3)	6 months	6 months
	4	1 year	4	Local access footways alongside road 4b & 4c	Annual	Annual
Detached Footway (4)						
Cycleways	A	As roads	A	(i) on road facilities	As roads	As roads
				(ii) signed only (urban)		
				(iii) signed only (rural)		
	B	6 months	B	Shared or dedicated off-road detached Cycleway (not contiguous with highway)	6-monthly	6-monthly
				Shared or dedicated off-road provision alongside road corridor	As roads	As roads
C	1 year					
Public Rights of Way				Urban	Reactive	Annual
				Rural	Reactive	Every 5 years (i.e. 1/5 each year)

Key  
 = Changes to service level

## Sustainable Drainage Systems Approving Body (SAB) - commissioning

Report by the Director of Environment, Transport and Development

### Summary

This report sets out the commissioning options available to the County Council for the delivery of its Sustainable Drainage System Approving Body statutory duties which is expected to commence in April 2013, although Central Government have not yet issued national SuDS guidelines or confirmed a commencement date. Four commissioning options have been considered:

1. **Approvals undertaken at district level by Local Planning Authorities and the County Council for County Council applications.** - This option would aim to dovetail the new SuDS approval process with the existing planning structure.
2. **Approvals undertaken by one organisation (not NCC).** - This approach centres on the procurement of a single organisation for the provision of SuDS services. This option could provide consistency allowing for the variance in demand to be better managed as all technical skills would be concentrated in one organisation.
3. **Approvals undertaken by the County Council.** - This option would provide consistency of delivery as services would be delivered by a single organisation. In-house service delivery would not involve a procurement procedure. It would link the SuDS delivery function to both the maintenance liabilities associated with adopted drainage schemes as well as the Council's political accountability for the SuDS statutory duties. It would inform the development of a detailed specification to support commissioning of functions in the long term.
4. **Approvals undertaken by more than one organisation including the County Council.** - This option would involve the commissioning of SuDS functions to many organisations. This would allow for multiple providers to deliver SuDS functions providing resilience against single contractors defaulting. The weaknesses of this approach are that it may lead to inconsistent delivery of SuDS functions, delays in development, and a loss of economies of scale.

### Action Required

Members are asked to consider the commissioning options and whether to charge for individual pre-application advice, or bear any additional costs not covered by the statutory fee as a budget pressure, and to recommend to Cabinet that:

- I. The Sustainable Drainage System Approving Body approvals are undertaken by Local Planning Authorities and the County Council for County Council applications, with an interim service drawing on the resources available as part of ETD's existing Partnership contract with Mott MacDonald if required.
- II. General pre-application advice is provided free of charge, and individual application specific pre-application advice is charged for, to deliver a cost neutral service.
- III. A further report is brought to committee once the Government has responded to the consultation and the detailed service design has been worked up.

## 1. **Background**

- 1.1. As part of the phased commencement of the Flood and Water Management Act 2010 (FWMA) the Government has consulted on draft secondary legislation which, once implemented, will confer a new status on Norfolk County Council as a Sustainable Drainage Systems Approving Body (SAB). This role involves approving, adopting and maintaining Sustainable Drainage Systems (SuDS).
- 1.2. SuDS are a way of managing water that reduces flood risk, improves water quality and enhances local biodiversity and amenity. The traditional approach to drainage systems has been to pipe water away from developments as quickly as possible, with potential adverse effects on flood risk and pollution elsewhere.
- 1.3. Norfolk County Council's role as a SAB will require the authority to approve drainage systems for all construction work that has drainage implications. This approval is needed before construction can commence and is a separate approval process from that managed by Local Planning Authorities (LPAs) as part of the planning system. In addition to the approval function NCC will be required to adopt and maintain sustainable drainage systems where they meet Government thresholds and are built in accordance with national standards.
- 1.4. The Government consultation indicated a preferred commencement date of October 2012. However, Government have confirmed that October 1 will not be the commencement date and it is expected to commence in April 2013. As of June 2012 there has been no indication as to when Government is responding to the many comments it received as part of the SuDS consultation. However, given the potential commencement date the Council now needs to decide on it's preferred commissioning option so that detailed service design can be completed in time.

## 2. **Customer Journey**

- 2.1. Where a developer is undertaking construction work with drainage implications they will be required upon implementation of SuDS legislation to obtain approval for the proposed drainage system for the new development from the SAB.
- 2.2. Customers fall into two main types: individual/small scale applicants and, medium/large scale developers.
- 2.3. Customers can obtain pre-application advice in two main ways: general advice about the process and requirements e.g. provided through self service on-line, and individual advice about specific applications provided face to face or through correspondence.
- 2.4. Finally, applicants may apply through two routes: directly to the SAB, or combined alongside a separate application to the LPA. The LPA would then pass this application on to the SAB for determination.
- 2.5. These various customer journey combinations have been considered as part of the commissioning options appraisal.

## 3. **Commissioning options appraisal**

- 3.1. Four commissioning options have been considered:

1. Approvals undertaken by Local Planning Authorities and the County Council for County Council applications.
2. Approvals undertaken by one organisation (not NCC).
3. Approvals undertaken by the County Council (interim solution or long term).
4. Approvals undertaken by more than one organisation including the County Council.

These are summarised below and considered in more detail in the Appendix 1.

#### 4. **Option 1: Approvals undertaken at district level by Local Planning Authorities and the County Council for County Council applications**

- 4.1. This option would aim to dovetail the new SuDS approval process with the existing planning structure. As such delivery of SuDS functions could take on a number of forms such as;
- Local Planning Authorities being funded to take on delivery of SuDS functions within their area – this would require Local Planning Authorities to agree to accept this approach.
  - Local Planning Authorities hosting Norfolk County Council staff as per current Norfolk County Council highways arrangements.

This option is a well recognised and understood journey for customers.

#### 5. **Option 2: Approvals undertaken by one organisation, not NCC**

- 5.1. This approach centres on the procurement of a single organisation for the provision of SuDS services. This option could provide consistency allowing for the variance in demand to be better managed as all technical skills would be concentrated in one organisation. This approach could be seen as a short or long term solution depending on whether it is to be used as an interim solution or as a stand-alone contract or as a component of a larger service commissioning approach. As such delivery of SuDS functions could take on a number of forms such as;
- Using the existing ETD contract with Mott MacDonald
  - In the medium term procuring from a suitable external organisation eg a local water company

This option would give customers one point of SuDs contact throughout Norfolk; however it would require planning applicants to engage with two organisations (Local Planning Authorities and SuDS Approving Body). This problem is a feature of options 2, 3 and 4.

#### 6. **Option 3: Approvals undertaken by the County Council**

- 6.1. This option would provide the consistency of delivery afforded by Option 2 as services would be delivered by a single organisation. In house service delivery would

not involve a procurement procedure. Would link SuDS delivery function to both the maintenance liabilities associated with adopted drainage schemes as well as the Councils political accountability for the SuDS statutory duties. It would inform the development of a detailed specification to support commissioning of functions in the long term. In-house delivery of SuDS functions could be incorporated as part of;

- The Minerals and Waste Planning function
- Highways undertaking the inspection and maintenance functions.

This option is a well recognised and understood journey for minerals and waste customers.

## 7. **Option 4: Approvals undertaken by more than one organisation, including the County Council**

- 7.1. This option would look at the commissioning of SuDS functions to many organisations. This would allow for multiple providers to deliver SuDS functions providing resilience against single contractors defaulting. The weaknesses of this approach are that it may lead to inconsistent delivery of SuDS functions, delays in development, and a loss of economies of scale. As such delivery of SuDS functions could take on a number of forms such as;

- Internal Drainage Boards (that cover 20% of Norfolk) approving SuDS in their area, but an external contractor, district Council or NCC providing approvals outside these areas.

At present, this option provides a less clear Customer journey as points of entry, advice and co-ordination will be more complicated.

However in the long term other models may be available for example Internal Drainage Boards may wish to expand their areas, or a number of IDBs could be established to cover all of Norfolk.

## 8. **Conclusion**

- 8.1. On balance Option 1, Approvals undertaken by Local Planning Authorities and the County Council for County Council applications, gives the best customer journey for all customers. As an interim service NCC would also be able to draw on the resources currently available through the Norfolk Strategic Partnership.
- 8.2. Once the Government has responded to the consultation and the preferred commissioning option has been worked up, a further report will be brought to committee.

## 9. **Resource Implications**

- 9.1. The SAB role will have significant resource implications for the Council. This is due to SuDS duties being an independent decision making process from the planning system, the potentially large number of SuDS applications that would require administering and assessing as well as the specialist technical knowledge required. Whilst the level of demand on this service is dependent upon the threshold applied to the SuDS approval process by Government, initial figures suggest between 1,700 and 9,500 applications being submitted to NCC per annum.

9.2. This will have a cost implication of between £0.9m and £2.6m and an income profile of between £0.8m and £3.3m (depending on the spectrum of application scales submitted). It is worth noting that there may be costs to the authority in providing this service as the draft fee structure outlined in Defra's consultation is only aimed at covering certain aspects of the approval function and may also be subject to change in government's response to the consultation.

9.3. The process would be made more efficient by the provision of individual pre-application advice. This provision could be charged for to recover costs and would facilitate a timely and efficient approval process. Alternatively the Council could bear any additional costs not covered by the statutory fee as a budget pressure.

9.4. **Finance :**

NCC has been allocated £199k grant funding from Defra for 2011-12 and £509k for 2012-13. This Defra funding is proposed to enable Lead Local Flood Authorities (LLFAs) to undertake the new duties under the F&WMA. The SAB role is one of these new duties. There will be an up-front cost to the authority in establishing the service by April 2013.

The financial pressure on the Council's budget means it was not possible to pass the 2012/13 uplift to the Flood and Water Management service. Cost recovery through fees and maximising the scope for efficiencies will therefore be critical.

9.5. **Staff :** Staffing implications will be considered as part of the service design process.

9.6. **Property :** Once implemented, new developments with drainage implications, including those of the County Council, will need SAB approval.

9.7. **IT :** IT implications will be considered as part of the service design process.

10. **Other Implications**

10.1. **Legal Implications :**

Schedule 3 of the Flood and Water Management Act 2010 introduces new statutory duties for Norfolk County Council. These are outlined in this report. Minor constitutional changes to the scheme of delegated powers to officers will be required to meet these new duties. The implications of these changes are to be dealt with through the democratic services reporting process.

10.2. Under Option 1 (Approvals undertaken by Local Planning Authorities and the County Council ) Section 101 of the Local Government Act 1972 enables a local authority to enter into arrangements for the discharge of its functions jointly with, or by one or more other authority. Section 1 of the Local Authority (Goods & Services) Act 1970 enables (subject to procurement rules) local authorities to provide to any other "public body" administrative, professional or technical services.

However there are restrictions on delegations to third parties other than other local authorities. Whilst a local authority may enter a contract to buy a service or works from other bodies to enable the authority to discharge its functions, it would require an order under the Deregulation and Contracting-Out Act 1994 to go further than this and delegate the actual statutory function.

- 10.3. **Human Rights** : No direct implications
- 10.4. **Equality Impact Assessment (EqIA)** :  
An Equality Impact Assessment will be conducted as part of the service design process.
- 10.5. **Communications**: SuDS will be a new requirement for developers and communications implications will be considered as part of the service design process.
- 10.6. **Health and Safety Implications** : None at this time
- 10.7. **Environmental Implications**: This new service will mitigate flood risk, improve water resource and water quality management throughout Norfolk.
- 10.8. **Any other implications** :  
The County Council, as Highway Authority will become a Statutory Consultee for SuDS, which may have resource implications.  
Officers have considered all the other implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.

## 11. **Section 17 – Crime and Disorder Act**

- 11.1. Not applicable

## 12. **Risk Implications/Assessment**

- 12.1. The SuDS duties have yet to be confirmed by Government. This confirmation is expected Spring/Summer 2012. The SuDS service needs to be fully operational to determine applications inline with Government timescales, currently expected in April 2013.
- 12.2. If NCC does not make sufficient preparation for the commencement of the SAB, it is at risk of failing to meet the requirements of a significant new duty. Not determining applications within statutory timescales would trigger an automatic refusal of the application and be a breach of the Council's duties under the F&WMA, and increase local flood risk.
- 12.3. The fee structure outlined in the government's consultation may be inadequate to fully recover costs to NCC in providing this statutory function in the first three years. As such this could leave a potential shortfall to be met from 2012/13. Demand on the SuDS service is strongly linked to growth across the county and so will be subject to variance. Funding for the maintenance of adopted SuDS is unknown – Defra state they will fund the first three years, but no mechanism has been outlined for after this.
- 12.4. The implementation of this technical service area is affecting all upper-tier/unitary authorities in the same way. As such the failure to recruit and retain appropriately qualified staff due to increase demand, competition and availability may adversely impact service delivery.

## 13. **Alternative Options**

- 13.1. Members could decide not to choose a preferred commissioning option and await the Government's response to the consultation. However this would increase the risk of the Council failing to meet it's new statutory duties.
- 13.2. Members could decide not to charge for individual pre-application advice and bear any additional costs not covered by the statutory fee as a budget pressure.

14. **Reason for Decision**

- 14.1. A commissioning option needs to be decided now to allow detailed service design to be undertaken.

## Action Required

Members are asked to consider the commissioning options and whether to charge for individual pre-application advice, or bear any additional costs not covered by the statutory fee as a budget pressure, and to recommend to Cabinet that:

- (i) The Sustainable Drainage System Approving Body approvals are undertaken by Local Planning Authorities and the County Council, with an interim service drawing on the resources available as part of ETD's existing Partnership contract with Mott MacDonald if required.
- (ii) General pre-application advice is provided free of charge, and individual application specific pre-application advice is charged for, to deliver a cost neutral service.
- (iii) A further report is brought to committee once the Government has responded to the consultation and the detailed service design has been worked up

## Background Papers

Appendix 2 - Sustainable Drainage Systems (SuDS) consultation, Environment, Transport and Development Overview and Scrutiny Panel, 14 March 2012

## Officer Contact

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

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If you need this report in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 and ask for **Insert Officer Name** or textphone 0344 800 8011 and we will do our best to help.

## Glossary of Terms

Term	Definition
<b>IDB</b>	<b>Internal Drainage Board</b>
	Internal Drainage Boards cover about 20% of Norfolk and are responsible for drainage in their areas.
<b>LPA</b>	<b>Local Planning Authority</b>
	The Borough, City and District Councils in Norfolk and the Broads Authority.
<b>SuDS</b>	<b>Sustainable Drainage Systems</b>
	SuDS are a more natural approach to managing the rainfall and surface water drainage for a development. SuDS are designed to mimic or improve the natural drainage of a greenfield catchment.
<b>SAB</b>	<b>Sustainable Drainage Systems Approving Body</b>
	The body which approves and, where appropriate, adopts SuDS. It is the Unitary authority for the area in which a drainage system is located, or in which it is to be constructed or if there is no Unitary authority, the County or County Borough council for the area. In Norfolk this is Norfolk County Council.
<b>FWMA</b>	<b>Flood and Water Management Act 2010</b>
	Part of the UK Government's response to Sir Michael Pitt's Report on the Summer 2007 floods, the aim of which is to clarify the legislative framework for managing surface water flood risk in England.
<b>LLFA</b>	<b>Lead Local Flood Authority</b>
	Local Authority responsible for local flood risk management. In Norfolk this is Norfolk County Council.

## **Appendix 1 – SuDS delivery options assessment**

### **Option 1**

#### **Approvals undertaken at district level by Local Planning Authorities or the County Council**

- NCC undertakes approval function for county matters.
- Approval function delegated to LPAs for all other applications
- Adoption functions by NCC
- NCC manages maintenance functions

<b><u>Strengths</u></b> <ul style="list-style-type: none"><li>• Uses existing “planning” structures and links to customer expectations.</li><li>• Similar systems already in place</li><li>• Industry forums already in place – such as architects and agent’s forums.</li><li>• Developers can submit all information to a single organisation</li><li>• Post 2015 when fees can be set based on cost recovery LPAs could agree their own fee structure</li><li>• May be quicker to establish SuDS service (than procurement of services captured by EU deadlines)</li></ul>	<b><u>Weaknesses</u></b> <ul style="list-style-type: none"><li>• There would be 9 different systems, difficult to manage quality consistently</li><li>• LPAs may not have capacity, skills or experience</li><li>• There is still a cost to NCC to overseeing service delivery</li><li>• Uncertainty on who will bear the cost of appeals</li><li>• Different councils may have different political agendas</li><li>• Some LPAs have already outsourced their services e.g. Breckland DC</li></ul>
<b><u>Opportunities</u></b> <ul style="list-style-type: none"><li>• Strong links to building control (but currently not all LPAs undertake this function using the same arrangements)</li><li>• Would enable the development of a detailed quality focused specification (covering 9 organisations)</li><li>• District Councils increase skills and expertise within their authorities.</li><li>• District Councils could prioritise drainage within the planning function</li><li>• Involves the Broads Authority as a LPA but links to its other flood management functions</li><li>• LPA’s may arrange to undertake this function for more than one LPA Area.</li></ul>	<b><u>Threats</u></b> <ul style="list-style-type: none"><li>• This option assumes the two tier structure will continue</li><li>• One or more LPAs may decline to take on new service area</li><li>• One or more LPAs may default once the service is established</li><li>• May create complexity of payment arrangements</li><li>• Other Councils will be approving SuDS schemes that NCC is required to adopt.</li></ul>

**Delivery Impact Assessment:** Below the analysis of each option is a table. This table highlights some of the key dependencies that have been used to assess the high level impacts of each option. Each area has three potential levels of impact i.e. Low, Medium, High. Other metrics used are Straightforward, Acceptable, Difficult and Few, Average, Many.

<b>Delivery Area</b>	<b>Impact Range</b>	<b>RAG Score</b>
NCC Staff Impact	Unknown	Unknown
Commissioning complexity	High	Red
Ease of customer journey	Straightforward	Green
Number of dependencies	Many	Red
Ease of service establishment	Difficult	Red

## **Option 2**

### **Approvals undertaken by one organisation, not NCC**

- NCC procures a single organisation to handle all applications
- NCC oversees adoption functions
- NCC oversees maintenance functions

<b><u>Strengths</u></b> <ul style="list-style-type: none"><li>• Consistency provide by using a single provider.</li><li>• Able to manage skills and resources to meet county-wide requirement.</li><li>• Services can be procured when convenience for NCC</li><li>• NCC has the opportunity to assess best value as part of the commissioning process</li><li>• Consistent with NCCs approach to commission out services</li><li>• May initially be a short-term solution but could be added into existing highways contracts</li></ul>	<b><u>Weaknesses</u></b> <ul style="list-style-type: none"><li>• Lack of control over costs – particularly after fee changes proposed for 2015</li><li>• There may not be enough interest or capacity in the market (as demand for specialist services nationally will be high).</li><li>• Government delays in announcement on implementation reduce timescales for procurement and increase the risk of appeal</li><li>• Unlikely to establish by early 2013, so may need an interim arrangement.</li></ul>
<b><u>Opportunities</u></b> <ul style="list-style-type: none"><li>• May be able to use existing contractors such as NORSE</li><li>• Other organisations such as Anglian Water may be able to be used as they have expertise in place and have past experience of adopting drainage schemes.</li><li>• NCC will be able to become and intelligent client setting performance levels and quality metrics.</li><li>• May be able to use existing partnership arrangements as an interim solution.</li><li>• May be able to cover more issues in a medium term procurement exercise such as; other service areas, SuDS maintenance requirements and may be able to join other procurement exercises (such as Highways re-procurement)</li></ul>	<b><u>Threats</u></b> <ul style="list-style-type: none"><li>• Still too much uncertainty ahead of Government announcement on implementation, specifically on;<ul style="list-style-type: none"><li>○ Volume of demand</li><li>○ Fees structure post 2015</li></ul></li></ul>

**Delivery Impact Assessment:** see explanation of table under option 1.

<b>Delivery Area</b>	<b>Impact Range</b>	<b>RAG Score</b>
NCC Staff Impact	Low	Green
Commissioning complexity	Medium	Amber
Ease of customer journey	Straightforward	Green
Number of dependencies	Few	Green
Ease of service establishment	Straightforward	Green

### Option 3

#### **Approvals undertaken by NCC**

- All functions undertaken by NCC.

<b><u>Strengths</u></b> <ul style="list-style-type: none"><li>• Easier to achieve consistency in SAB processes - more control over liabilities to NCC.</li><li>• Can achieve a balanced skills set within a single team.</li><li>• Has the potential to be cheaper</li><li>• Able to manage risk to reputation</li><li>• Easier customer journey – in terms of knowing who to contact and who is managing the process</li><li>• Links to political responsibility for the statutory duties</li><li>• Independence from planning process</li><li>• More coordinated approach to decision making</li><li>• Easier to establish in the short term</li><li>• Ability to offer pre-application advice based on cost recovery</li></ul>	<b><u>Weaknesses</u></b> <ul style="list-style-type: none"><li>• Skills shortage gap</li><li>• Strong political drive for commissioning</li><li>• In the short term limited income generation due to fixed fee structure</li><li>• Lack of off-the-shelf IT systems</li><li>• Additional staff required</li></ul>
<b><u>Opportunities</u></b> <ul style="list-style-type: none"><li>• Maybe able to offer service to other authorities (could back fill other authorities)</li><li>• Enhances skills and knowledge within the authority</li><li>• May creates efficiencies</li><li>• To reduced current risk ranking as Norfolk 10<sup>th</sup> most county in UK at risk of flooding (Defra).</li><li>• Promote reputation and green agenda</li><li>• Can take advantage of IT programmes such as <b>mastergov</b></li><li>• Use partnership re-procurement to augment staff during peaks</li></ul>	<b><u>Threats</u></b> <ul style="list-style-type: none"><li>• Customer may confuse planning and SUDS process (this depends on the thresholds implemented by Government)</li><li>• May lead to a conflict between the District planning function and the County SuDS function.</li><li>• Continued lack of regulations/guidance</li><li>• Potential delay in SuDS process where applications require handling by both planning and SAB.</li><li>• Local members may require some applications to be considered over a longer time period than necessary</li><li>• Untested systems</li></ul>

**Delivery Impact Assessment:** see explanation of table under option 1.

<b>Delivery Area</b>	<b>Impact Range</b>	<b>RAG Score</b>
NCC Staff Impact	High	Red
Commissioning complexity	Low	Green
Ease of customer journey	Straightforward	Green
Number of dependencies	Few	Green
Ease of service establishment	Acceptable	Amber

## **Option 4**

### **Approvals undertaken by more than one organisation, including NCC**

- NCC undertakes approval function for county matters
- NCC procures many organisations to handle all other applications
- NCC manages maintenance functions

<b><u>Strengths</u></b> <ul style="list-style-type: none"><li>• Meets NCCs requirements of becoming a commissioning organisation</li><li>• If a robust contract is developed NCC may be able to exercise a high level of control over the service</li><li>• It could be the contractors responsibility to manage the variance in demand</li><li>• Would resource multiple providers who could manage levels of demand between themselves.</li><li>• No accommodation required</li></ul>	<b><u>Weaknesses</u></b> <ul style="list-style-type: none"><li>• May create confusion and inconsistency for applicant.</li><li>• There may be a lack of control over service delivery if contractual arrangements become complicated.</li><li>• There may be a reputational risk if SuDS services are poorly delivered as this may hold up development</li><li>• A complex delivery scenarios may lead to a lack of effective management of service delivery</li><li>• No economies of scale</li><li>• The fees are less likely to cover cost of commissioning</li><li>• Procurement timeline will not meet the statutory timescales associated with delivery in October 2012 due to OJEU requirements</li><li>• High level of monitoring of the service required by NCC</li><li>• High risk that contractor will not consider NCCs liability of maintaining adopted SuDS</li></ul>
<b><u>Opportunities</u></b> <ul style="list-style-type: none"><li>• Could use highways re-procurement to cover peaks demand</li><li>• May add additional technical/expertise into Highways partnership re-provision</li><li>• Could provide a framework of suppliers that could cover any default of an individual supplier</li><li>• NCC could provide the front door to the SuDS process with individual suppliers delivering service at a local level</li></ul>	<b><u>Threats</u></b> <ul style="list-style-type: none"><li>• Difficult to prepare contract around uncertainties of risk management</li><li>• Tendering will be difficult to manage</li><li>• Scale of delivery organisation relative to demand may mean higher likelihood of default</li><li>• Increased risk of appeal</li><li>• Undetermined level of interest amongst industry</li></ul>

**Delivery Impact Assessment:** see explanation of table under option 1.

<b>Delivery Area</b>	<b>Impact Range</b>	<b>RAG Score</b>
NCC Staff Impact	Low	Green
Commissioning complexity	High	Red
Ease of customer journey	Difficult	Red
Number of dependencies	Many	Red
Ease of service establishment	Difficult	Red

## **Sustainable Drainage Systems (SuDS) consultation**

Report by the Director of Environment, Transport and Development

### **Summary**

This report provides an update on the Sustainable Drainage Systems (SuDS) duties to be commenced under Schedule 3 of the Flood and Water Management Act 2010 (FWMA). Government is currently consulting on the implementation of these duties. The consultation closes on the 13 March 2012. A copy of the consultation response is attached as an Appendix.

The consultation states that, as of the 1st October 2012, Government will confer a new status on Norfolk County Council (NCC) as a SuDS Approving Body (SAB). This requires NCC to approve the drainage systems for all construction work that has drainage implications. This approval is needed before construction can commence and is a separate approval process from the planning system. As such, the commencement of Schedule 3 represents a significant new duty to the authority. Our consultation response makes clear that the proposed fee structure must be designed to enable full cost recovery.

### **Action Required**

- Members are invited to discuss the content of the report and comment on the delivery of the statutory duties of the Council as SuDS Approving Body.

## **1. Background**

- 1.1. Phased commencement of the Flood and Water Management Act 2010 (FWMA) has taken place since October 2010. The commencement orders to date have conferred Lead Local Flood Authority (LLFA) status on Norfolk County Council. This tasks the County Council with leading the coordination of Local Flood Management across Norfolk. Local Flood Risk is defined as flooding from surface runoff, ordinary watercourses and groundwater.
- 1.2. So far, the timescales associated with the delivery of each new function or duty commenced under of the FWMA has been subject to a considerable lack of clarity from Defra. As such there may be a need for NCC to respond quickly to meet the duties highlighted in this report.

## **2. Principle Facts**

- 2.1 Schedule 3 of the Flood and Water Management Act 2010 states that construction work which has drainage implications (including permitted development) may not be commenced unless a drainage system for the work has been approved by Norfolk County Council. Upon commencement of this duty, Norfolk County Council will be conferred new status as a Sustainable Drainage Systems (SuDS) Approving Body or SAB. Schedule 3 also states that drainage systems, if constructed as approved and

consistent with national standards, should be adopted by Norfolk County Council where they serve more than a single property. This adoption would charge Norfolk County Council with the maintenance of that drainage system. Commencement of Sustainable Drainage System duties is planned to occur 1st October 2012.

- 2.2 The spirit of the Act builds on Planning Policy Statement 25 (PPS25) and the expectation that flood risk should not be increased by new development. The FWMA has also removed the automatic right to connect to the surface water sewer network.
- 2.3 It is the Government's intention that the SuDS approval and adoption process is cost neutral to the SuDS Approving Body (SAB); which is Norfolk County Council. However, their current consultation on the implementation of SuDS proposes a proscribed fee structure to operate until 1 October 2015, after which the SAB will be permitted to set its own fees to ensure true cost recovery.
- 2.4 **Definition** – Sustainable Drainage Systems (SuDS) means those parts of a drainage system that are not vested in a sewerage undertaker (ie; Anglian Water).
- 2.5 As part of the Government's current consultation, options for commencing SuDS duties are based on existing planning definitions of development thresholds. These are;
- Large-scale Major development of 200+ dwelling houses
  - Major development of 10+ dwelling houses
  - Minor development of 1+ dwelling houses
  - All development with drainage implications (includes permitted development)

These options also include any development with a footprint of 100m<sup>2</sup>.

- 2.6 Primarily, the government is consulting on two potential phased approaches –

The first option, based on the accompanying impact assessment would require all large major, major and minor size development to get SAB approval from the 1<sup>st</sup> October 2012.

The second option, outlined briefly, would require large-scale major and major developments to get approval from the SAB for the first three years of commencement, starting Oct 2012. This would allow SABs to develop their capacity after which the need for SAB approval would be extended to cover the remaining development thresholds.

### 3. **National Standards**

- 3.1 The consultation states that proposed drainage systems do **NOT** comply with National Standards unless;
- Surface runoff is managed at its source
  - Surface runoff is managed on the surface
  - Public space is used and integrated with the drainage system, where it serves more than one property



- Design is cost-effective to operate and maintain over the design life of the development
  - Design of the drainage system accounts for the likely impacts of Climate Change and changes to impermeable area over the life of the development.
- 3.2 The Standards include an affordability clause which states that where full compliance with National Standards would necessitate the construction of a drainage system that is more expensive than an equivalent conventional design, then full compliance is not required. – However the drainage system must comply with the standards to the greatest extent possible – without exceeding the cost of the equivalent conventional design.
- 3.3 The Standards also state that, in order of precedence SuDS systems must consider discharge;
- Into the ground
  - To a surface water body
  - To a surface water sewer
  - To a combined sewer
- 3.4 Criteria to satisfy when it is appropriate to consider each stage are set out in Defra's National Standards. The National Standards also set out the required number of treatment components to ensure water quality implications are mitigated. Design of SuDS Systems must minimise soil erosion and energy use over its design life. Pumping must only be used to facilitate drainage for those parts of the site that cannot be drained by gravity.
- 3.5 SuDS systems must take into account rainfall falling on any part of the site and also estimated surface runoff flowing onto the site from adjacent areas.

SuDS must be designed to ensure that flooding from the drainage system does not occur on any part of the site for a 1/30 rainfall event, and,

In any part of a building (including a basement); or utility plant susceptible to water (e.g. pumping station or electricity sub-station); or on neighbouring sites during a 1/100 rainfall event.

Flows that exceed these criteria must be managed to minimise risks to people both on and off the site.

#### 4. **SuDS Applications**

- 4.1 The consultation outlines that SuDS applications are validly made only when payment for the appropriate fee has cleared. The fee structure out to consultation is as follows;

- £350 for each application plus an additional amount up to £7,500 referenced to the size of the construction area.

For each (or fraction) 0.1 ha	From (ha)	To (ha)
£70	0	0.5
£50	0.5	1.0
£20	1.0	5.0
£10	5.0	thereafter

Example calculations using this scale are outlined below;

0.1 ha	£350 + £70	=	£420
0.4 ha	£350 + £280	=	£630
0.7 ha	£350 + £450	=	£800
4 ha	£350 + £1,200	=	£1,550
10 ha	£350 + £1,900	=	£2,250
66 ha	£350 + £7,500	=	£7,850

- 4.2 Town and Parish Councils are only required to pay half the fee. After 1<sup>st</sup> October 2015 SABs get the ability to set fees to enable full cost recovery. Applications to vary an approval must be accompanied by a fee based on cost recovery. Applications to vary approval of a condition or for the resubmission of applications, if made within 12 months after the relevant time limit for determining an application do not have to pay a fee. Applications that fall across SAB boundaries only pay one fee to the authority that has the larger part in it.
- 4.3 An analysis of demand based upon planning applications in Norfolk that would have SuDS implication requiring SuDS approval was undertaken for the years 2005/6, 2008/9 and 2010/11 to give a spectrum of low to high demand. This has shown that there could be between 1,700 and 9,500 applications per year to the County Council. This will have a cost implication of between £0.9m and £2.6m and an income profile of between £0.8m and £3.3m (depending on the spectrum of application scales submitted). It is worth noting that there may be costs to the authority in providing this service as the draft fee structure outlined in Defra's consultation is only aimed at covering certain aspects of the approval function and may also be subject to change in government's response to the consultation. The process would be made more efficient by the provision of pre-application advice. This provision could be charged for to recover costs and would facilitate a timely and efficient approval process. Our consultation response makes clear that the proposed fee structure must be designed to enable full cost recovery.
- 4.4 The Norfolk Water Management Partnership, including all District Authorities, Internal Drainage Boards, Anglian Water, Highways Agency, Broads Authority, and the Environment Agency have reviewed the implications of the SUDS approval and adoption processes to their own organisations, including ongoing discussions with

the organisations individually.

However, the SAB must adopt SuDS as approved through the SAB approval process and where they are constructed and function as approved and comply with the National Standards. This has different implications for approval of adoptable SuDS and those approvals concerning non-adoptable SuDS which may vary on the thresholds Government implements and scheme specifics.

As such there may be opportunities for devolving certain functions to other bodies for non-adoptable SuDS approvals. These types of approval would require standing advice only and would be applied in low flood risk areas. In these circumstances the overall risk to the authority in our wider role as Lead Local Flood Authority would remain manageable.

- 4.5 Other authorities (as outlined below), however, have new statutory consultative roles and in many instances the SuDS approval process will need to dovetail with the planning approval process, depending upon how the application is made. Detailed discussions are currently underway with local planning authorities to ensure that suitably robust and cost-effective systems are in place before the 1 October 2012 commencement date. Officers will continue to explore the potential and cost effectiveness of delegation.

## 5. **Consultation on SuDS Applications**

- 5.1 New statutory consultees are created to the SuDS Approval Process. These are;

- Any sewerage undertaker with whose public sewer the drainage system is proposed to communicate
- The Environment Agency, if the drainage system directly or indirectly involves the discharge of water into a watercourse
- The relevant Highway Authority for a road which the approving body thinks may be affected
- British Waterways, if the approving body thinks that the drainage system may directly or indirectly involve the discharge of water into or under a waterway managed by them (clarity is needed to ascertain if this applies to all Navigation Authorities or solely British Waterways)
- An internal drainage board, if the approving body thinks that the drainage system may directly or indirectly involve the discharge of water into an ordinary watercourse within the board's district. This change in status will introduce efficiency savings for IDBs as the work they current undertake to identify relevant applications will be done by the SAB and their consultative role will be formalised and thereby streamlined.

- 5.2 There will be a 21 day consultation period for consultees once they receive the application. The SAB and Consultee may agree a different date for response. The SAB may disregard any response received after the specified or agreed date

## 6. **Timescales of determination of SuDS Applications for approval**

### 6.1 The timescales for determination of SuDS applications are stated to be;

Major Development or County Council Applications – 12 weeks after an application is validly made, and,

Any other application – 7 weeks after an application is validly made.

The SAB and applicant may agree a longer time for determining an application. If the SAB fails to determine an application within relevant time limit the SAB is taken to have **REFUSED** the application. For resubmitted applications – the original submission date applies even if the original application was not valid.

### 6.2 Appeals can be made against SAB decisions regarding applications for approval (including decisions about conditions) and decisions about the duty to adopt. The appeal will be determined by the Minister. The Planning Inspectorate (PINS) is expected to act on behalf of the Minister.

## 7. **Inspection & Inspection Fees**

### 7.1 If a SAB grants approval, subject to post construction inspections prior to adoption, the SAB can charge an inspection fee based on cost recovery. A SAB may carry out inspections in relation to conditions of approval and may take 8 weeks to consider that the drainage system is functioning. The SAB must presume that a drainage system is functioning as approved unless there is evidence that it is not.

## 8. **Adoption of SuDS**

### 8.1 A SAB **MUST** adopt a SuDS system which satisfies all the following conditions;

- The system was approved by the SAB
- That the SuDS was constructed as approved
- That it functions as approved
- That the Drainage system complies with National Standards
- Where the SuDS serves more than one property

### 8.2 The SAB must determine a request to adopt within eight weeks of receiving the request. The SAB must release a non-performance bond within 28 days of giving notice to adopt. If the SuDS system is adopted by the SAB, the SAB must arrange for the drainage system to be included in its Section 21 Flood and Water Management Act Asset Register within 28 days. The SAB must arrange for the provisional designation of eligible parts of the drainage system by a designating authority.

### 8.3 The SAB does not have a duty to adopt SuDS systems that serve single properties. For the purposes of SuDS adoption the regulations define drainage systems that

serve single properties as follows;

“...the drainage system is designed to provide drainage for any buildings or other structures that, following completion of the construction work, will be owned, managed or controlled by a single person or two or more persons together.”

Within the consultation document the following examples of what would be considered a single property include:

- Residential building with multiple flats
- Single dwelling house
- A retirement village
- Office or commercial building
- Industrial development or commercial estate
- School or university campus
- Hospital or other medical facility

## 9. **Response to government consultation on SUDS**

- 9.1 The points raised in this report have been used as the basis of the response to the consultation. The consultation closes on the 13 March 2012. A copy of the consultation response is attached as an Appendix. As the consultation end date is immediately prior to this Panel meeting a consultation response has been agreed with the Cabinet Member and Chair.

## 10. **Resource Implications**

- 10.1 Whilst the level of demand on this service is dependent upon the threshold applied to the SuDS approval process by Government, initial figures suggest between 1,700 and 9,500 applications being submitted to NCC per annum.
- 10.2 The Government expects the service to be **cost-neutral** to the authority, although the Council will only be able to set its own fees from October 2015. There will be an up-front cost to the authority in establishing the service by October 2012 of an estimated £220k. Officers are considering options of how this may be funded including through pre-application advice. This is based on the need for a three month lead-in for recruitment, systems development and testing and staff training.
- 10.3 **Property:** None arising from this report
- 10.4 **IT:** No new implications
- 10.5 **Human Rights:** No direct implications
- 10.6 **Equality Impact Assessment (EqIA):** None at this time

## 11. **Other Implications**

- 11.1 **Legal Implications:** Schedule 3 of the Flood and Water Management Act 2010 introduces new statutory duties for Norfolk County Council. These are outlined in this report. Minor constitutional changes to the scheme of delegated powers to officers will be required to meet these new duties. The implications of these changes are to be dealt with through the democratic services reporting process.
- 11.2 **Communications:** A structured engagement approach will ensure that all stakeholders who have key functions and responsibilities under Schedule 3 of the Act reach agreement on the scope and discharge of their duties prior to the establishment of the service.

As the consultation end date is immediately prior to this Panel meeting a consultation response has been agreed with the Cabinet Member and Chair and this is attached as an appendix to this report.

- 11.3 **Health and safety implications:** None at this time

## 12. **Section 17 – Crime and Disorder Act**

- 12.1 Not applicable

## 13. **Risk Implications/Assessment**

- 13.1 The fee structure outlined in the government's consultation may be inadequate to fully recover costs to NCC in providing this statutory function in the first three years. As such this could leave a potential shortfall to be met from 2012/13.
- 13.2 The implementation of this technical service area is affecting all upper-tier/unitary authorities in the same way. As such the failure to recruit and retain appropriately qualified staff due to increase demand, competition and availability may adversely impact service delivery.

### **Action Required**

- (i) Members are invited to discuss the content of the report and comment on the delivery of the statutory duties of the Council as SuDS Approval Body.

## Background Papers

A copy of the full consultation paper will be made available in the Members' Room.

Alternatively the document can be found online using the following link;

<http://www.defra.gov.uk/consult/files/suds-consult-doc-111120.pdf>

## Glossary of Terms

Term	Definition
<b>Defra</b>	<b>Department for the Environment and Rural Affairs</b>
<b>EA</b>	<b>Environment Agency</b>
<b>SuDS</b>	<b>Sustainable Drainage Systems</b>  SuDS are a more natural approach to managing the rainfall and surface water drainage for a development. SuDS are designed to mimic or improve the natural drainage of a greenfield catchment.
<b>SAB</b>	<b>Sustainable Drainage Systems Approving Body</b>  The body which approves and, where appropriate, adopts SuDS. It is the Unitary authority for the area in which a drainage system is located, or in which it is to be constructed or if there is no Unitary authority, the County or County Borough council for the area.
<b>FWMA</b>	<b>Flood and Water Management Act 2010</b>  Part of the UK Government's response to Sir Michael Pitt's Report on the Summer 2007 floods, the aim of which is to clarify the legislative framework for managing surface water flood risk in England.
<b>LLFA</b>	<b>Lead Local Flood Authority</b>  Local Authority responsible for local flood risk management.

## Officer Contact

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

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



SuDS Team  
Defra  
Area 2A  
Ergon House  
Horseferry Road  
London  
SW1P 2AL

Your Ref:  
Date: 6 March 2012

My Ref: E. CC.FW.1.1 / PBL  
Tel No.: 01603 222754  
Email:

**From the Cabinet Member for Environment and Waste**

Dear Sir / Madam

**CONSULTATION ON IMPLEMENTATION OF SUSTAINABLE DRAINAGE SYSTEMS  
PROVISIONS IN SCHEDULE 3 OF THE FLOOD AND WATER MANAGEMENT ACT**

Please find enclosed Norfolk County Council's response to your consultation on the Sustainable Drainage Systems provisions of the Flood and Water Management Act.

I draw attention to our response to Question 3 in that we are strongly in favour of a commencement date of April 2013. This will allow the authority time to agree the most appropriate and cost-effective working arrangements with the local planning authorities within Norfolk.

I am also most concerned that the proposed initial fee structure is imbalanced (see response to Question 10). Our analysis, based on previous years' planning applications, suggest that the proposed fee structure could leave this authority with a £0.5m shortfall in the first year.

With thanks for your attention.

Yours faithfully

Bill Borrett  
Cabinet Member for Environment and Waste

## **CONSULTATION ON IMPLEMENTATION OF THE SUSTAINABLE DRAINAGE SYSTEMS (SuDS) PROVISIONS IN SCHEDULE 3 OF THE FLOOD AND WATER MANAGEMENT ACT 2010**

### **Consultation Questions**

**1) We have based our proposals on the evidence, outlined in our Impact Assessment, of the impact of surface runoff on future development and the benefits of SuDS. Do you have any additional evidence that may alter the recommendations of the Impact Assessment?**

Norfolk County Council agrees strongly with the impact of surface water runoff on future development and the benefits of SuDS.

We have concerns with the evidence used in the impact assessment regarding the resources needed to deliver the approval service which will differ between unitary and shire authorities.

Using evidence drawn from statistics held by the Department for Communities and Local Government we have calculated the demand on our SuDS approval service would be between 9,500 and 1,700 applications per annum depending upon the state of the economy and growth within the county. These figures have discounted those applications which would not have drainage implications.

Our initial service design suggests up to 40 Engineers and a minimum of 15 depending on demand. The highly variable parameters (number of applications, application types etc) has made it difficult for us to refine our core assumptions.

A significant concern is how the authority resources a SAB service where the workload fluctuates due to the variance in applications.

We have severe reservations on the ability of SABs to recruit the specialist skills at this scale when there is a high demand for their services across all authorities.

The impact assessment does not deal with the funding needs for the long term maintenance of adopted SuDS which if not addressed will increase the liability to the SAB.

**2) We propose that SAB approval will not be required for the first 12 months:**

- **for developments that already granted planning permission before commencement;**  
**or**
- **for developments with one or more reserve matters where an application for approval of the reserve matter(s) is made; or**
- **for which a valid planning application has been submitted before commencement**

**Do you agree with this approach for transitional arrangements, if not please explain why?**

We agree with this transitional approach however we feel that developments which include only reserved matters that have drainage implications rather than any reserved matters should not require approval.

**3) We propose implementing on the common commencement date of 1 October 2012, Do you agree this is reasonable? If not would you prefer an implementation date of April 2013, October 2013 or after 2013?**

Norfolk County Council feels that April 2013 is a realistic timescale for the implementation of these complex functions however we acknowledge that any further delay to implementation beyond October 2012 will extend the uncertainty that is currently effecting development. A common commencement date is preferable if all the details of the processes are in place for implementation. The 1<sup>st</sup> October 2012 timescale seems difficult to meet due to many organisations lack of familiarity with this legislation coupled with the complexity of delivery required in two tier areas.

**4) We understand that there may be capacity issues for SABs to meet their new duty to approve drainage. We are therefore considering whether to phase implementation of the requirement for approval. Do you think a phased approach is necessary?**

On balance we feel that a phased approach to implementation is undesirable. Whilst a phased implementation would assist with the delivery of the SuDS approval service, providing capacity for refining these processes and building a skill workforce which could inform future phases, we feel strongly that there are dis-benefits in creating a two-tier approach to the approval of drainage systems on new developments that would lead to double standards and orphaned SuDS. In addition, the resources to establish systems, processes and some key support roles for approving drainage will need to be found regardless of any phased approach.

**5) Do you agree that development under a Neighbourhood Development Order should be exempt from the requirement of SAB approval?**

No, the approval process is more than a planning consideration. SAB approval should be required as compliance of the drainage system needs to be checked against the national standards etc particularly if these systems would then be required to be adopted by the SAB. In such circumstances it is important to consider which organisations would deal with appeals, inspections etc as this might well be ignored under the proposal to exempt the requirement of SAB approval for development under a Neighbourhood Development Order.

**6) Drainage for surface runoff should be sustainable and affordable to build and maintain. Do the National Standards deliver this, if not please explain why?**

As the definition of sustainable drainage systems is anything not adopted by the sewerage undertaker we feel that it is unclear what is intended by this statement? For example, the National Standards for SuDS require SuDS to be integrated into the public open space where they serve more than single properties. As such it would be unreasonable to compare sustainable drainage systems that must be measured by a SAB against different requirements than a conventional system. As such it might be difficult to define what a conventional system is particularly in a County that has distinct differences in the types of drainage catchment (i.e. pumped and gravity catchments) and when the conventional system might only be available to those applications below minor level following the commencement of these duties.

**7) Affordable sustainable drainage systems for surface runoff are comparable in costs with conventional alternatives. Do you agree?**

Whilst there is evidence that this assertion is correct it is important to consider that the delivery of SuDS as set out by the consultation is not widespread or regularly delivered by the industry as a whole. This means that the current focus of development is on conventional systems and as such we would expect SuDS components to become cheaper as the market responds to the implementation of SuDS duties. However, with regards to the delivery of SuDS systems there is a more fundamental consideration in that the different land take associated with the delivery of conventional versus sustainable drainage systems is significant and may represent a reduced housing density being achieved by developers.

**8) We propose that the SuDS Approving Body must determine an application for approval within 12 weeks where it relates to major development or a county matter and 7 weeks where it relates to other development. But could applications be determined in less time?**

**If yes, please specify reduced time to consider applications:**

**1 week less**

**3 weeks less**

**5 weeks less**

No. The proposal is that undetermined applications are automatically refused so adequate time needs to be given to reach a professional decision. The duty to consult and take into account responses may also have an impact on the time needed to determine the application. It is anticipated that pre-application discussions will help keep the approval process to within the proposed timescales however the resources for pre-application discussions will be at the expense of those involved in the approval process. Applications could not be determined in less time.

It may be suitable to extend the time limits for approval to reflect the planning application process as these processes are meant to be undertaken in parallel rather than explicitly connected.

**9) Do you think guidance for calculating the amount required for a non-performance bond is necessary ?**

Detailed guidance is not strictly necessary however a common approach to the costing of SuDS components would be preferable as long as it left room for the SAB to take into account site specifics, changes in materials costs and inflation. Guidance on the format of a consistent formula for the calculation of high level attributes may be useful, for example; 100% of the outstanding construction cost + admin etc? + supervision

**10) Do you agree with our proposals to set approval fees for three years? If you disagree please explain why and provide any supporting evidence?**

Norfolk County Council agrees with the proposals to set a national fee structure for three years however this may create difficulties in resourcing each SAB due to varied nature of growth and the size of each authority area. In addition, the fee structure included in the consultation seems to be expensive for the single house developer, being equal to or more than the equivalent planning fee.

Conversely for the larger developers a maximum of £7,850 seems a small amount when related to the amount of work that would be required in assessing a development of 66 hectares or more.

**11) We propose that the fee for each inspection of the drainage system should be set on a cost recovery basis rather than to a fixed fee. Do you agree with this proposal?**

Norfolk County Council agrees strongly with the proposal to set the fee for each inspection on a cost recovery basis. However, we do feel that the inspection regime outlined in the consultation does not reflect the inspection stages that would be needed during the development of most SuDS schemes. As such it would be helpful if these inspection stages could be agreed nationally rather than relying on SAB's applying conditions as part of the SuDS approval process.

**12) We propose to make arrangements for fees for applications to vary an approval, re-submitted applications, discounted fees, fees for cross area approvals as well as the refunds of application fees. Do you agree that this covers all the scenarios for which fees are likely to be needed? If not, please explain what is missing and provide further explanation if required?**

In our experience of Section 38 agreements we have found that legal costs can be considerable. We are concerned that legal costs around non-performance bonds and adoptions could be a significant proportion of the approval fees resulting in some applications where the cost of the approval process is not met by the approval fees.

**13) We propose setting a time limit of 21 days for statutory consultees to respond to the SAB. Do you agree with the timeframe proposed?**

Yes we agree with the timescale proposed.

**14) We propose to give enforcement powers to the SuDS Approving Body and the local planning authority. Do you agree?**

Yes we agree, as it is an optional agreement that can exist between the SAB and LPA and provides the SAB with the flexibility to determine the best approach for its area.

**15) Do you agree that the proposed powers of entry are reasonable and proportionate, if not please explain why?**

Yes, Norfolk County Council agrees with this provision in relation to enforcements.

**16) We propose that claims for compensation related to powers of entry and temporary stop notices must be submitted within 12 months of the powers being exercised or the notice being withdrawn / ceasing to have effect. Do you agree, if not please explain why?**

Yes, Norfolk County Council agrees with this provision.

**17) We propose that, as in planning, a time limit of four years is set when the SuDS Approving Body is able to give an enforcement notice? Do you agree, if not please explain why?**

Yes, Norfolk County Council agrees with this provision.

**18) Are the criminal offences proposed in the draft statutory instrument appropriate and proportionate?**

Yes, Norfolk County Council views these proposed criminal offences appropriate and proportionate.

**19) We propose to provide similar procedures for appeals against SuDS enforcement notices to those which currently apply to planning enforcement appeals (written representation, hearing or inquiry). Do you agree, if not please explain why?**

Yes, Norfolk County Council agrees with this provision.

**20) We propose a register of the SuDS enforcement notices which mirrors the register for planning enforcement notices. Do you agree?**

Yes, Norfolk County Council agrees with this provision.

**21) For the purpose of the SuDS Approving Body's duty to adopt, "sustainable drainage system" means those parts of a drainage system that are not vested in a sewerage undertaker. Do you agree this provides certainty and clarity on what is adoptable by the SuDS Approving Body? If not please provide an alternative definition.**

Norfolk County Council agrees that clarity is provided by the proposed definition of what SuDS area, however we believe that the accompanying definition described in question 22 (see separate answer) is not clear and creates ambiguity for both the SAB and developers.

**22) The SuDS Approving Body's duty to adopt does not apply to a single property drainage system. We propose that "a drainage system or any part of a drainage system is to be treated as designed only to provide drainage for a single property if it is designed to provide drainage for any buildings or other structures that, following completion of the construction work, will be owned, managed or controlled by a single person or two or more persons together". Is our definition clear on what will or will not be adopted? If not please provide an alternative definition.**

This definition is very poor. Further information was provided by the principle consultation document but none of this information will be helpful unless it is included in the appropriate orders, regulations and/or new statutory guidance. In addition, the examples provided in the principle consultation document seemed to represent properties that would be, in the main, owned and managed by single entities. However we felt that some examples such as industrial development or commercial estate were inappropriate as it is likely that these could be sold/fragmented following construction to multiple owners and responsibilities for maintenance weakened.

**23) We propose that the SuDS Approving Body should determine a request for adoption within 8 weeks of receiving the request. Do you agree with this timeframe?**

This is dependent upon when the request to adopt is made. Does the SAB need to satisfy itself that the design and construction performs appropriately before agreeing to adopt?

See Q26 – In respect of remedial work by statutory undertakers 12 months is being proposed for the SAB to decide if it is satisfied that the reconstruction works are compliant. An identical period should be allowed for the SAB to satisfy itself that new construction work is compliant before adopting.

**24) We propose for the SuDS Approving Body to have a 28 day time limit for administrative processes (for example return of bonds, the process of registration or designations). This time limit applies throughout the SuDS process. Do you agree with this timeframe, if not please explain why?**

Norfolk County Council feels that this is not an unreasonable timeframe however it depends on when it is applied in the SuDS adoption process. Principally this is dependent upon when the request to adopt is made. Does the SAB need to satisfy itself that the design and construction performs appropriately before agreeing to adopt?

**25) We propose that all Statutory Undertakers must notify the SuDS Approving Body at least four weeks in advance of works that may affect the SuDS' operation. Do you agree with this timeframe?**

Yes, Norfolk County Council agrees with this provision.

**26) We propose upon completion of the works, the SuDS Approving Body must decide within 12 months if it is satisfied that the SuDS functions in accordance with the National Standards. Do you agree, if not please explain why?**

Yes, Norfolk County Council agrees with this provision however please note comments under question 23.

**27) We propose that an appeal must be made within six months of the SuDS Approving Body's decision or within six months of when the decision was due. Do you agree?**

Yes, Norfolk County Council agrees with this provision.

**28) We propose to adopt similar procedures for SuDS appeals to those which currently apply to planning appeals (written representation, hearing or inquiry). Do you agree, if not please explain why?**

Yes, Norfolk County Council agrees with this provision

**29) Should we take action to avoid the increase of un-adopted SuDS? If your answer is no, please explain why?**

Yes, Norfolk County Council agrees with this stance and would encourage full implementation of the requirement for approval based on option 1 outlined within the consultation document, (i.e. minor, major and large scale major development). As such we acknowledge that any phased implementation would be more likely to increase the number of un-adopted or orphaned drainage systems which could increase local flood risk within our area.

## Equality Assessment of ETD services

Report by the Director of Environment, Transport and Development

### Summary

This report sets out the key findings of a pilot equality assessment of Environment, Transport and Development (ETD) services. The purpose of the assessment was to examine whether ETD services impact on any particular groups of potentially vulnerable residents, and if so, to what extent their needs are being met across services commissioned and delivered.

The assessment concludes that the majority of ETD services have a particular and significant impact on disabled and older residents. It provides evidence that there is considerable work taking place to promote equality and improve accessibility for service users from these groups. It also highlights opportunities for strengthening work in this area.

This assessment was the first of its kind for Norfolk County Council. It was developed to help support delivery of the Council's core role and responsibilities, and also in response to public consultation which has shown consistently over the years that the accessibility of ETD-related services is a particular priority for disabled and older residents.

The recommendations made on Page 15 of the assessment have been informed by co-production work with disabled people to discuss the significant budgetary pressures faced by the authority, and agree priority actions in going forward.

### Action required:

1. To note the findings of the assessment report and:
2. To endorse the recommendations and specific actions detailed in the attached assessment report (see pages 13 and 14).
3. To monitor progress against ETD equality actions in the ETD performance dashboard.

### 1. Background

- 1.1. The purpose of the assessment was to examine whether ETD services impact on any particular groups of potentially vulnerable residents, and if so, to what extent their needs are being met across services commissioned and delivered.

This assessment was the first of its kind for Norfolk County Council. It was developed to help support delivery of the Council's core role – which has a focus on providing a safety net for the most vulnerable. In addition, public consultation has shown consistently over the years that the accessibility of ETD-related services is a particular priority for disabled and older residents. The assessment will also help deliver the Council's responsibilities under the Equality Act 2010.

### 2. Key findings of the assessment

- 2.1. The assessment report has identified that there is already considerable work being undertaken by ETD services to promote equality for potentially vulnerable service users. It also highlights opportunities for strengthening practice across service



commissioning and delivery for service users from these groups.

- 2.2. The assessment recognised that the majority of ETD services are universal services which means that they benefit or are used by all Norfolk residents, communities and visitors. This includes people with protected characteristics or who are potentially vulnerable in these two groups. It highlighted that the majority of ETD services have a particular and significant impact on disabled and older residents.
- 2.3. In particular recent work through the NCC Disability Pilot project has highlighted that disabled residents continue to rate accessible travel and transport as a top priority in Norfolk and a key area for continuous improvement. A recent workshop held with some disabled people and bus companies agreed some priority actions for work in this area; these relate to bus driver training, mystery shopping of bus services and developing minimum service performance standards for bus transport providers.
- 2.4. Also hate incidents targeted at potentially vulnerable residents may often occur on or near public transport. To equip staff with the skills and confidence to recognise and report hate incidents on behalf of potentially vulnerable service users relevant teams have completed the Councils hate crime e-learning package. The service will follow this up to see how the e-learning has improved staff awareness and how hate crime is dealt with.
- 2.5. The service as a whole is also going to review what performance data is collected in respect of potentially vulnerable service users to identify what is held or needed to help inform performance or accessibility improvement.
- 2.6. Work is also being planned to develop staff confidence and skills in integrating equality considerations into service planning and commissioning. This will build on existing best practice in the service and in particular focus on disability and age.
- 2.7. There are also many planned individual service actions as covered in the assessment report.
- 2.8. It is proposed that progress on the implementation of the actions detailed in the assessment report is monitored by adding a relevant measure into the ETD performance dashboard.

### 3. **Resource Implications**

- 3.1. **Finance** : There are no identified major financial implications resulting from any of the recommendations. Most of the activity focuses on improving the way that service areas currently operate. There may be financial implications for NCC if specific engagement or co-production activity is taken forward with protected groups, but this can be met within existing budgets.
- 3.2. **Staff** : There are no identified implications for staff, other than for existing staff to take responsibility for actions assigned to their area.
- 3.3. **Property** : There are no property implications.
- 3.4. **IT** : There may be some IT implications arising out of the findings of the data audit, in that minor changes may be needed to data gathering systems to capture particular information, but any issues will be fully discussed with relevant groups and services to agree an appropriate course of action.

#### 4. **Other Implications**

- 4.1. **Legal Implications** : Norfolk County Council is a public body listed as being subject to both the General and Specific Duty requirements of the Equality Act 2010. The specific requirements are set out in the assessment report in Appendix 1.
- 4.2. **Human Rights** : It is unlikely that a failure to implement any of the recommendations in this paper would result in a breach of the human rights of a Norfolk resident.
- 4.3. **Equality Impact Assessment (EqIA)** : This assessment report highlights a range of opportunities for ETD to enhance provision to potentially vulnerable service users.
- 4.4. **Any other implications** : Officers have considered all the implications which members should be aware of. Apart from those listed in the report (above), there are no other implications to take into account.

#### 5. **Section 17 – Crime and Disorder Act**

- 5.1. This assessment supports the Crime and Disorder Act by ensuring staff are able to recognise and report hate incidents on behalf of vulnerable service users.

#### **Action Required**

- (i) To note the findings of the assessment report and:
- (ii) To endorse the recommendations and specific actions detailed in the attached assessment report (see page 15)
- (iii) To monitor progress against ETD equality actions in the ETD performance dashboard.

#### **Background Papers**

Appendix 1: Equality assessment report

Appendix 2: Equality impact assessment of this paper

#### **Officer Contact**

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

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

# Equality assessment of environment, transport and development services commissioned or delivered by Norfolk County Council

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## Introduction

This report sets out the key findings of a pilot assessment of Environment, Transport and Development (ETD) services. The purpose of the assessment was to examine whether ETD services impact on any particular groups of potentially vulnerable residents, and if so, to what extent their needs are being met across services commissioned and delivered.

The assessment concludes that the majority of ETD services have a particular and significant impact on disabled and older residents. It provides evidence that there is considerable work taking place to promote equality and improve accessibility for service users from these groups. It also highlights a range of opportunities for strengthening work in this area.

This assessment was the first of its kind for Norfolk County Council. It was developed to help support delivery of the Council's core role – which has a focus on providing a safety net for the most vulnerable. In addition, public consultation has shown consistently over the years that the accessibility of ETD-related services is a particular priority for disabled and older residents. The assessment will also help deliver the Council's responsibilities under the Equality Act 2010.

The recommendations made on Page 15 of this assessment have been informed by co-production work with disabled people to discuss the significant budgetary pressures faced by the authority, and agree priority actions in going forward.

## Methodological approach

ETD services were considered against a range of available data about the needs and experiences of potentially vulnerable service users in Norfolk.

The data was drawn from a wide number of local, regional and national sources – including: performance monitoring data; Census and demographic information; consultation feedback; commissioned research and the findings of co-production work with disabled Norfolk residents. All evidence sources are referenced throughout the report.

A project board comprising representatives of each ETD service area coordinated the project, with specialist input provided by Planning, Performance and Partnerships team around the needs of potentially vulnerable service users.

## Overview of ETD services

The majority of ETD services are **universal services**. This means that they benefit or are used by all Norfolk residents, communities and visitors, which includes people with protected characteristics or who are potentially vulnerable. ETD services are grouped into six main areas:

### Highways

This service ensures that the highway is safe and reliable for all highway users through a variety of activities including routine maintenance, construction, design and delivery of infrastructure works. Norfolk County Council is responsible for maintaining nearly 9,800km of

road, linking the county's three main urban areas of Norwich, Great Yarmouth and King's Lynn with 21 market towns, 529 parishes and the rest of the UK. Ensuring that residents, visitors and businesses can get to, from and across Norfolk is essential for everyone.

The Transport Asset Management Plan (TAMP) sets out how the County Council will deliver its responsibilities in terms of managing Norfolk's highways infrastructure. Whilst most of the plan covers management of roads, there are a number of sections which deal with other issues such as street lighting, signage, cycle ways and footways.

## **Travel and Transport**

This service manages the movement of people throughout Norfolk through the integrated planning of passenger transport services, ensuring people have sustainable and accessible transport choices and ensuring an accessible transport network.

## **Environment**

This service contributes to the protection and enhancement of Norfolk's environment, through the adoption and implementation of sustainable policies and programmes. It also manages Public Rights of Way (PRoW) and operates the Norfolk and Suffolk Gypsy and Traveller service.

## **Public Protection**

This service protects consumers by ensuring a fair trading environment, deals with emergency responses and recovery and manages planning applications for developments associated with mineral production and waste management. It also deals with compliance with planning law (this does not tend to cover accessibility issues) and influences positive change by engaging actively with other services across the County Council and partner organisations to support work with targeted vulnerable groups such as Homeshield and supporting the Fire Service Crucial crew.

## **Waste Management**

This service manages Norfolk's municipal waste sustainably and helps promote the reduction of the impact of business waste on the environment. This in turn meets national and European targets and statutory requirements for waste. Whilst Norfolk's seven Waste Collection Authorities provide recycling services direct to householders within their respective areas, the County Council provides strategic facilities to which householders can take their own household waste. The County Council currently provides 19 Recycling Centres throughout Norfolk. A further site near Dereham opened in 2011.

## **Economic Development and Strategy (EDS)**

This service delivers activities that enable Norfolk County Council to lead on strategic economic issues, including sustainable growth and regeneration. In terms of the Council's core role, interventions are focused on 'speaking up for Norfolk', 'economic infrastructure' and 'enabling communities'. This includes coordinating skills development activity across the county and accessing external funding that targets specific groups, e.g. the Future Jobs Fund, devised by the last government, which, in Norfolk assisted young people back into

work. Generally, the work of the service is around influencing and working in partnership - such as via Norfolk's Employment and Skills Board, rather than direct delivery of services to the affected groups.

Changes are currently taking place to how these services are delivered and at what level. ETD has to achieve savings to fund a budget gap of several million pounds over 2011/2012 - 2013/2014. This has been achieved through the ETD Strategic Review<sup>i</sup>.

## **Impact of ETD services on potentially vulnerable people**

### **Highways**

The potentially vulnerable service users who most benefit from accessible highways in Norfolk are disabled and older people. This is because these groups are particularly affected by the condition and quality of the highway – both in terms of its maintenance, pedestrian safety, signage, street lighting, cycle ways and footways<sup>ii</sup>. For example, many people with sight impairments may find it difficult to use complex pedestrian crossings, where they interact with traffic coming from multiple directions, especially if some of the traffic flow is not controlled by crossings but by traffic islands (which rely on a person having sight to be able to judge when to cross safely). Another example is the interaction between pedestrians, wheelchair users, scooter users and cyclists on a footway, where people are moving at different speeds, there is reliance on hearing and sight to navigate safely and there may be conflicts in terms of space on narrow footways.

Disabled and older people may have mobility problems which mean they may use mobility aids (such as walking sticks, walking frames, wheelchairs and scooters) and so need footways and public highways to be accessible to them. They may also have hearing or sight impairments which can make way-finding and navigation (for example around street furniture or unexpected objects) much more difficult than it is for non-disabled people.

### **Travel & Transport**

The potentially vulnerable service users who most benefit from accessible travel and transport in Norfolk are disabled and older people. This is because disabled and older people are particularly affected by the accessibility of the public transport network<sup>iii</sup>. Some disabled people are unable to drive due to their impairment and are mostly or totally reliant on public transport to live and travel independently. Some disabled people who are able to drive may not be able to afford to own a car, and some disabled people may simply want to use public transport for the same reasons as non-disabled people but require an enhanced level of accessibility in order to do so.

Disabled people in Norfolk consistently state in consultation and research that accessible travel and transport has a major impact on their ability to access employment, health and leisure opportunities and is a top priority<sup>iv</sup>.

Accessibility of public transport relates to a range of areas. In addition to the more obvious, physical aspects – such as accessible public transport vehicles - other things are also important to enable people to travel. For example, disabled and older people may have difficulty in obtaining travel information and purchasing tickets. Facilities like electronic ticket machines, real time bus information screens and online PDF leaflets may not be accessible

to blind and visually impaired people. People who need support to make decisions about the best route/ticket/service for them (i.e. people with learning difficulties or mental ill-health, Deaf people or people who cannot read English) may also have difficulties. Access to seats in waiting areas and accessible toilets may be necessary for some disabled people or carers to travel.

There are also some recognised inequalities in terms of access to and use of transport infrastructure between men and women<sup>v</sup>. For example, women tend to be greater users of public transport than men, and are more likely to be travelling with small children. They may also have greater access needs to schools, shopping facilities, health facilities and employment<sup>vi</sup>.

## **Environment**

The potentially vulnerable service users who most benefit from an accessible Environment Service are disabled and older people. Evidence suggests that disabled people in particular tend to live in poorer neighbourhoods with lower environmental quality and tend to access green spaces and rural spaces much less than the general population<sup>vii</sup>. For example, access to green spaces often rely on having a car so people who cannot drive such as Blind and visually impaired people can find it very difficult to access the countryside independently. There would also be issues with the quality of the footpaths; many footpaths are not suitable for wheelchair or scooter users, or may only be partially accessible, which limits how people can access outdoor areas.

In addition, Black, Asian and minority ethnic people (including migrant workers) and Gypsies and Travellers may also face inequalities in relation to accessing places to live and services once they have found residence in an area<sup>viii</sup>. Gypsies and Travellers who live on authorised sites have access to some amenities on site but may face barriers when accessing services in the wider community and those who are transient may have little or no access to some services<sup>ix</sup>.

## **Public Protection**

The potentially vulnerable service users who most benefit from an accessible Public Protection Service are disabled and older people. This is because disabled and older people tend to have the most difficulty in accessing services generally and securing their rights as consumers<sup>x</sup> and being vulnerable to rogue traders<sup>xi</sup>. They are also the most potentially vulnerable in emergency situations<sup>xii</sup>. For example, if a person is required to leave their home on notification of an emergency, they may be more vulnerable if they have a mobility or sensory impairment which means that they may need assistance to reach a place of safety. There are also issues with rest centres which are often in buildings where there may be poor access for disabled people, and no appropriate toilet or washing facilities for them to use.

## **Waste Management**

The potentially vulnerable service users who most benefit from an accessible Waste Management Service are disabled and older people. This is because these groups may experience difficulties accessing recycling centres, or in taking recyclable material which is not currently collected for recycling by the Waste Collection Authority to centres. For example, disabled people might not be able to move larger items or lift them into a vehicle in



order to take them to the recycling centre, or if they are assisted to load up their car, they may need assistance to unload it again at the centre. There may also be an issue for Deaf or hard of hearing people to communicate with recycling centre staff if they need assistance. The Norfolk Disability Survey 2010 highlighted that access to recycling facilities was an issue for disabled people in Norfolk<sup>xiii</sup>.

## **Economic Development and Strategy**

A range of potentially vulnerable service users should benefit from the implementation, with local partners, of the Council's new Economic Growth Strategy (EGS).

Evidence suggests that disabled people are more likely to live in poverty and be economically inactive than non-disabled people<sup>xiv</sup>. Although there are over 6.9 million disabled people of working age (which represents 19% of the working population), less than one third of those disabled people are employed compared with three-quarters of non-disabled adults of the same age<sup>xv</sup>. At 30%, the poverty rate for disabled adults in the UK is twice that for non-disabled adults<sup>xvi</sup>.

National statistics show that pensioners now account for just one sixth of all the people in low-income households<sup>xvii</sup>. Single female pensioners are more likely to be in low income than either single male pensioners or pensioner couples and older people aged over 75 are more likely to be in low income households<sup>xviii</sup>.

Women tend to be economically disadvantaged in comparison with men, in terms of pay and position in the labour market and in terms of their participation in the labour market overall<sup>xix</sup>.

Some Black, Asian and minority ethnic (BAME) people may be excluded from economic activity such as employment opportunities by a range of factors such as language and cultural barriers and lack of access to appropriate training and support to gain employment.<sup>xx</sup>

## **Current work to promote equality across ETD services**

Current work to promote accessibility and equality for potentially vulnerable people across ETD services includes:

### **Highways**

- Disabled residents are engaged in the planning of suitable facilities, particularly in urban areas e.g. in Sheringham, Great Yarmouth and King's Lynn.
- Consultation with disability groups takes place on all schemes that include dropped kerbs, crossings, footways etc before the design is finalised, so that views and needs can be taken into account
- Road safety training is provided for disabled children as part of mainstream road safety training.
- The Road Safety team is equipped with specialty skills, such as Deaf Awareness training.
- Traffic signal faults reported by an older person are prioritised for remedial action.
- Recognised non-statutory guidance, such as 'Inclusive Mobility', is referred to when designing and installing new infrastructure on the public highway
- All households are being consulted which are potentially affected by part-night lighting

## Travel and Transport

The National Highways & Transport Network Public Satisfaction Survey 2011 reported that the most improved KBI satisfaction scores are for KBI04 'ease of access (disabilities)', At 72.02 points this was the most improved KBI satisfaction score from the 2010 survey (score up 3.26points)<sup>xxi</sup>. The KBI asks people who use a wheelchair or mobility scooter to say how easy they find it to access various facilities in their area such as post offices, shops, doctor's surgeries, schools, colleges, leisure facilities and meeting family and friends.

Norfolk's Transport Plan to 2026 'Connecting Norfolk' prioritises access for disabled people as a key area for action. The current Plan states:

*'Accessibility for all, especially for disabled people, should be considered as part of all transport maintenance and improvement works and opportunities sought to ensure adequate facilities are provided.'*

Specific actions identified in the Plan include:

- Continue to work with bus operators to encourage investment in low floor vehicles as a short term priority
- Continue to investigate and identify additional ways of effectively communicating when accessible vehicles will be available
- Ensure appropriate levels and locations for disabled parking
- Improve communication channels with disability groups when considering and trialling improvements
- Continue to deliver our programme of accessible bus stops that have the right height kerbs, with priority along core routes and in market towns and urban areas
- Look to enhance the disability awareness training available for bus drivers and other front line office staff, involving disabled people in this where possible
- Trial more innovative measures, such as flash card schemes, where appropriate
- Work with Train Operating Companies to improve accessibility at rail stations, aiming to ensure all infrastructure at rail stations is accessible
- Continue to support the delivery of shopmobility schemes at key interchanges across the county.
- Provide accurate and real time information at bus stops on the availability of low-floor buses.

ETD held a workshop with disabled people and bus companies in early 2012 to co-define priorities for improving the accessibility of bus transport for disabled people, taking into account the significant financial and resource constraints facing the authority. This followed on from a related earlier project, which brought members of a project group of disabled residents into contact with the Cabinet Member for Planning and Transportation, to have a frank discussion about possible actions that could be prioritised to promote accessibility, amidst budget reductions. The actions agreed as part of this work are included in the recommendations made by this assessment.

The Council has also launched a campaign to press Government to meet the existing funding shortfall for the concessionary bus pass scheme. The existing shortfall is resulting in pressure on maintaining local bus services, which are a key factor in maintaining accessibility.

## **Environment**

- The needs of potentially vulnerable people with access needs who may wish to use the County's Public Rights of Way network were taken into account in the development of the County Council Rights of Way Improvement Plan (ROWIP) 2007-2017. A review of the plan will be carried out in 2012 to further support the transformation and development of the service; this will involve consultation with the public, partners and stakeholders, including protected groups.
- A 'reactive maintenance' programme is operated, which ensures that consideration of issues faced by older and disabled people are dealt with in maintenance activities
- More information is being made available electronically, to enhance accessibility.
- There is strong partnership working with partner agencies such as housing, environment and the police to ensure that decisions made with regards to unauthorised encampments are proportional and in line with the Human Rights Act.
- Welfare assessments are undertaken for Gypsy and Traveller encampments to signpost Gypsies and Travellers to specific services, such as health or education
- A Gypsy and Traveller Liaison Group has been working to consider issues for Gypsy and Traveller communities. A new strategy is being developed which will have an action plan, to form the remit for the sub groups from 2012 – 2014.

## **Trading standards:**

- The Norfolk Trusted Trader scheme sign-posts vulnerable consumers to reliable traders who have to sign up to a code of conduct
- Signposting people to agencies who can provide advice on equality issues for consumers
- Advice and practical help to vulnerable consumers on specific issues, for example the recent electric blanket testing campaign
- Support to vulnerable consumers such as translation of legal documents in other formats or languages during any prosecution process
- A consumer education programme which is undertaking profiling of older people's use of trading standards services, considering how to work with Adult Social Care to protect vulnerable older people and support Black, Asian and Minority Ethnic and young consumers.
- 'No Cold Calling Zones' within defined and identifiable communities which protects older people against doorstep cold calling– reducing fear of crime
- Consumer champions who operate within communities to support those communities by providing advice and information or signposting to the most appropriate organisations to do so. Their work is supported by the consumer support network which has a membership of key stakeholders around the county.

## **Emergency response and resilience team**

- Conducts community impact assessments when deciding upon an appropriate response to any major emergency in the county, which includes the needs of vulnerable community members
- Has a disabled access checklist for rest centres which are managed by district councils
- Provides information to vulnerable people when major emergencies might have an impact on them, for example the flu pandemic
- Maintains rest centre boxes which include support tools for communicating with people whose first language is not English
- Has developed a community engagement strategy which will assist the Council in identifying potentially vulnerable people in the community
- Holds a list of organisations that have details of potentially vulnerable people which can be shared with the County Council at the time of an emergency. The development of community plans will help to identify individuals who may potentially be vulnerable in an emergency situation but whose details may not be held by any of our partner organisations

## **Waste Management**

- Recycling centres have a “meet and greet” policy which means that site staff will provide assistance, on request, to older or disabled people who may find it difficult to deposit materials into the containers
- The number of access steps to containers has decreased as the operator has employed compacting containers which can be accessed from ground level
- As part of the preparation for new operational contracts for Household Waste Recycling Centres (HWRCs) the service will involve residents, and in particular older and disabled people, so that their needs can be considered in the contract specification.

## **Economic Development and Strategy**

The EDS team led the development of and consultation on Norfolk’s Transport Plan to 2026 ‘Connecting Norfolk’, which has access for disabled people as a priority action area.

Another key policy in development is the Council’s first Economic Growth Strategy (EGS). This is to replace the countywide strategy previously produced by Shaping Norfolk’s Future (SNF). SNF has been superseded by the Local Enterprise Partnership.

Research by the CASS Business School has suggested that ‘hidden innovators’ (disabled people, older people and BME people) could add over £15billion a year to the UK economy if the right support, advice, guidance and opportunities are created<sup>xxii</sup>. A flagship action in the EGS is the Council’s new business start up programme. Business start up levels in Norfolk lag behind regional and national averages and the scheme will work with district councils to seek out and assist those who wish to start their own business. The programme will be promoted to the umbrella groups which represent potentially vulnerable service users in Norfolk and the successful contractors will ensure that the venues and timings of sessions give maximum accessibility and that the advice they provide is appropriate.

In addition, recent business support programmes commissioned by the Council have targeted hard to reach groups (such as women who wish to start their own business) and

have tapped into the knowledge and expertise of retired business people, to mentor the next generation of entrepreneurs.

The work EDS carries out in partnership to target deprivation in the county in urban and rural areas, and individuals in protected groups tend to be more prevalent in wards with high levels of deprivation. An example is the Norfolk Development Company, founded by the Council, whose Area Board in Great Yarmouth is developing a project to kick-start the local housing market, which will include a proportion of affordable housing.

Similarly, the Enterprise Zone in Great Yarmouth / Lowestoft, which was successfully bid for in conjunction with local authority partners in the area, will provide skilled and unskilled jobs in an area of high deprivation.

## **Planning**

- Captures equality monitoring when planning policy consultations are issued
- Ensures that district council policies on accessibility are followed.

## **Conclusions and opportunities**

This assessment demonstrates that the majority of ETD services particularly impact on disabled and older residents. It provides evidence that there is considerable work taking place to promote equality and improve accessibility across service commissioning and delivery for service users from these groups. In addition, disabled residents are reporting improvements in some services which in the past have presented barriers to accessibility, for example in relation to public transport.

Examples of good practice across ETD services include work with disabled people to identify service planning priorities on transport; targeting work with vulnerable consumers, for example through trading standards and emergency planning, and working with disabled residents on footway and highway improvements.

It is encouraging that improvements are being reported by disabled people in relation to the accessibility of public transport in Norfolk, and priority setting has taken place with disabled people to identify where best to target future action in going forward, in a context of reduced resources. Travel and transport still presents barriers for some disabled and older people, so this will be a critical area to enhance wherever possible - and this is already being addressed. In view of this, performance reporting mechanisms for ETD services could more clearly express the new priorities the Council has identified with disabled people in relation to travel and transport – for instance through the performance dashboard. This would improve transparency and enable regular monitoring through the Environment, Transport and Development Overview and Scrutiny Panel.

There are four major strategies in development, recently agreed or in line for review which have the potential to deliver additional improvements for disabled and older people (the Third Local Transport Plan, the Economic Development Strategy, the Public Rights of Way strategy and the Transport and Highways Management Plan).

The emergency planning 'list of vulnerable' community members relies on people being in touch with public services, and increasingly many people may not be in touch with or receiving services and so may get overlooked in incidents.

Some successful work has already taken place to enhance access to the countryside and rights of way for disabled and older people. Work to review the rights of way improvement plan in 2012 provides an opportunity to enhance accessibility further, and consider this in the context of localism where responsibility may be shared or taken over by district authorities, parish councils etc.

ETD already gathers a range of data to ensure it is able to monitor its performance across the services it pays for or delivers. Some of this data relates to disability etc. Consideration of what data is collected, how, and in relation to which potentially vulnerable groups would be helpful, in order to identify any issues or opportunities to enhance service provision to potentially vulnerable people.

The assessment demonstrated that whilst there were examples of good practice across ETD services and strong knowledge of the needs of potentially vulnerable groups, there was scope to enhance the consistency of this across services. Alongside ongoing restructuring, it would be helpful to explore opportunities for strengthening the knowledge and skills of relevant staff in relation to promoting equality for potentially vulnerable service users, particularly in relation to disability and age.

## **Recommendations**

Building on the conclusions and opportunities described above, the assessment proposes some recommendations to enhance service provision for potentially vulnerable service users and strengthen practice across service commissioning and delivery. These are described below:

1. To note that disabled residents continue to highlight accessible travel and transport as a top priority in Norfolk and a key area for continuous improvement, and that work has taken place with disabled people to discuss the significant budgetary pressures faced by the authority, and agree priority actions for the future. These relate to bus driver training, mystery shopping of bus services and developing minimum service performance standards for bus transport providers. An appropriate performance measure/s covering this priority to be included in the ETD performance dashboard;
2. To note that hate incidents targeted at potentially vulnerable residents may often occur on or near public transport. The Council's hate crime e-learning package to be delivered to relevant teams within ETD, to equip staff with the skills and confidence to recognise and report hate incidents on behalf of potentially vulnerable service users. To gather feedback on how the e-learning has improved staff awareness and the way the department deals with hate crime.
3. Appropriate representatives from ETD and Planning, Performance and Partnerships team to identify the specific data captured in relation to potentially vulnerable service users, with a view to identifying any opportunities for using this data to enhance accessibility further.

4. Explore opportunities for developing ETD staff confidence and skills around how best to integrate equality considerations into service planning and commissioning – making use of existing best practice demonstrated across particular teams - particularly in relation to disability and age.
5. To monitor progress against ETD equality actions in the ETD performance dashboard.

## **ETD service areas - specific actions**

### **Economic development and Strategy**

Continue to ensure that the needs of protected groups are appropriately addressed in the implementation of the economic development strategy. In particular, to ensure that any programmes commissioned by the County Council are accessible to them and the opportunities communicated to them.

### **Gypsy and Traveller service**

Continue to engage with Gypsies and Travellers on how to access services and improve equality of access to services.

### **Highways**

To continue to ensure that disabled people are involved in the design of schemes in a way that ensures accessibility issues will be resolved in a practical and appropriate way.

### **Public protection – Trading Standards**

To review the categories of vulnerable people the County Council engages with to improve the support provided to disabled people.

### **Public protection – Planning**

To maintain the application of existing policies.

### **Public protection – car parking civil enforcement**

To continue to consider the requirements of disabled road users as plans are developed.

### **Public protection – emergency planning and response**

To evaluate how the community engagement strategy has developed better links between the County Council and potentially vulnerable groups, especially older and disabled people.

### **Travel and Transport**

- a. Disabled people to assist in the development and delivery of driver disability awareness training
- b. Disabled people to work with bus operators to carry out mystery shopping exercises
- c. To develop an award for drivers for assisting disabled passengers

- d. To use the Disability Equality Project reference group as a reference group to test future ideas
- e. To have a follow up session to reflect on progress Autumn 2012.

### **Waste management**

Review issues for potentially vulnerable service users, including access for disabled people, through a customer survey for HWRC taking place in February 2012 and follow up on any findings which indicate possible inequalities for protected groups.



## **Appendix 1 - The demographic profile of Norfolk**

For the most part 2001 Census figures have been used as these give the most accurate picture of population demographics in Norfolk Where more up to date reliable figures are available these have been provided instead.

### **Gender**

<b>Age Range</b>	<b>Norfolk figures males</b>	<b>Norfolk figures females</b>	<b>National figures males</b>	<b>National figures females</b>
% age 0 – 9	11.45	10.44	12.95	11/70
% age 10 – 14	6.31	5.74	6.91	6.25
% age 15 – 19	5.96	5.46	6.48	5.88
% age 20 - 24	5.36	4.96	6.14	5.88
% age 25 - 29	5.72	5.6	6.7	6.6
% age 30 - 34	6.86	6.52	7.76	7.65
% age 35 - 39	7.27	6.93	8.01	7.79
% age 40 - 44	6.77	6.42	7.19	6.91
% age 45 - 49	6.39	6.37	7.56	6.22
% age 50- 54	7.56	7.42	7.01	6.76
% age 55 - 59	6.66	6.4	5.77	5.58
% age 60- 64	5.81	5.66	4.91	4.83
% age 65 - 69	5.39	5.4	4.33	4.44
% age 70 - 74	4.80	5.19	3.71	4.21
% age 75 – 79	3.82	4.67	2.87	3.80
% age 80 - 84	2.33	3.39	1.71	2.76
% age 85 - 89	1.12	2.18	0.81	1.26
% age 90 and over	0.43	1.24	0.3	0.97

### **Ethnicity**

<b>Category</b>	<b>Norfolk figures</b>	<b>East of England figures</b>	<b>National Figures</b>
All People: % White	94.34	90.02	87.46
All People: % White British	90.64	85.17	82.79
All People: % White Irish	0.60	1.05	1.08
All People: % White Other	3.09	32.29	0.42
All People: % Mixed	1.15	1.72	1.85
All People: % Black or Black British	0.91	2.14	2.94
All People: % Asian or Asian British	2.29	4.38	6.11
All People: % Chinese or Other Ethnic Group	1.35	1.74	1.64

2009 Office for National Statistics figures (also contained on Norfolk insight) show that :

## Disability

- The 2001 census showed that 19.36% of the Norfolk population (or 158,000 people) had a disability (defined here as having a limiting long term illness) compared to 18.23% for England and Wales.
- There are currently around 3108 children and young people in Norfolk schools who have identified special educational needs<sup>xxiii</sup>
- On average 7 to 10 percent of the GP Consortia Practice list in Norfolk are people with mental health problems<sup>xxiv</sup>
- There are 37,129 Disability Living Allowance claimants in Norfolk, which is 4.6% of the population as compared to 3.8% for the East of England<sup>xxv</sup>
- There are 10,661 people in receipt of 'blue badges' and 4,260 wheelchair users aged 18 to 64 Norfolk<sup>xxvi</sup>
- 205.8 per 100,000 people aged 18 – 64 in Norfolk are registered as Blind or Partially Sighted, the figures for people aged 65 – 74 is 511.6 per 100,000 and for people age 75+ the figure is 5226 per 100,000<sup>xxvii</sup>
- 184.2 per 100,000 people aged 18 – 64 in Norfolk are registered as Deaf or heard of hearing, the figures for people aged 65 – 74 are 538.5 per 100,000 and for people aged over 75 they are 2221 per 100,000<sup>xxviii</sup>
- It is predicted that the undiagnosed and diagnosed Diabetes prevalence for those aged 16+ years will increase to (75,709) in 2030 for NHS Norfolk, and for NHS Great Yarmouth and Waveney from 8.5% (15,025 cases) in 2010 to 11% (23,680 cases) in 2030<sup>xxix</sup>
- NHS Norfolk estimated the prevalence of MS, Parkinson's Disease, Huntingdon's Disease PSP<sup>xxx</sup> and Motor Neurone Disease. The figures are 1142, 1478, 76, 11 and 15 people respectively<sup>xxxi</sup>.
- There are approximately 312 HIV positive people in Norfolk, who accessed Norfolk's GUM services<sup>xxxii</sup>. The actual numbers for people who are HIV positive but are not in contact with services is likely to be much higher.

## Age

	Norfolk figures	National Figures
All people % age 0 – 15	18.13	20.15
All people % 16 - 24	9.68	10.91
All people % age 25 - 44	26.04	29.30
All people % age 45 - 64	26.12	23.75
All people % age 65 - 74	10.40	8.35
All people % age 75 - 84	7.13	5.60
All people % age 85 and over	2.51	1.94

## Religion

In a survey of Norfolk residents in 2010 57% identified themselves as having a 'Christian faith'. Nationally the next largest group is those that described themselves as having no religion, but other main religious groups as Muslim, Hindu, Sikh, Jewish, and Buddhist<sup>xxxiii</sup>. We do not have statistics about the proportions in Norfolk. However, there are 4 Mosques, 6 Buddhist Centres, 2 Synagogues, 1 Sikh temple and different Hindu and Humanist/secular groups across the County.

## Sexual orientation

Nationally lesbian, gay or bisexual people are estimated to be 6% of the population. There is no available data on the numbers of LGB residents in Norfolk, but 6% of the population suggests around 51,000 lesbian, gay or bisexual Norfolk residents.

## Gender identity

Transgender is regarded as a broad term for people who experience some form of gender variance. This includes people who are undergoing medical procedures and those who are not. Recent changes to the law mean that both are protected under the Equality Act 2010. Due to the nature of being transgender, both nationally and also in Norfolk, there is little available evidence on the number of transgender people living in Britain. However, a recent report suggests there might be around 10,000 transgender people in the United Kingdom of whom 6,000 who have presented for treatment. Transsexual people regularly report experiencing gender variance since early childhood. The population is not spread evenly across the country but is concentrated in some areas such as Brighton and Nottinghamshire which doesn't relate to overall population density<sup>xxxiv</sup>.

## Multiple identities

Within each protected characteristic, there are residents who are likely to have more than one protected characteristic. This is known as multiple identities and in some cases means that they are increasingly likely to experience additional inequality. For example, this might be an older person living in a residential home and is gay or has a particular religion or belief. A further example of this is women from Muslim backgrounds who are identified as being the group least likely to hold a degree qualification<sup>xxxv</sup>. Data of this kind is not currently rigorously collected, although some assumptions can be made about likely proportions of population.

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<sup>i</sup> Completed in January 2011, which was part of the Council's Big Conversation, a major consultation with residents and stakeholders which took place between **October 2010 to January 2011**. Equality impact assessments (EqIA) were completed for all proposed changes.

<sup>ii</sup> See McQuade C & Thomas J 'Measuring physical access barriers to services: 'Snapshot' research in 4 town/city centres in Britain' JMU Access Partnership and Disability Rights Commission 2004

<sup>iii</sup> For example, a SCOPE/Demos report (Gillinson S, Miller P& Huber j 'Disablist Britain; Barriers to Independent Living for Disabled People in 2006' ) iii found that:

- Disabled people travel a third less often than other people
- Nearly half (41%) of disabled people in England and Wales say they experience difficulty with travelling. A quarter (25%) experience difficulty travelling to and from the doctor or hospital, 23% have

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experienced problems visiting friends or relatives and 18% visiting leisure facilities. Some 23% of disabled workers say they find travelling to and from their place of work difficult.

- The national average for accessibility of buses is only around 30%
- Of disabled people who use public transport, over half (56%) have to resort to using costly taxis for easier access.
- Nearly two-thirds (60%) of households containing a disabled person do not have access to a private car, compared to 27% of the general population.
- More than one in five spaces reserved for disabled drivers are abused by non-disabled motorists.
- Bus drivers are rated as the most unhelpful public transport employees by disabled people, with 20% of respondents saying that they are unhelpful, compared with 13% for train station staff, 6% for both on train staff and taxi drivers, and just 2% for airline stewards.
- Disabled people drive 47% less often than non-disabled people, they use taxis/minicabs 67% more frequently and buses 20% more frequently.

<sup>iv</sup> Norfolk Disability Equality Scheme 2006; Norfolk Equality Strategy 2008; Norfolk Disability Survey 2010; Norfolk Disability Pilot Project

<sup>v</sup> From Turner J 'Promoting gender equality in transport' EOC 2005.

<sup>vi</sup> From Turner J 'Promoting gender equality in transport' EOC 2005.

<sup>vii</sup> See Schwarte C and Adebawale C M 'Environmental Justice and Race Equality in the European Union' Capacity Global 2007 and

Walker G, Eames M, Fay H and Poustie M 'Environment and Social Justice:

Rapid Research and Evidence Review' Sustainable Development Research Network 2004 and

Commission for Architecture and the Built Environment (CABE) report 'Community Green; using local spaces to tackle inequality and improve health' CABE and DCMS 2010.

<sup>viii</sup> Rogaly Dr B and Dr Taylor B 'Migrant Working in West Norfolk' Sussex Centre for Migration Research, University of Sussex June 2004.

<sup>ix</sup> Semlyn C, Greenfields M, Burnett S, Matthews Z, and Whitwell C "Inequalities experienced by Gypsy and Traveller communities: A review' EHRC Research Report 12 2009

<sup>x</sup> Burden R 'Vulnerable consumer groups: quantification and analysis' OFT 1998.

<sup>xi</sup> See 'Sharp selling practices in the selling of assistive products to older people' Ricability 2002.

<sup>xii</sup> Eyre Dr A 'Literature And Best Practice Review And Assessment:

Identifying People's Needs In Major Emergencies And Best Practice In Humanitarian Response' DCMS 2006.

<sup>xiii</sup> See Disability Pilot Project report 2011 on

[http://www.norfolkambition.gov.uk/Key\\_Theme\\_Partnerships/Norfolk\\_Community\\_Cohesion\\_Strategic\\_Group/index.htm](http://www.norfolkambition.gov.uk/Key_Theme_Partnerships/Norfolk_Community_Cohesion_Strategic_Group/index.htm)

<sup>xiv</sup> Tania Burchardt, *Enduring economic exclusion: disabled people, income and work*, Joseph Rowntree Foundation, October 2000

<sup>xv</sup> From Berthoud R 'The Employment Rates of Disabled People' DWP research report no 298 2006.

<sup>xvi</sup> Palmer G, Carr J and Kenway P 'Monitoring Poverty and Social Exclusion 2005' Research Report for the Joseph Rowntree Foundation 2005.

<sup>xvii</sup> From The Poverty Site <http://www.poverty.org.uk/64/index.shtml?2> based on figures from the Family Resources Survey

<sup>xviii</sup> From The Poverty Site <http://www.poverty.org.uk/64/index.shtml?2> based on figures from the Family Resources Survey

<sup>xix</sup> An Anatomy of Economic Inequality in the UK, Govt Equality Office, 2010

<sup>xx</sup> See East of England Development Agency 'Ending Ethnic Inequality: the need for greater economic opportunity for Black and Minority Ethnic communities' 2009

<sup>xxi</sup> National Highways & Transport Network Public Satisfaction Survey 2011

Analysis of Norfolk Results Norfolk County Council November 2011

<sup>xxii</sup> Logan J, Hendry C, Courtney N, Brown J, 'Unlocking the Potential of the UK's Hidden Innovators' CASS Business School, City of London University & MICROSOFT 2008.

<sup>xxiii</sup> Management Information, Children's Services, Norfolk County Council, August 2011

<sup>xxiv</sup> Figures from NHS Norfolk

<sup>xxv</sup> DWP 2006.

<sup>xxvi</sup> Disablement Services, Wheelchair Assessment Centre-2007

<sup>xxvii</sup> ERPHO NHS Norfolk 2011

<sup>xxviii</sup> ERPHO NHS Norfolk 2011

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<sup>xxix</sup> Alabady Dr K, Kendrick-Jones s, Ochiba G and Williams j ‘Diabetes Predictive Modelling for Norfolk’ NHJS Norfolk 2010.

<sup>xxx</sup> Progressive Supranuclear Palsy

<sup>xxxi</sup> NHS Norfolk October 2009.

<sup>xxxii</sup> Figures from Norfolk Insight <http://www.norfolkdata.net/isna/groupsatrisk>

<sup>xxxiii</sup> Population of Great Britain, by religion, Census 2011, Office of National Statistics

<sup>xxxiv</sup> Gender Variance in the UK: Prevalence, Incidence, Growth and Geographic Distribution, Reed, Gender Identity Research and Education Society, 2009

<sup>xxxv</sup> An Anatomy of Economic Inequality in the UK, Govt Equality Office, 2010

**Environment, Transport and Development Department Integrated  
Performance and Finance Monitoring Report 2012/13**

Report by Director of Environment, Transport and Development

**Summary**

The information included within this report is the most up to date available at the time of writing. Any significant changes to the performance information between publishing this paper and presenting to Panel will be updated verbally. This report bridges performance from both 2011/2012 and begins to look at emerging performance for 2012/2013. An update of progress made against the 2012-15 service plan actions, is included on an exception basis. The report is structured around the ETD dashboard (Appendix A to this report). Symbols have been included within the body of this report in order to direct Members to the associated quadrant of the dashboard. Also included is a definition 'guide' to the indicators (Appendix E to this report).

- **Revenue Budget:** The Department achieved an underspend of £0.833M against its Revenue budgets for 2011/12. The Revenue Budget for 2012/13 is £123.996M, we are currently forecasting a balanced budget.
- **Capital Budget:** The Highways capital programme incurred a small overspend of £0.013M (0.03%). The Environment & Waste programme was underspent by £0.097M (-6.61%). The Economic Development programme was underspent by £2.090M (-69.21%), see section 3.10 of this report.
- **Service plan actions:** Activity is now being monitored from 2012/15 service plans which were agreed by Panel on the 14 March 2012. The latest updates to the ETD service plans show that from the 95 actions, 0 were showing as Red 'off target', 4 were showing as Blue 'slightly off target' and 90 actions were Green 'on target'.
- **Dashboard:** The dashboard for ETD which forms the basis of this report is attached as Appendix A. The dashboard includes all measures of departmental significance as agreed by the management team and Panel members. Further detail as to why is included within the main body of this report. Appendix E to this report contains definitions for all measures contained within the dashboard.
- **Economic Intelligence Report:** Appendix D is a report detailing economic intelligence information for Norfolk for the period January to March 2012. This information has been collated by the Economic Development and Strategy group within ETD bringing together key business, economic and labour market information in order to provide a regular insight into the current state of the Norfolk economy. Future Integrated Performance and Finance Monitoring reports will contain an updated report on a quarterly basis.
- **Risks:** Risks that have a corporate significance within the dashboard have remained unchanged. An update to the Norwich Northern Distributor Route (NNDR) and Waste PFI programmes can be found in section 2 of the report.

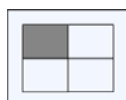
## Action Required:

Members are asked to:

- Comment on the progress against ETD's service plan actions, risks and budget and consider whether any aspects should be identified for further scrutiny.
- Consider and comment on the contents of the Economic Intelligence Report
- Note the transfer of £0.100m to the Waste Management Fund to support Community Recycling Schemes
- Note the transfer of additional £0.5m into the Highways Maintenance Fund to enable the £3.5m approved by County Council in February for additional highways maintenance to be increased to £4m.

## 1 Background

- 1.1 This report updates the latest ETD performance dashboard for Overview and Scrutiny Panel. The dashboard acts as an overview of departmental performance, identifying progress against four themes, Delivering Norfolk Forward, Managing our Resources, Outcomes for Norfolk People and Service Performance.
- 1.2 The purpose of this report is to alert Members to areas of concern and highlight areas of improvement within the ETD dashboard including an update on the latest financial position against the budget.



## 2 Delivering Norfolk Forward

- 2.1 The overall rating for the ETD transformation and efficiency programme is rated as Green showing that the department is largely on track to achieve improvements and savings. Looking at the individual elements of the programme two out of the 15 projects relevant to this panel are showing an Amber status: the Waste PFI; and the NNDR.
- 2.2 Delivery against the NNDR programme remains rated as Amber, which also reflects the assessment of progress against the corporate level risk, 'Failure to implement the NNDR and the Postwick hub junction improvement'. Panel will note that the risk name has been extended to make specific reference to work around the Postwick Hub. The Public Inquiry process with the Highways Agency for the development of Postwick Hub side roads has begun. Orders have been re-advertised and engagement with the Planning Inspectorate commenced in April with a pre-inquiry meeting in July 2012. The inquiry is now anticipated in September 2012.
- 2.3 The programme for delivery of the NNDR is being developed and a considerable amount of activity has been carried out in order to communicate progress, helping to ensure that those affected by the scheme have adequate opportunity to comment. Activity to date has included Member briefings, meetings with Parish Council Members and a series of pre-planning application public exhibitions. This engagement will enable the planning application to be submitted later in 2012, subject to the outcome of the public inquiry for Postwick Hub. Recommendations to take the project forward were taken through this Panel in March.
- 2.4 The Waste PFI programme is Amber. Although the contract award decision was made in March 2011, planning and permit applications were not made until 10 June 2011 and

6 July 2011 respectively. Public consultations for both processes have been held and a draft permit has been provided by the Environment Agency. At the time of reporting the planning decision has not been made but the 29 June had been announced as the date when the Planning (Regulatory) Committee would hear the application.

- 2.5 Mitigation against the risk 'Failure to divert biodegradable municipal waste' remains Amber. This reflects the fact that we currently expect to meet our requirements to divert biodegradable municipal waste (BMW) for the remainder of the landfill allowance scheme which ends this year. The end of year projection is currently 207,010t (BMW) based on the 2011/12 outturn residual waste tonnage of 210,969t. The positive performance reflects the success of the approach to procuring waste treatment and disposal services adopted in 2010. A general trend of reducing levels is evident in recent years. More information on activity to reduce waste and increase recycling is contained within section 4.7 of this report.
- 2.6 Four new projects have been identified as part of the department's contribution to transformation and efficiency. These are Implementation of the Flood and Water Management Act requirements in relation to Sustainable Drainage Systems (SuDS) (for more information see paragraph 4.4), ETD process improvements, ETD Workstyle related improvements and Improving ETD Customer Service. These last three projects are in support of general transformation and efficiency work being undertaken within the department, ensuring that the way we do things and deliver services is as efficient as possible.



### **3 Managing our Resources**

- 3.1 The end of year position shows that sickness figures are below the target of 6.5 days per Full Time Equivalent (FTE) at 5.79 days. This is a slight increase from 5.6 the previous month. The sickness figure is reviewed on a monthly basis and can be subject to change due to the time taken for some sickness returns to be submitted.
- 3.2 The number of reportable and non reportable incidents under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) figures on the dashboard is representative of the year 2011/12. The number of Reportable Incidents per 1000 FTE was 13.09, which equates to 10 reportable incidents over the year, a reduction on the previous year in which the department reported 12 reportable incidents. The number of non reportable incidents per 1000 FTE was 96.88, equating to 74 incidents, a decline from 104 in 2010/11. As part of Health and Safety incident monitoring the Highways group records the number of utility strikes that have occurred on site. Figures for 2011/12 also show a reduction in the number of incidents reported falling from 49 in 2010/11 to 30 in 2011/12. The recording of Health and Safety incidents is currently in a transition year between the previous paper based system and an online H&S incident reporting system being trialled within the department. The reduction in the number of incidents does not appear to show any obvious trends as far as the cause.



## Risk update

- 3.3 Two of the risks deemed as having corporate significance within the dashboard have remained static. Both the NNDR and Failure to divert biodegradable waste are covered in section 2 of this report.
- 3.4 A new risk 'Failure to comply with Landfill Allowance for 2012/13' has been added to the risk register as a corporately significant risk. As this is the last year the scheme will run unlike previous years, we will not be able to carry forward any surplus allowance from 2011/12. Without the allowance there is a greater risk of exceeding our targets which could lead to fines.

## Revenue budget

- 3.5 The ETD Outturn position for 2011 / 12 was an underspend of £0.833M against Revenue budgets

Division of service	Approved budget £m	Forecast Outturn £m	Forecast +Over/- Underspend £m	Forecast +Over/- Underspend as % of budget	Variance in forecast since last report £m
Environment, Transport & Development	119.063	118.230	-0.833	-0.7%	
<b>Total</b>	<b>119.063</b>	<b>118.230</b>	<b>-0.833</b>	<b>-0.7%</b>	<b>-0.124</b>

<b>Environment and Waste</b>	
Overspend on Household Waste Recycling centres due to increased contract costs	£0.259m
Underspend within Flood and Water Management – due to delays in Government Legislation	-£0.182m
Residual Waste – Under spend on the total tonnages to landfill	-£0.089m
Contribution to Waste management fund to Support Community Recycling Schemes	£0.100m
Management of Travellers – Additional Grant Income	-£0.068m
Public Rights of Way – Savings on Staff Costs	-£0.056m
<b>Highways</b>	
Underspend due to staff vacancies and reductions in general overheads	-£0.100m
Underspend due to increased efficiency in project management reducing scheme costs	-£0.034m

<b>Public Protection</b>	
Forecast Savings on staff related costs and additional income	-£0.176m
<b>Travel and Transport Services</b>	
Additional Income from Developers	-£0.190m
Additional Grant income	-£0.031m
<b>Business Development and Support</b>	
Underspend due to management of vacancies in support services. And savings in Training and other Overheads e.g. ICT and Accommodation	-£0.831m
Additional Contribution to Highways Maintenance Fund for Town and Parish Council Road Safety schemes	£0.065m
Additional Contribution to Highway Maintenance Fund to support Future Highways Maintenance	£0.500m
Net Underspend	-£0.833m

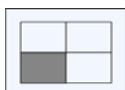
### Capital programme

- 3.6 The Highways programme incurred a small overspend of £0.013M, the Highways capital programme is managed to ensure delivery of the overall programme. 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 scheme will be planned and progressed to ensure delivery of the programme and the original schemes will be planned to be included at a later date. Over/(under)spends and slippage will be carried forward to 2012-13, details of the programme are in Appendix B.
- 3.7 The authority also received £6.898m of extra road maintenance funding following abnormal damage caused by the severe winter 2010/11. This is additional one off funding that was spent by 30 September 2011. Details of how this grant has been spent were published on-line as per the grant conditions.
- 3.8 On the 14th December the Government announced an additional £50m of funding being allocated to the Integrated Transport block for 2011/12. An additional £0.832m of non-ring-fenced capital grant was paid to NCC on the 15th December this will be carried forward to 2012/13.
- 3.9 The Environment and Waste programme was underspent by £0.097M this was largely due to ongoing work at the Closed Landfill sites and delivery of capping works, full details are in Appendix B.
- 3.10 The Economic Development programme was underspent by £2.090M due to delays in the NORA and College of West Anglia projects.

- 3.11 Following the grant of planning consent, work started on the construction of a new main recycling centre plus in Caister on 16th April and is progressing well. To date, the site has been cleared and stripped back and the drainage for the new recycling centre is now being installed. The new recycling centre is expected to be up and running - on a site adjacent to the existing one on Pump Lane in Caister - by Spring 2013.
- 3.12 It will feature a one way road system to free up traffic flows, have better parking facilities and be more spacious with a well-signposted layout for the large number of recycling containers and the Reuse Shop. It will also include a dedicated central area for service vehicles so that the site doesn't have to close for essential waste collection and servicing operations.

## **Other financial information Reserves and Partnerships**

- 3.13 The balance of reserves as at 31 March was £24.447M, including £8.551M in respect of the Street Lighting PFI and £8.901M relating to Highways maintenance. The balance held in the Highways maintenance Reserve includes £2.081M of the additional £4.000M for Highways maintenance, the remaining funding forms part of the overall ETD budget.
- 3.14 The reserve balances are held for specific purposes and the use of the reserves is reviewed throughout the year. We are currently forecasting to utilise £12.057M of the amounts held in reserves during 2012 / 13.



## **4 Service Performance**

- 4.1 The measures within this quadrant include a 'cross section' of information that gives an overall view of performance for ETD. They are made up of service specific measures that were agreed by the management team to reflect the key priorities within the department. Within this section of the report we have also included some associated areas of activity from services which contribute towards overall departmental performance and which feature within 2012/15 ETD service plans.
- 4.2 ETD 2012/15 service plans were agreed by Panel on the 14 March 2012. The latest updates to the ETD service plans show that from the 95 actions, 0 were showing as Red 'off target', 4 were showing as Blue 'slightly off target' and 90 actions were Green 'on target'. This gives us an early indication that service delivery is generally progressing well.
- 4.3 The four actions showing as 'blue' cover a number of issues, with three of the four related to actions within the Environment and Waste service plan which have been identified to deliver new legislation and subsequent changes to the way we work.
- 4.4 In 2010 Norfolk County Council became the Lead Local Flood Authority (LLFA) under the Flood and Water Management Act (FWMA). In order to deliver duties under this act we will need to 'Develop and deliver duties for Sustainable Drainage system (SuDS) approval, adoption and maintenance', an action which is currently showing as 'slightly off target' within the service plan. This assessment reflects delays to the implementation of the timetable of SuDS. Panel will recall a report on progress against SuDS was brought in March 2012. This report asked Panel to comment upon the next stage of consultation which states that, as of the 1 October 2012, Government will confer a new status on Norfolk County Council (NCC) as a SuDS Approving Body

(SAB). This will require NCC to approve the drainage systems for all construction work that has drainage implications. This approval is needed before construction can commence and is a separate approval process from the planning system. As such, the commencement of this status represents a significant duty to the authority.

- 4.5 The action to 'Promote and integrate Biodiversity into the economic infrastructure of Norfolk' is currently showing as 'slightly off target'. The capacity building phase of the Local Nature Partnership (LNP) has been completed and an application for full LNP status from DEFRA was submitted in June 2012. The Environment team have been working closely with the Local Enterprise Partnership, New Anglia, to take this forward.
- 4.6 The Controlled Waste (England and Wales) Regulations 2012 were finally published in March and implemented in April, 2012. The County Council is now recharging where the legislation allows from the 6 April 2012. The County Council, in its role as Waste Disposal Authority for Norfolk, is working with the city, borough and district councils in their roles as Norfolk's Waste Collection Authorities to establish the most efficient way of providing data that will allow this to be completed. It is expected that this implementation will reduce the tonnage of residual waste generated by the individual councils as well as leading to more of the County Council's costs being recharged via the authorities to those that produced the waste, and both these effects both will reduce the cost of the service. However until all the data is collated and changes to individual councils services are factored in the scale of the saving is hard to quantify. We have met with the Norfolk district councils, jointly and individually, and have asked them to make their baseline return by the end of July. The action to recharge for these costs is therefore currently 'slightly off target'.
- 4.7 The new funding agreed by Cabinet to help get more local recycling and composting schemes off the ground and drive up recycling rates in the county will contribute towards reducing the amount of waste landfilled. The Norfolk Community Recycling Advisory Service (NCRAS) will be a one stop shop for communities to get free practical and technical advice to help them set up or expand recycling or composting schemes in their local area. Help will range from guidance about different types of recycling schemes and sources of funding, to information about whether any regulations, licenses, insurance or planning permission might be needed. The service will be funded with a £100,000 budget and will complement the County Council's Recycling Credits scheme which already pays £340,000 a year to parish and town councils as well as charities and community groups who run a county-wide network of 970 recycling centres, recycling points and three major community composting schemes located in the heart of local communities across Norfolk and which help residents recycle in their local area.
- 4.8 Local communities who want to find out more about the Norfolk Community Recycling Advisory Service can email an expression of interest to [zerowaste@norfolk.gov.uk](mailto:zerowaste@norfolk.gov.uk) or telephone 0344 800 8020. There is also information about this service and other support available to community groups at [www.norfolk.gov.uk/communityRRR](http://www.norfolk.gov.uk/communityRRR)
- 4.9 Community Infrastructure Levy Regulations came into force in April 2010, providing District Councils (Charging Authorities) with a new mechanism for collecting developer-funding for infrastructure needed to support growth. The action to develop the use of CIL for transport infrastructure with District Councils is currently rated as 'slightly off target'. This relates to a legal challenge to the Joint Core Strategy (JCS) and a decision that requires the distribution of some of the housing in the Norwich Policy Area including the Growth Triangle in Broadland to go back a stage to be re-examined by an

Inspector. This additional work will result in a delay which could take 12 months to resolve, potentially impacting upon the timing of introducing CIL.

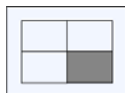
- 4.10 Outside of the Greater Norwich Development Partnership (GNDP) area, officers are engaged with the District Councils to develop and implement CIL. A CIL working Group has been set up and officers are developing a protocol covering both the development and implementation of CIL.
- 4.11 In May a report by Mott MacDonald on the economic benefits of investing around £200m on key stretches and junctions on the A47 as well as the third river crossing for Great Yarmouth concluded that it would bring some 10,000 jobs and over £800m in private investment. The report findings will assist MPs and the County Council in pressing for recognition by the European Union and the UK Government of the importance of the development. The case is being taken up in Europe by East of England MEPs Vicky Ford and Geoffrey Van Orden. On 8 May 2012 the report and its findings, with a covering letter backed by Norfolk MPs and the County Council, was raised at a European Parliament committee that is considering the Trans European Network (TEN-T) guidelines.
- 4.12 On 14 May 2012 Cabinet agreed to allocate a further £5 million towards projects to boost Norfolk's infrastructure and economy, whilst having delivered an under-spend during the last financial year. This will result in the following one off payments:
- A transfer of £2 million into the Norfolk Infrastructure Fund, for further investments in projects designed to support economic growth in Norfolk.
  - A transfer of £2.5 million into a reserve fund for Norwich's Northern Distributor Road (NNDR), to support the council's overall funding requirement for the recently extended scheme.
  - An additional £500,000 into the Highways Maintenance Fund, to take the total additional fund for highways maintenance this financial year (2012/13) to £4 million.
- 4.13 The Winter service season ended on 12 April 2012. Overall a total of 74 actions were undertaken with approximately 19,000 tonnes of salt used throughout the season. Meetings to review lessons learnt from the season have been held at area offices and will help to inform planning for next winter.
- 4.14 The total number of notified vacancies to Job Centre Plus in April 2012 was 6,406, compared to 4,606 in March. Despite the number of people claiming JSA remaining high in the County, opportunities for employment are available although those people seeking work may not have the skills needed for the available jobs. In March 2012 there were 18 people searching for every elementary trade job advertised to Job Centre Plus. Other occupations with high demand include process and machine operative jobs and construction / agriculture jobs. Jobs with relatively little demand during March were in the business and public service associate professionals and care sectors.
- 4.15 Norfolk continues to perform relatively well compared with the East of England in terms of the number of people claiming JSA. The difference in the number of people claiming Job Seekers Allowance (JSA) compared to the East of England is 0.2% in April compared to 0.31% in March. However, the fall in total claimants (and claimant rate compared to the East of England) observed this month is broadly in line with long-term trends associated with the seasonal nature of the Norfolk labour market. More

information on the labour market is available in the Economic Intelligence Report (Appendix D).

## **Apprenticeships / Graduate Placements**

- 4.16 Following approval at the February Council meeting, work has been proceeding on delivery of apprenticeships. The scheme will help up to 500 young people into employment. This will be achieved through wage subsidies for employers, encouraging preparation for apprenticeship programmes and reducing barriers for care leavers. A helping hand for local small and medium sized enterprises is also being provided to enable them to enhance their staffing profile by bidding for funding from a £3 million council-funded pot that will enable them to take on an apprentice. Consultations have been held with apprenticeship training providers to encourage them to consider working collaboratively on their submissions to the programme. In addition, £500,000 has been set aside to work closely with schools, sixth form colleges and further education colleges to ensure that young people and businesses realise the potential that apprenticeships provide and to improve the perception of apprenticeships amongst young people.
- 4.17 An investment of £891,000 to fund 81 new apprenticeship positions within the Norse Group has also been made. The Norse Group will be providing nearly £800,000 of additional investment towards young peoples' training and development. The funding allocated by the Council to the Norse Group will provide each apprentice with a salary of £11,000, training and jobs in a number of areas including building maintenance, craft roles, vehicle fitters, grounds maintenance and environmental services; care work; business management or administrative services; and professional surveying, engineering and accounting. All apprentices will receive varying degrees of coaching and mentoring in accordance with their associated profession. The scheme is being directly aimed at young people not in education, employment or training (NEET) and those at the greatest risk of falling into this bracket. By 8 May 2012 Norse had received 1,500 applications for the first 28 jobs, reflecting the level of interest in the scheme.
- 4.18 Unemployed graduates are also being offered the opportunity to get some work experience to improve their employment prospects. The placements are of between two and eight weeks. Providing hands on experience and opportunities for individuals to develop their skills and gain valuable exposure to the routine of the working environment. The programme will also assist existing staff in developing their own skills around mentoring and supervision. The placements are being provided under the Government's Get Britain Working Initiative, open to individuals 24 years of age or under claiming Jobseeker's Allowance Candidates continue to receive their benefits while on the scheme. Ten placements have been created within ETD and at the time of reporting 6 people had been appointed.
- 4.19 The County Council have also made a successful £100k bid to the Skills Funding Agency with Suffolk CC for an apprenticeships coordinator and research work covering the Enterprise Zone. At the time of reporting the advert for the post had been placed with an expected appointment date around late July. Once appointed the post will be responsible for developing a work plan to deliver the skills strategy for the Enterprise Zone.

## 5 Outcomes for Norfolk People



- 5.1 As part of work to tackle the supply of illegal tobacco, Trading Standards participated in a regional campaign commissioned by the Department of Health Regional Tobacco Control Team. The campaign, which was led locally by the Norfolk Tobacco Alliance, was part of a region-wide tobacco control strategy aimed at reducing tobacco related harm, especially in the poorest areas and for the most vulnerable members of society.
- 5.2 The campaign which ran from the 20 March 2012 until the end of April 2012 used the Crimestoppers service to encourage the reporting of illegal tobacco. Information gathered as a result of the campaign was then used by Trading Standards to inform enforcement activity.
- 5.3 The percentage of disputes resolved through advice and intervention is Amber and is continuing to improve with a cumulative figure for the year of 92% which is only 1% below our target. In April 2012 the number of people using the web to contact Trading Standards was 73%. An analysis of the top ten most visited consumer and business Trading Standards pages visited clearly reflects the areas where most marketing has taken place to encourage customers to use self service options.
- 5.4 Although the number of people killed or seriously injured (KSI) on roads remains under target, as reported to the last Panel, figures have been showing a steady increase since January 2012. Information shows that although there has been a fall in the number of car occupant injuries, this has been offset by a rise in the number of injuries sustained by vulnerable road users. A trend that appears to be consistent with people reducing their car use and moving towards other means of transport such as bicycles or walking. Information also shows that within the overall number of KSIs there has been a marked increase in the number of children injured. However despite this the majority of KSIs still involve car occupants involved travelling on rural A and B class roads across Norfolk.
- 5.5 Work is being undertaken using information available from our partners, business intelligence and best practice research to explore potential causes for the rise in vulnerable road user injuries. Work is also underway to investigate the number of fatalities connected to car occupants not wearing a seat belt, as information shows that 1 in 4 fatalities are linked to not wearing a seat belt.
- 5.6 The Road Casualty Reduction Partnership, which includes the County Council, Norfolk Constabulary, Norfolk Fire and Rescue Service, Public Health and East of England Ambulance Service, is proposing to invest an additional £315,000 from the Council's road safety reserve to deliver more targeted interventions to help address the recent rise in KSI casualties. Activity will increase the focus upon work to improve the skills of young drivers and motorcyclists, as well as increasing work to help older drivers keep safe. This will also include the delivery of more work with schools and colleges by Norfolk Constabulary and Norfolk Fire and Rescue Service over the coming year to help increase children's awareness of the importance of road safety. The Partnership is also set to launch a new Norfolk wide road safety campaign. The campaign will look at how with the public's help we can further reduce the number of people injured on Norfolk's roads.

## **6 Resource implications**

- 6.1 Finance: All financial implications have been outlined in the report.
- 6.2 Staff: None
- 6.3 Property: None
- 6.4 IT: None

## **Other Implications**

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

## **7 Equality Impact Assessment (EqIA)**

- 7.1 This report provides summary performance information on a wide range of activities monitored by Environment, Transport and Development Overview & Scrutiny Panel. Many of these activities have a potential impact on residents or staff from one or more protected groups. Where this is the case, an equality assessment has been undertaken as part of the project planning process to identify any issues relevant to service planning or commissioning. This enables the Council to pay due regard to the need to eliminate unlawful discrimination, promote equality of opportunity and foster good relations.
- 7.2 Details of equality assessments are available from the project lead for the relevant area of work, or alternatively, please contact the Planning, Performance & Partnerships team.

## **8 Section 17 – Crime and Disorder Act**

- 8.1 None

## **9 Risk implications / assessment**

- 9.1 Progress against the mitigation of risk is detailed where relevant within the report.

## **10 Conclusion**

- 10.1 The majority of measures within the dashboard are showing that overall performance for the Environment, Transport and Development service is on track. In respect to measures currently showing as red or with a negative direction of travel actions are in place in order to manage performance. The department appears to be managing progress against many of its identified priorities with mitigating actions identified to help improve performance or to influence collective activity in key areas.



## 11 Action required

### 11.1 Members are asked to:

- Comment on the progress against ETD's service plan actions, risks and budget and consider whether any aspects should be identified for further scrutiny.
- Consider and comment on the contents of the Economic Intelligence Report
- Note the transfer of £0.100m to the Waste Management Fund to support Community Recycling Schemes
- Note the transfer of additional £0.5m into the Highways Maintenance Fund to enable the £3.5m approved by County Council in February for additional highways maintenance to be increased to £4m.

### Officer Contact

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

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


ETD performance dashboard (April 2012)

Delivering Norfolk Forward				Managing our resources			
	DoT	Alert			Value	DoT	Alert
Overall assessment of ETD Transformation and Efficiency Programme	➡	Green		Managing the budget			
Programmes				Projected budget spend against revenue budget [Jan]	-0.44%	n/a	Green
ETD Process improvements		Green		Spend against profiled capital budget [Feb]	-0.11%	n/a	Green
ETD Work Style related improvements		Green		ETD efficiency savings [Feb]	£2.509m	➡	Green
Highways Service Delivery	➡	Green		[A] Premises related costs per FTE per month [NCC ex. schools] [10/11]	£3,028	-	-
Implementation of Flood & Water Mgt. Act requirements in relation to SUDS		Amber		H'ways Strategic partnership (Financial savings – projection of year-end)	£1.6m		Green
Improving ETD Customer Service		Green		Sustainability			
Joint Working with Suffolk CC and through Eastern Highways Alliance	➡	Green		[A] ETD Energy (fossil fuels) consumption 2010/11 (CO2 emissions) [2010]	5.2%	⬅	Red
Management of Gypsy & Traveller Permanent Sites	➡	Green		Organisational productivity			
Norwich Northern Distributor Road	➡	Amber		Sickness absence [11/12]	5.79	⬅	Green
Reduce subsidy for Park and Ride	🟢	Green		Reportable Incidents (per 1000 FTE) [11/12]	13.09	⬅	-
Shared Transport	➡	Green		Non Reportable Incidents (per 1000 FTE) [11/12]	96.88	⬅	-
Targeted Rights of Way	➡	Green		Staff resourcing (composite indicator) [Q1 - Q3]	-	-	Amber
Thetford Household Waste Recycling Centre	➡	Green		Corporate level risks (progress against mitigation)			
Waste Private Finance Initiative	➡	Amber		RM14028	Failure to comply with Landfill Allowance for 2012/13		Green
Waste Procurement & Joint Working	⬅	Amber		RM0199	Failure to divert waste from landfill	➡	Amber
				RM0201	Failure to implement NNDR & the Postwick hub junction improvement	➡	Amber
				RM13917	Loss of core infrastructure or resources for a significant period	➡	Green
Service performance				Outcomes for Norfolk people			
	Value	DoT	Alert		Value	DoT	Alert
PP Corporate risk reduction through implementation of business continuity programme	Under development			People's view on Council services			
PP Percentage of County Council's own development determined within agreed timescales	100%		Green	Satisfaction with services (through annual tracker survey) [2010]	27%	⬅	Green
TTS % of transport made by demand responsive/community transport as a proportion of all subsidised bus services (COG) [Mar]	6.5%	🟢	Green	Complaints	-	➡	Green
TTS Number of journeys shared between health and social care	1,441		Green	Accessing the council including advice and signposting services			
H'ways Highway Maintenance Indicator (COG)	3.53%	⬅	Green	Quality and effectiveness of customer access channels	-	➡	Amber
H'ways Strategic Partnership (Quality of Works)	67.21%	⬅	Amber	Services to improve outcomes			
H'ways County Council's own highway works promoter performance – Section 74 'fine' comparison with other works promoters in Norfolk	1.04	🟢	Green	PP % of businesses brought to broad compliance with trading standards	92.02%	➡	Amber
EDS Difference in JSA claimants compared to East of England (COG)	0.21%	🟢	Green	PP % of disputes resolved through advice and intervention	87.4%	🟢	Amber
EDS Job vacancies notified to JobcentrePlus (COG)	6,406	🟢	Green	[Q] EDS Net additional homes provided [Mar]	610	⬅	Red
E&W Biodegradable waste landfilled against allowance (COG)	96.3%		Green	[A] EDS Proportion of pop. aged 16-64 qualified to Level 3 or higher [2010]	46.2%	🟢	Surveillance measures
E&W Residual waste landfilled [Mar]	210,969t	➡	Amber	[A] EDS Median earnings of employees in the area [2011]	465.20	🟢	
E&W Recycling Centre rates [Feb]	72.88%	⬅	Green	[A] EDS Proportion of new businesses to business stock [2010]	7.8	⬅	
E&W No. people accessing & downloading online national trails info	2,919		Green	TTS % of tracked bus services 'on time' at intermediate timing points	81.82%	🟢	Amber
<ul style="list-style-type: none"><li>Unless prefixed by either a [Q] or [A] (representing Quarterly or Annually respectively) each measure is monitored monthly.</li><li>Unless suffixed by a [Month] or [Year] (describing to when the data actually relates) each measures' data represents the performance in or up to the month immediately prior to reporting.</li></ul>				[Q] TTS % of planning apps refused in line with NCC advice [Mar]	73.7%	⬅	Amber
				[Q] EDS Accessibility [Mar]	80.4%	➡	Amber
				H'ways Reliability of journeys	Summer 2012		
				H'ways Number of people killed or seriously injured on roads (COG)	377	⬅	Green
				Progress in delivery of service plans			
				Environment, Transport & Development (Overall) (COG)		➡	Green
				Economic Development and Strategy		➡	Green
				Environment & Waste		➡	Green
				Highways		➡	Green
				Public Protection		➡	Green
				Travel and Transport Services		➡	Green

NorfolkForward

Green	Performance is on target, no action required.
Amber	Performance is slightly off-track.
Red	Performance is worse than the target, action required.

DoT – Direction of travel i.e. better or worse than the previous period.	
⬅ ⬅	Performance has got worse.
🟢 🟢	Performance has improved.
➡	Performance has stayed the same.



Exceptions and commentary on performance and data

Measure	Detail		
Delivering Norfolk Forward			
Name	Progress against Milestones / Deliverables	Key Areas of Work for Next Period	
Four new Norfolk Forward projects have been added to the programme:			
Implementation of Flood & Water Mgt. Act requirements in relation to SUDS	<ul style="list-style-type: none"><li>Project documentation drafted and governance arrangements agreed</li></ul>	<ul style="list-style-type: none"><li>Initiation workshop and first Board meeting to be held</li></ul>	
Improving ETD Customer Service	<ul style="list-style-type: none"><li>Business cases/scoping documents drafted for activities</li></ul>	<ul style="list-style-type: none"><li>Finalise business cases and order priorities</li></ul>	
ETD Process improvement	<ul style="list-style-type: none"><li>Business cases/scoping documents drafted for activities</li></ul>	<ul style="list-style-type: none"><li>Finalise business cases and order priorities</li></ul>	
ETD Work Style related improvements	<ul style="list-style-type: none"><li>Business cases/scoping documents drafted for activities</li></ul>	<ul style="list-style-type: none"><li>Finalise business cases and order priorities</li></ul>	
Managing our resources			
RM0199 Failure to divert waste from landfill	There were 210,969 tonnes of residual waste in 2011/12, a reduction from the previous year. Levels have been reducing in recent years as recycling, reuse and minimization initiatives have been delivered but future prospects are uncertain. For instance changes to the Controlled Waste Regulations in April 2012 may see a reduction in tonnages of residual waste but the macro economic effects are hard to predict.		
RM0201 Failure to implement NNDR & the Postwick hub junction improvement	The Transport Secretary announced on the 26 Oct that the Norwich Northern Distributor Route (NNDR) has been included in a 'Development Pool' of schemes. DfT have now reconfirmed funding for the NDR and Postwick Hub (max contribution of £86.5m). However the funding cannot be drawn down for the NDR until 'Full Approval' stage, which follows completion of statutory processes (planning consent and orders). The Joint Core Strategy was considered sound and was adopted by all Councils on 22 March 2011. A legal challenge to the JCS was received and NDR team have been supporting the response to this. This was heard in the High Court on 6 /7 Dec, the Judge reserved judgement. Mr Justice Ouseley handed down his judgement on 24 February and whilst the High Court Order and Schedule have not yet been published what is know is that the Judge has ruled that the inclusion of the NDR in the JCS is effectively sound as it should be included in the baseline model for future development and also that it is embedded within existing policies such as the East of England Plan, the Norwich Area Transport Strategy (NATS) and the Local Transport Plan.		
ETD Energy (fossil fuels) consumption 2010/11 ( <i>CO2 emissions</i> )	This is an annual figure, and therefore continues to show as Red, an updated figure will be available by the end of July. Significant elements contributing to 2010/11 performance were the impact of the harsh winter and energy associated with building works at Hethel. Work continues within the department to reduce energy consumption for sites/premises which ETD has sole responsibility for to contribute to meeting the NCC wide target of 25% reduction.		
Service Performance			
Residual waste landfilled	The 200,279 tonne target is the tonnage used for budget assumptions and reflects a reduction from the previous year. However the projected performance is currently based on the outturn tonnage of residual waste for 2011/12 of 210,969t as this is the most recent reliable precedent and there is no more recent data. The outturn figure will be used until a large enough amount of reliable data is available for 2012/13 to refine projections which may lead to an improvement. For instance the impact of changes to Controlled Waste Regulations in March 2012 and changes to services provided by the seven Norfolk Waste Collection Authorities are reasonably expected to reduce the residual waste tonnage down from 210,969t but until a full quarter of data is in this will be hard to quantify and other overriding effects linked to macroeconomics may add to this expected decrease in tonnages or negate it to some extent.		
Corporate risk reduction through implementation of business continuity programme	New measure for PP to replace the one measured previously relating to Trading Standards. The final details of this new measure are being worked on between the Resilience team and PPP and we expect to report in the next few months.		
Outcomes for Norfolk people			
Satisfaction with services (through annual tracker survey)	As this dashboard measure, covered by the overall highway satisfaction result, was dropped from the latest Tracker survey, it is suggested that it be replaced by an amalgam of ETD satisfaction measures that covers a broader range of the department’s activities. The measure could be constructed from the following:		
	Measure	2012 Tracker result	2012 Tracker result
	% Satisfied with the local tip/household waste recycling centre overall	86%	Speed of repair to damaged roads and pavements
	% Satisfied with the provision of public transport information overall	46%	Quality of repair to damaged roads and pavements
	% Satisfied with the condition of road surfaces	30%	Maintenance of highway verges, trees and shrubs
	% Satisfied with the cleanliness of roads	55%	Weed killing on pavements and roads
	% Satisfied with the condition of road markings (e.g. white lines)	49%	Keeping drains clear and working
	Condition and cleanliness of road signs	51%	% Satisfied with the local bus service overall
	Speed of repair to street lights	48%	% Satisfied with the park & ride service overall
	PPP is working with the Customer Insight Manager and the other NCC depts. to identify a common, corporate standard for this type of monitoring.		
Quality and effectiveness of customer access channels	This result is produced from an amalgam of contact based measures. It has declined since the last reported result (February) primarily due to a greater proportion of ‘avoidable contacts’ – currently running at 21% rather than the regular <20%.		

**CAPITAL PROGRAMME****MAIN REASONS FOR (SLIPPAGE) AND OVER/(UNDER) SPENDING IN 2011/12**

Name of scheme with detailed reason(s) for (slippage) and/or over/(under) spend	(Slippage)	(Under)/ Over Spend	Total
	£'000	£'000	£'000
<b>HIGHWAYS</b>			
<b>Bridge Strengthening/Bridge Maintenance</b> Overspend due to additional Bridge work identified		185	<b>185</b>
<b>Bus Infrastructure Schemes</b> Small underspend		(2)	<b>(2)</b>
<b>Bus Priority Schemes</b> Overspend due to increased backlog from work previously on hold due to consultation issues		133	<b>133</b>
<b>Pedestrian and Cycling Improvements</b> Overspend due to Thetford scheme		70	<b>70</b>
<b>Local Road Schemes</b> Small overspends on various schemes		48	<b>48</b>
<b>Local Safety</b> Small underspends on various schemes		(81)	<b>(81)</b>
<b>Other Schemes,Future Fees and Carry over costs</b> Small underspends on various schemes		(103)	<b>(103)</b>
<b>Park &amp; Ride</b> Funding will be spent in subsequent years	(60)		<b>(60)</b>
<b>Public Transport Schemes</b> Small underspends on various schemes		(115)	<b>(115)</b>
<b>Road Crossings</b> Small underspends on various schemes		(125)	<b>(125)</b>
<b>Safer &amp; Healthier Journeys to School</b> Overspend due to Wellington cycling scheme		174	<b>174</b>
<b>Structural Maintenance</b> Underspend required to accommodate shortfall in Great Yarmouth Third River Crossing		(871)	<b>(871)</b>
<b>Traffic Management ,Road Improvements &amp; Safety Schemes</b> Small overspends on various schemes		23	<b>23</b>
<b>Walking Schemes</b> Small overspends on various schemes		46	<b>46</b>
<b>Great Yarmouth Third River Crossing</b> Additional blight costs		458	<b>458</b>
<b>Northern Distributor Road</b> Additional consultation costs		158	<b>158</b>
<b>Norwich - A47 Postwick Hub</b> Additional consultation costs		75	<b>75</b>
	(60)	73	<b>13</b>

**Note:** Highways actively manage their capital programme to ensure delivery of the overall programme. 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 scheme will be planned and progressed to ensure delivery of the programme and the original schemes will be planned to be included at a later date. Over/(under)spends and slippage will be carried forward to 2012-13, and managed in line with the above policy

**CAPITAL PROGRAMME****MAIN REASONS FOR (SLIPPAGE) AND OVER/(UNDER) SPENDING  
IN 2011/12**

Name of scheme with detailed reason(s) for (slippage) and/or over/(under) spend	(Slippage)	(Under)/ Over Spend	Total
	£'000	£'000	£'000
<b>ETD Other</b>			
<b>Closed Landfill Sites-Capping &amp; Restoration</b> Ongoing long-term project. Slippage due to operational issues towards year end	(41)		<b>(41)</b>
<b>Drainage Improvements</b> Programme delay in construction at Strumpshaw Recycling Centre as on short-term hold	(19)		<b>(19)</b>
<b>New Thetford Recycling Centre</b> Construction costs due in 2011-12 delayed	(10)		<b>(10)</b>
<b>Corporate Minor Works Programme 2011-12</b> Various complete projects, slippage on two projects below			
<b>Hardley Flood Bridge Improvements</b> Scheme changed and funding transferred to Broads Authority	(20)		<b>(20)</b>
<b>Norfolk Trails Improvements</b> Scheme identified by risk assessment very late in financial year. Not able to complete by end of 2011-12	(4)		<b>(4)</b>
<b>Carbon Energy Reduction Fund - Ketteringham</b> Additional work on LED lights not completed in 2011-12	(3)		<b>(3)</b>
	<b>(97)</b>		<b>(97)</b>

**MAIN REASONS FOR (SLIPPAGE) AND OVER/(UNDER) SPENDING**  
**IN 2011/12**

Name of scheme with detailed reason(s) for (slippage) and/or over/(under) spend	(Slippage)	(Under)/ Over Spend	Total
	£'000	£'000	£'000
<b>ECONOMIC DEVELOPMENT</b>			
<b>Great Yarmouth Rail Sidings</b> Residual spend available	(1)		(1)
<b>NE &amp; SW Econets</b>	(1)	(15)	(16)
<b>Growth Point Catton Park Educ Bldg</b>		16	16
<b>Lakenham Common &amp; Yare Valley Connections</b> Small under / over spends have been pooled across the three GNDP funded projects above resulting in a small residual spend available		(1)	(1)
<b>NORA</b> Spend reprofiled into 2012-13	(693)		(693)
<b>College of West Anglia</b> Spend reprofiled into 2012-13	(1,395)		(1,395)
	(2,090)	0	(2,090)

## Environment, Transport and Development Budget Monitoring Return

Summary for Period:

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	Previously Reported Budget £m	Budget Movement £m	Current Budget £m	Profiled Budget £m	Expenditure Year to Date £m	Profiled Variance £m	Full Year Outturn £m	Overspend / (Underspend ) £m	%	Previously reported overspend /Underspend £m	Movement in Variance £m
Highways	53.993	0.000	53.993	8.999	9.730	0.000	53.993	0.000	0.00	0.000	0.000
Public Protection	3.869	0.000	3.869	0.000	0.324	0.000	3.869	0.000	0.00	0.000	0.000
Economic Development and Strategy	6.229	0.000	6.229	1.038	0.092	0.000	6.229	0.000	0.00	0.000	0.000
Travel and Transport Services	16.918	0.000	16.918	0.000	8.022	0.000	16.918	0.000	0.00	0.000	0.000
Environment and Waste	38.206	0.000	38.206	0.000	26.751	0.000	38.206	(0.000)	(0.00)	0.000	(0.000)
Business Development and Support	4.781	0.000	4.781	0.000	0.606	0.000	4.781	0.000	0.00	0.000	0.000
<b>Total ETD</b>	<b>123.996</b>	<b>0.000</b>	<b>123.996</b>	<b>10.037</b>	<b>45.526</b>	<b>0.000</b>	<b>123.996</b>	<b>(0.000)</b>	<b>(0.00)</b>	<b>0.000</b>	<b>(0.000)</b>





# Norfolk Economic Intelligence Report

## Economic Development and Strategy

Quarter 4; January – March 2012



**Norfolk County Council**  
**Produced by**  
**Roberta Blackman and**  
**Ellen Jones**  
**01603 222710/638160**

This report brings together key business, economic and labour market information in order to provide a regular insight into the current state of the Norfolk economy.



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The data in this is taken from a range of sources which are listed on the relevant pages and covers the whole of Norfolk. In most cases data refers to the most recent full quarter, however where this is not available and data is older it will be clearly stated.

## SUMMARY

### Key Indicators

Business Confidence	→
National Economy	↓
Unemployment	↑
Job Vacancies	↑
House Prices <sup>1</sup>	→

There are many positive reports from quarter 4 with expansion plans and investment reported in several of Norfolk's key sectors. The energy sector has received a boost from the recent adoption of the Enterprise Zone in Great Yarmouth and Lowestoft as well as promotional exhibitions for the East of England Energy Zone in both China and Denmark. However, with the national economy back in recession and inflation at a higher rate than the Government's target the future for the economy both nationally and in Norfolk remains uncertain. Indeed SMEs in the East of England still cite the current economic climate as being a major barrier to growth and investment in the region.

Unemployment in the County is higher now than it was last year but vacancies have increased showing that despite high levels of unemployment, opportunities are perhaps better now than they were at the same time last year. However, it does highlight a potential mismatch in skills between what employers require and the skills people possess.

In this quarter, Norfolk County Council's Cabinet have signed off a new strategy for Delivering Economic Growth in Norfolk. The strategy aims to help business startups and create jobs in Norfolk over the next five years, by addressing skills and employability issues, improving perceptions of the County and removing infrastructure constraints.

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<sup>1</sup> Data not yet released for new quarter. Indicator as of previous report.

## BUSINESS INTELLIGENCE

### Key Sector of the Quarter - ENERGY

During March 2012, a delegation of businesses and councillors from Norfolk, Suffolk and Essex attended China's first International Import/ Expo exhibition in Kunshan (see right). The aim of the trip was to target Chinese businesses making products for offshore wind farms, which could help bridge future gaps in the UK supply chain, to open up Chinese markets and also discuss renewable energy policies with government officials.

The Energy Sector Market Visit to Jiangsu is part of the ongoing partnership work between the 3 counties, since an agreement was signed in February 2012 (see below), to work together to promote inward investment opportunities for businesses in Jiangsu, China; and source export opportunities for businesses in our region.

Whilst on the trip, the delegation signed a memorandum of understanding with the Jiangsu Provincial Government to facilitate two-way trade and investment between Jiangsu and the East of England in the energy sector, focusing initially on the offshore wind sector.

The East of England exhibition stand at the China Import Expo was the only UK government representation at this important national event: the first import Expo that China has ever organised. The stand was busy for the 3 days of the Expo and in total over 900 East of England Energy Coast brochures were distributed. Numerous TV and newspaper interviews were also set up to further promote the East of England in China.



**Left to right: Ge Jing – Essex County Council, Cllr Ann Steward - Norfolk County Council and Wei Li – Essex International. Kunshan, China, March 2012.**



**Left to right: Cllr. Judy Terry – Suffolk County Council, Cllr. Kevin Bentley – Essex County Council and Cllr. Ann Steward – Norfolk County Council. 3 County Partnership signing, Feb 2012**

During the trip, a separate memorandum of understanding was also signed with the Shanghai SME Coordination Office, which will give Norfolk firms export opportunities with the 340,000 small and medium-sized businesses operating in Shanghai, who are members of the organisation.

It was confirmed that the Jiangsu government

will bring a delegation of 10 Jiangsu offshore wind energy companies to visit the East of England in June this year, to look at inward investment, trade and joint venture opportunities.

## Advanced Engineering

The County Council's **Hethel Engineering Centre** has applied for planning permission to extend its current four acre site, fronting onto the B1135 Wymondham Road, by adding the new extension on two acres of land to the east of the centre, while keeping the extension close to the main entrance hub. If approved, the number of staff and tenants will increase from the current 80 to 240.

The extension is important to maintain the Centre's significant progress over the past five years. The new offices and workshops will provide between 200-250sq m of internal floor area, considerably larger than the existing 70sq m workshops and the office space will be separate from the workshops. They will be used by existing Hethel tenants desperate for grow on space and new businesses seeking larger space from the outset. The freed up space at the main centre is expected to quickly fill.

The campaign to **keep Lotus in Norfolk** has received a further boost after the firm's new owners indicated there were no current plans to put the British car-maker up for sale. Lotus is owned by the automotive company Proton, but the parent company was recently bought by Malaysian conglomerate DRB-Hicom, which is yet to reveal its long-term plans for the sports car specialist and its Hethel factory which employs approximately 1,200 people.

There have been fears that Hicom may decide to sell Lotus to a buyer, which could threaten UK operations and concerns that consultants KPMG had been appointed to evaluate Lotus for a sale. However, in an interview with the Malaysian national news agency Bernama, Hicom managing director Datuk Seri Mohd Khamil Jamil said KPMG's appointment was made before his firm acquired Lotus and had now been frozen. The comments do not guarantee that Lotus will not be sold at some point in the future, but do suggest that a sale is not imminent. Local partners are working on a strategy together to ensure that Lotus remains in Norfolk.

## Tourism

Accommodation providers reported a busy period with lots of last minute bookings in Norfolk for the beginning of the 2012 tourist season, during quarter 4. Ian Russell, director of Visit East Anglia and director of Wroxham Barns, commented that Easter was a "crucial" time for the industry and Norfolk was looking forward to benefiting from a tourism boost as a result of the forthcoming **Queen's Diamond Jubilee** celebrations and the **Olympics**. He added that it was a good time for the UK stay at home market.

In Great Yarmouth, **Vauxhall Holiday Park** has invested £500,000 to enhance the holiday accommodation. Improvements include the construction of 38 new holiday lodges, including a Wensum lodge range twice the size of previous accommodation, and holiday homes based on a southern France design.

A recently published EDP Larking Gowen **Tourism Business Survey** found that 78pc of tourism businesses feel positive about the future and 40pc believe that turnover will increase. The survey found that close to three-quarters of respondents said they had invested at least 5pc of their turnover back in their business – up from about two thirds a year ago. Nearly one in five reinvested 20pc of turnover back in

their business – which is a rise on the year before. The tourism sector generates around £2.6bn to the county's economy and is the single biggest private sector employer.

During the launch of the EDP/Larking Gowen tourism business survey in March, **Norwich City Football Club** was reported as playing a key role boosting Norfolk's tourism industry and putting the city and the county on the worldwide map. NCFC is the 12th best supported club in the country, providing the club with more than 650,000 match-day visitors each year. It hosts more than 200,000 non-match-day visitors each year, with Carrow Road now an established venue for concerts and major events.

## Manufacturing

Staff at the Thetford-based cleaning products company **Jeyes** have been told 85 local jobs could go as it ceases manufacturing private label products. Staff have been informed by Jeyes Management, that the company is undergoing a strategic change of direction with the loss of management and clerical positions.

A recent survey from the **British Chamber of Commerce** (BCC) predicted the economy will grow by just 0.6pc this year. In Norfolk, firms in both manufacturing and services were optimistic about future recruitment, while export sales and orders in both sectors continue to improve with Norfolk, East of England and the national results all showing increases from 2011.

Norfolk businesses are also showing optimism in both turnover and their expected profitability for the next quarter and both sectors are also advising that investments in plant, machinery and training are also increasing.

The South Norfolk based company, **Select Innovations** Limited, recently won the Shell Springboard regional and national final, receiving an award of £40,000. Select Innovations is a company that Norfolk County Council's Economic Development has supported strategically for many years. Select Innovations offers a money saving street light solution through its Entelli-Ballast universal dimmable ballast technology. It provides more efficient operation as well as dimming technology to reduce carbon emissions and increase cost savings. They also develop software that enables a centralised control system, in order to reduce maintenance cost and control dimming of individual or clusters of street lamps.

Select Innovations were then announced as the national winners on 6th March 2012. Shell Springboard is a Shell-funded UK Social Investment programme, which provides a financial boost to small and medium enterprises with innovative, low-carbon business ideas. For further information on the services and technology offered by Select Innovations, please visit: <http://www.enlight.co.uk/>

## Food and agriculture

During January 2012, **Cranswick Country Foods** was discussed in the Prime Minister's Questions in the House of Commons, when MP for Beverley and Holderness Graham Stuart, highlighted how the Food Standards Agency is blocking the company's exports to the Far East.

Cranswick Country Foods has branches in several locations throughout the country and Cranswick Norfolk, in Watton, is one of the largest processors of pork in the UK.

It represents several well-known brands, including Sainsbury's, Tesco Finest, Jamie Oliver, Simply Sausages and Weight Watchers, and, despite having US Department of Agriculture Approval (USDA), the plant has been refused export rights by the Foods Standard Agency (FSA) to the Far East on health and safety grounds. This decision is being challenged by local MPs, who have written to DEFRA on the matter.

Further concerns for Cranswick, as the company warned during March, that attempts to pull in hard-pressed consumers by cutting its prices would squeeze the business this year. Cranswick reported a 10pc jump in sales in the three months to March 31 across all its products. The company advised that while lower pricing in the period had boosted volumes, it would squeeze margins this year. Cranswick last year warned soaring pig-feed prices were hitting the business and issued a profits warning for the full year.

Norfolk has established itself as an international hub for life sciences, boasting renowned organisations like the John Innes Centre and the Institute of Food Research. **The Norwich Research Park**, where both are based, secured a £26m boost in this year's budget from Chancellor George Osborne to provide jobs and carry out further research.

But a recent select committee report demanded that government explicitly recognise the need for yet more research in several specific areas. These included studying the impact of food production practices on the environment to allow it to be increased in a sustainable way, soil science and the benefits of new farming practices.

## Financial and Professional

A new contract has recently been announced between **Aviva** and **Norwich City Football Club**. The extended contract is for four years starting from July 2012 - taking the total length of time with Aviva as main club sponsor up to eight seasons. As main club sponsor, the insurer will continue to feature on the team's shirts and sponsor the Community Stand at Carrow Road. Aviva is the UK's largest insurer and operates in over 25 countries worldwide.

During quarter 4, **Knowlden Titlow** Insurance Brokers launched a new facility, named "Genesis". The intention of the business is to become a leading insurance provider for biotech companies in the region and they have welcomed the demand for their services following the recent boom in the Life Sciences sector.

## Retail

Plans to bring a **major supermarket to Thetford** have been submitted which if given the go-ahead could create more than 200 jobs. Property company Location 3 has said it is in talks with two of the "big four" supermarkets not already represented in the town to occupy the former Thermos/Tulip site on Caxton Way.

Plans for a new **Asda store** and district centre in south Norwich have moved a step closer after an application was lodged with the city council. The supermarket is proposing to open a 35,000sq ft. store on the former Bally shoe factory site off Hall Road, with a 350-space car park. Up to 300 new jobs created at the Asda store would be supplemented by over 100 additional new jobs at the other proposed facilities, and the new store could be open by 2013.

A planning application has been submitted for a new £3.75m **Anglia Co-operative Society** supermarket in Wells. The company is proposing a new 10,000sqft food store with car parking for 52 vehicles on the site of the former Polka Caravan Centre, off Polka Road. It is expected that the development would create around 49 new jobs.

Evidence suggests that shoppers are keen to **support local** outlets, such as convenience stores, farm shops, the Co-op and market stalls, when choosing where to buy their groceries. East of England Co-operative Society is celebrating an excellent last financial year. The largest independent retailer in East Anglia saw turnover go up by £0.8m to £353.3m, and reached its highest pre-tax profit in five years at £11.7m from £8.8m the year before. The Co-op puts its success down to investing locally, and a possible desire by consumers feeling the pinch to invest in businesses, like theirs, which were rooted in the local community. The company is aiming to increase its sales of local food to £8.2m in the next financial year and £10m the year after.

There is a major initiative to boost a Norfolk town centres. £1m is available to be divided among a dozen towns across the country, transforming the town into a '**Portas Pilot**', which will also benefit from the expertise of marketing consultant and television presenter Mary Portas.

The scheme has come about as the government accepted the 28 recommendations made by Ms Portas in a review of high streets commissioned by Prime Minister David Cameron, which set out planning changes to aid town centres, free parking and annual market days. A £500,000 fund for Business Improvement Districts will also be set up to help town centres access loans.

Each town bidding for a share of the £1m (up to £100k per bid) of Portas cash have had to make a video supporting their application. Many towns in Norfolk have submitted applications – the first bidding round closed on 30<sup>th</sup> March.

Along with 3 towns in Suffolk, New Anglia LEP has endorsed the application of Hunstanton in Norfolk, as the panel felt the application matched the criteria and commitment outlined by Mary Portas.

**\*Sources taken from Norfolk County Council, Essex County Council, Eastern Daily Press, Financial Industries Group Norfolk, Norfolk Chamber of commerce and Labour Market Intelligence. Photos courtesy of AJ Woods Ltd.**



## **NATIONAL ECONOMIC INFORMATION**

For the second quarter in a row, the UK economy has contracted indicating that the Country is again technically in recession. Preliminary estimates for the first three months of 2012 show that the economy contracted by 0.3% with the construction sector making the largest contribution to this decline.

Interest rates have been at a record low of 0.5% for 38 consecutive months. By keeping interest rates low the Bank of England hope to encourage growth.

The Retail Price Index (RPI) currently stands at 3.6% while the Consumer Price Index (CPI) currently stands at 3.5%. Inflation is lower than it was at the end of 2011 (mostly due to the VAT rise dropping out of the statistics) but still considerably higher than the Government's target of 2% and widely predicted to stay above this rate for the rest of 2012.

### **The Future**

A recent report by BDRC Continental entitled "SME Finance Monitor – 2011 Annual Report" highlighted that SMEs in East Anglia were slightly less optimistic about their growth prospects for the coming year than the national average and rated the current economic climate as a 'major obstacle'. Fewer businesses stated they were 'future would-be seekers' of finance and when asked cited the current economic climate as the main barrier to future applications.

### **Access to Finance**

The same report stated that SMEs in East Anglia were more likely to be a 'permanent non-borrower' than the national average and that of those businesses applying for finance more were likely to be first time applicants. It also highlighted that businesses in East Anglia were less likely to want to increase their overdraft limits and that those that did were more likely to seek advice. Interestingly the opposite was true of those applying for loans. Those who did apply for overdraft facilities were more likely to receive the facility they wanted whereas fewer applicants received loans applied for.



## SKILLS AND THE LABOUR MARKET

### Skills

During quarter 4, Norfolk County Council (NCC) started a scheme with the aim to get 50 unemployed graduates to complete placements and find a way into work, by offering work placements suitable to the individual's skills set. The scheme is a way of implementing the government's **Get Britain Working Programme**. Candidates are eligible if they are unemployed, a graduate, aged 24 or under, claiming Jobseeker's Allowance and have little or no work experience. In return, participants continue to receive their benefits, with the Department for Work and Pensions covering travel and childcare costs.

Those who perform well will be placed on the council's temporary staff register and everyone receives a reference for future job applications. With unemployment numbers increasing across Norfolk, Waveney and Fenland, the government hopes that this programme can increase people's skills and make them more attractive to employers.

This quarter, Norfolk County Council committed a budget of £3.5 million to assist in the creation of 400 **apprenticeships** across Norfolk, in addition to the 81 apprenticeships that NORSE will be creating. These apprenticeships will be available countywide and created in key sectors for Norfolk's economy as set out in the Skills Priority Statement. An ITT will be issued shortly inviting apprenticeship providers to bid to deliver this work in Norfolk. Delivery is expected to begin in July 2012, with apprenticeships in place from September 2012.

A partnership bid from Norfolk County Council, Suffolk County Council and the New Anglia Local Enterprise Partnership has secured a grant of £100,000. The funding will be used to produce a comprehensive **Energy Skills Strategy** for the Enterprise Zones in Norfolk and Suffolk. Delivery under this bid should begin in May 2012.

During February, business leaders from across Norfolk were joined by representatives of schools and youth organisations at a meeting in Great Yarmouth, which spelled out the importance of **marine engineering skills** to the growing offshore wind industry. Marine East advised that a diverse skills base is needed to position the county to take advantage of the promising employment prospects that are already arising, which include providing work boats and crew to service up and coming East Anglian wind farms.

During 2011/12, Norfolk County Council provided strategic ambitions funding to support five student conventions in the sectors of; Finance, Energy, Engineering, Construction & the Built Environment, ICT and Health and Life Sciences. All events have taken place with the exception of Health and Life Sciences which took place in February 2012. Feedback suggests excellent attendance at events. Planning is now taking place for **2012/13 Student Conventions**.

## Employment and Job Opportunities

**Table 1 – employment October 2010 – September 2011**

	<b>Working age population (16-64)</b>			
	Norfolk	New Anglia	East	England
<b>Employment Rate</b>	72.5%	73.3%	73.5%	70.1%
Change on last quarter	-0.5%	-0.2%	0.0%	-0.2%
Change on last year	0.6%	0.5%	0.0%	-0.4%
<b>Numbers employed</b>	<b>382,300</b>	<b>707,000</b>	<b>2,696,900</b>	<b>23,625,200</b>
Change on last quarter	-2,300	-1,100	2,300	-32,100
Change on last year	4,500	7,500	10,300	2,600

### Employment

Most recent data on employment states that there were 382,300 people of working age in employment in the County in the year to September 2011. 4,500 more people are currently employed in Norfolk than they were at the same time last year. However there are 2,300 fewer people in employment than in the year to June 2011.

Rates of employment in the County stood at 72.5% in the year to September 2011. Equivalent rates in New Anglia stood at 73.3% with rates in the East of England at 73.5%. In comparison national rates were somewhat lower at 70.1%. While rates have remained broadly consistent in the East of England when compared with the previous quarter and the same time last year, rates in Norfolk are higher now than they were in the equivalent period last year indicating a stronger position in terms of employment rates relative to the region than a year ago. Indeed rates have improved relative to New Anglia, although only marginally, and England. However, rates have fallen more in Norfolk from the year to June 2011 than in New Anglia, the East of England or England indicating a worsening in position over that period against our comparator areas.

### Jobcentre Plus notified vacancies

In the first three months of 2012 there were 13,907 vacancies notified to Jobcentre Plus. The long-term average for the first three months of the year would suggest we might expect 9,308 over the period so an increase of almost 50% is significant.

In March 2012 there were 18 people searching for every elementary trade job advertised to Jobcentre Plus. Other occupations with a high demand include process and machine operative jobs and skilled construction/agriculture jobs. Jobs with relatively little demand during March were in the business and public service associate professionals and care sectors. This analysis highlights a high volume of people searching for elementary level professions and a low volume of people seeking professional occupations, identifying a potential skills mismatch. However, it must be noted that some people may not use Jobcentre Plus as their preferred avenue for job searching and that this may mask demand in some occupations.

## Unemployment and Redundancies

### Unemployment

In the year to September 2011 35,000 people of working-age were unemployed in Norfolk. This compares unfavourably with figures from the year to June 2011 when 31,400 people were unemployed and the same period a year ago when only 29,200 people were unemployed.

Rates of unemployment stood at 8.4% in the year to September 2011 (+0.9% from the previous quarter and +1.2% on the same period in 2010). Rates of unemployment over the same periods have increased in all comparator areas (with the exception of the East of England which actually observed a small decrease of 0.1% in the previous quarter) but rates have increased more in Norfolk over the last quarter and the last year than in New Anglia, the East of England and England. This is somewhat worrying as Norfolk had a higher rate of unemployment in the year to September 2011 than England because generally rates in the County tend to be lower than that at the national level.

Over the past year Norfolk's unemployment rise has been associated solely with the female series. Indeed there has actually been a small fall in the number of men unemployed over the period.

Recent estimates of youth unemployment (those aged 16-24) show that 13,000 (19.1%) young people are unemployed in the County. Figures for the year to June 2011 showed that 13,200 (19.7%) young people were unemployed indicating a slight fall over the last quarter. However, rates have increased by 1.3% over the past year. In comparison unemployment rates in Norfolk for the year to September 2011 for those aged between 25 and 49 were 7.5% and for those aged 50-64 were 4.1%.

### Claimant count

The proportion of working age people claiming Job Seeker's Allowance (JSA) in March 2012 was 3.6% compared with 3.5% in New Anglia, 3.3% in the East of England and 4.0% in England. Compared with March 2011 Norfolk's claimant count rate has increased by 0.16%. In comparison, rates have increased by 0.3% in each of the comparator areas. This shows that Norfolk's position against the comparator areas in terms on JSA claimants has improved over the past year despite rates increasing.

Of the 19,235 people who were claiming JSA in March 2012, 11,325 of them (59%) had been claiming for less than 6 months, 3,940 (20%) had been claiming for between 6 months and 1 year and 3,970 (21%) had been claiming for longer than a year.

**Table 2 – unemployment and economic inactivity (October 2010 – September 2011) and claimant count (March 2012)**

	<b>Working age population (16-64)</b>			
	Norfolk	New Anglia	East	England
<b>Claimant Count rate</b>	<b>3.6%</b>	<b>3.5%</b>	<b>3.3%</b>	<b>4.0%</b>
Change on last quarter	+0.2%	+0.3%	+0.1%	+0.2%
Change on last year	+0.2%	+0.3%	+0.3%	+0.3%
<b>Unemployment rate</b>	<b>8.4%</b>	<b>6.9%</b>	<b>6.7%</b>	<b>8.0%</b>
Change on last quarter	+0.9%	+0.1%	-0.1%	+0.2%
Change on last year	+1.2%	0.0%	0.0%	+0.2%
<b>Economic inactivity rate</b>	<b>20.9%</b>	<b>21.2%</b>	<b>21.2%</b>	<b>23.8%</b>
Change on last quarter	-0.1%	+0.1%	+0.1%	+0.1%
Change on last year	-1.6%	-0.6%	+0.0%	+0.3%
<b>Claimant Count</b>	<b>19,247</b>	<b>34,065</b>	<b>123,131</b>	<b>1,370,504</b>
Change on last quarter	+1,273	+2,469	+8,916	+76,614
Change on last year	+1,393	+3,029	+10,877	+123,950
<b>Numbers unemployed</b>	<b>35,000</b>	<b>52,400</b>	<b>194,500</b>	<b>2,053,500</b>
Change on last quarter	+3,600	+700	-3,000	+40,500
Change on last year	+5,800	+700	+1,100	+53,600
<b>Numbers economically inactive</b>	<b>110,100</b>	<b>204,800</b>	<b>778,600</b>	<b>8,001,000</b>
Change on last quarter	-700	+1,300	+5,300	+31,500
Change on last year	-8,000	-5,100	+5,400	+113,300

## STRATEGIC UPDATES

### Inward Investment

Norfolk's Enterprise Zone is being marketed globally through the Norfolk and Suffolk Energy Alliance (NSEA), with relationships being built with over forty five companies which are considering inward investment. The alliance is a strategic group made up of representatives from Norfolk County Council, Suffolk County Council, Waveney District Council, North Norfolk District Council, Great Yarmouth Borough Council, Norfolk Chamber of Commerce, East of England Energy Group (EEEEGR) and the New Anglia Local Enterprise Partnership (LEP).

NSEA are promoting the opportunities in East Anglia's energy sector, as: '**The East of England Energy Zone**'.



*East of England Energy Zone stand at the EWEA Exhibition, Copenhagen. April 2012.*

Great Yarmouth & Lowestoft's Enterprise Zone and Centre for Offshore Renewable Engineering (CORE) Offer was marketed at the annual European Wind Energy Association (EWEA) exhibition, which was hosted in Copenhagen during April.

The East of England Energy Zone stand generated over 100 enquiries, during the exhibition. NSEA have future events planned to promote

inward investment supply chain opportunities in the Round 3 offshore wind developments - the closest development to the Enterprise Zone is known as the East Anglian Array.

Norfolk County Council's Inward Investment and profile raising website:

**[www.worldclassnorfolk.com](http://www.worldclassnorfolk.com)** provides a comprehensive land and premises search facility for enquirers. There have been 27 commercial property enquiries through this route between 1 Jan and 31 March 2012. The County Council plans to build on the success of the website by working with key stakeholders on a sectoral and thematic basis.

## Economic Growth

This quarter, the Cabinet signed off Norfolk County Council's strategy for **Delivering Economic Growth in Norfolk**. The strategy aims to help business start-ups and create jobs in Norfolk over the next five years. It brings together a range of initiatives, such as money to support apprenticeships, calls for improvements to the A47 and improving business perceptions of the county. The strategy aims to complement the work of the New Anglia Local Enterprise Partnership (LEP) as well as providing focus for the council's own initiatives. To view the strategy, please see link below and click agenda 02/04/2012, Item 11:

[http://www.norfolk.gov.uk/Council\\_and\\_democracy/Committees/DisplayResultsSection/Papers/index.htm?Committee=Cabinet](http://www.norfolk.gov.uk/Council_and_democracy/Committees/DisplayResultsSection/Papers/index.htm?Committee=Cabinet)

## New Anglia Local Enterprise Partnership

### Enterprise Zone

6 out of 7 LDOs in the New Anglia Enterprise Zone have been approved by the Secretary of State. The submission of the 7th is awaiting final agreement over technical details. LDOs enable developers to build on Enterprise Zone land, without the need for planning approval, if criteria are met.

On the Beacon Park site – speculative development is underway for both office premises and an industrial park. Occupants will include an engineering training centre, Nexus, managed by the local further education consortium. In addition a major factory has just been completed by Norfolk Capacitors, enabling a doubling of the workforce. On the South Denes site Seajacks are building a facility to move their operation into later this year, freeing up valuable space in BIC.

### Business Portal

The New Anglia LEP is developing a business support website to fill the void that the discontinued regional Business Link leaves behind. This website will signpost businesses to government information as well as provide details of local quality assured business support services.

### Green Economy Pathfinder

The Suffolk and Norfolk Chambers of Commerce are committed to developing the Green Economy in partnership with the New Anglia Local Enterprise Partnership and Mark Pendlington, the Group Director of Corporate Affairs at Anglian Water, who is leading this initiative on the Green Economy.

A recent conference set the scene for the production of a "Norfolk and Suffolk Leading the Green Economy" manifesto. This publication will feature businesses demonstrating a cutting edge approach to the green economy and aims to establish Norfolk and Suffolk as a leading Green Economy Brand. The manifesto will be presented to the UK Government in June setting out the barriers and opportunities around this important element of sustainable economic growth.

To sign up for the New Anglia newsletter go to  
<http://www.newanglia.co.uk/Register.aspx>



## INFRASTRUCTURE

### Road

Norfolk County Council is currently holding a series of exhibitions on the Norwich **Northern Distributor Road scheme**. Public feedback is sought so that issues can be considered and the proposals refined in advance of submitting a planning application later this year.

The decision to proceed with a planning application was made by Norfolk County Council's Cabinet on 2 April. Cabinet also decided that, although the Department for Transport funding allocation of £86.5m covers the road from Postwick to the A140 at the Airport, the remaining section to the A1067 (Fakenham Road) should be constructed at the same time, and should be dual carriageway (apart from the final link to the single carriageway A1067).

**Postwick Hub**, which is the first element of the Norwich Northern Distributor Road, already has planning consent and the final statutory process is a Public Inquiry into the Side Roads Order. It is expected that this will take until summer 2012 to complete and, if so, there is potential for the works to start by the end of 2012. This would result in a completion of the junction by the spring 2014.

A major study on identifying wider economic benefits that would arise from **improvements to the A47** has also been commissioned. The County Council are using early findings to feed into hearings in the European Parliament on revisions to the regulations on trans-European transport networks.

From February 2012 the majority of **rail services** in and out of Norwich were taken over by Abellio, which won a short-term 29-month contract for what is known as the Greater Anglia franchise. The County Council is working with Abellio and other partners along the Norwich to London line to identify the necessary infrastructure improvements needed to deliver capacity and journey time improvements over the long-term. The County Council have joint-funded a study with Abellio and other top-tier authorities to identify these improvements and delivery mechanisms.

The County Council are also working with neighbouring local authorities to secure rail service improvements on the King's Lynn to London and Norwich to Cambridge lines.

The government handed over £2.6m to Norfolk County Council for radical changes to the **city centre of Norwich**. The scheme will see St. Stephen's closed to general traffic, a new bus lane put in on Grapes Hill, smart tickets for park-and-ride buses and the introduction of a reduced fare for 16 to 19-year-olds who use the city's buses.

## Broadband

This quarter the Better Broadband for Norfolk project has concentrated on two main phases of work; Demand Stimulation and procurement.

Demand Stimulation has been driven via the 'Say Yes to Better Broadband' campaign, which has seen significant coverage by local media and particularly the Eastern Daily Press. A range of events have taken place across Norfolk and along with options to 'sign-up' online, via the telephone or by post, has seen almost 15,000 households register their support. More events are planned during the summer.

The procurement activities have involved Norfolk County Council supporting the development of a National Framework Contract which we expect to be signed shortly. During this time Norfolk has also:

- Undertaken 'soft market' engagement with potential Framework suppliers and provided draft documentation defining Norfolk's requirements
- Completed detailed analysis to identify the areas of Norfolk where 'superfast' broadband services will not be delivered via commercial intervention. This is important because European State Aid legislation only allows public sector investment in areas where 'market failure' is proven. These areas of Norfolk will be in the scope of the Better Broadband for Norfolk project and account for well over 230,000 premises in Norfolk.

Within the projects in-scope areas the following priorities have been set:

- Rather than specifying specific speeds, Norfolk's Better Broadband for Norfolk project is seeking the highest possible levels of Superfast coverage, and certainly MUST meet the Government's 90% Superfast target by 31st March 2015.
- A minimum access line speed of 2Mbps must be achieved for all premises, however evidence indicates that the delivery of economic benefits is driven by the level of speed 'uplift' achieved therefore Norfolk is seeking the highest level of uplift possible.

Norfolk has identified the following additional priorities:

- Norfolk's Enterprise Zone sites
- Norfolk areas that have a concentration of business subscribers as a proportion of total subscribers that exceeds 10%, the average proportion is around 8%. The greatest emphasis should apply to higher density locations, but in any case, this priority must only be addressed where it will not adversely impact on the ability of the Bidder to deliver an optimum scheme.'

The Better Broadband for Norfolk procurement will take place during summer 2012.

## Norfolk Infrastructure Plan

As a sub-plan to the Economic Growth Strategy (page 10) Norfolk County Council are developing an Infrastructure Plan to help support economic growth in the County. This Plan will look at the economic benefits of infrastructure and pulls together information from various sources in an iterative matrix so that projects can be utilised as and when funding streams become available.



## GRANT AND SUPPORT OPPORTUNITIES

The Outset Norfolk business startup programme was contracted to deliver activity for a further 6 months from October 2011 until March 2012. This is to help bridge the gap between the demise of public sector funded business support and the emergence of new services. The contract achieved 85 businesses created from Oct 2010 to March 2012. Ongoing work is taking place between district Economic Development Officers' to review the support available and to formulate a strategy for activity going forward.

### Growing Places

Seventeen applications were received for the Growing Places Fund totalling £50 million. Of these applications 7 were put forward at the April Board meeting and 5 have been selected to move forward to full appraisal and due diligence stages:

- East Norwich regeneration – access to Deal Ground
- King's Lynn Enterprise and Innovation Centre at NORA
- Haverhill Research Park access
- Ipswich flood defence
- TML Aerospace Engineering – expansion of site to help create more jobs

Once this process has been completed the LEP is expected to begin make decisions at the May/June Board meeting.

### Rural Growth Network

New Anglia LEP were not successful in their bid for a Rural Growth Network but are developing a revised plan to be put forward for Growing Places funding.

### Enterprising Britain

The Government has launched **Enterprising Britain 2012**; a nationwide competition to find the most entrepreneurial places in the UK, where enterprise is creating jobs and transforming communities. The initiative encourages innovation, competitiveness, growth and jobs.

Entries are being invited under the following three categories:

1. **The most enterprising place in the UK** - to identify the town, city, place or area in the country that is best improving economic prospects and encouraging enterprise.
2. **Promoting Enterprise** - to identify the organisation that best promotes enterprise.
3. **Encouraging Exporting** - to identify an organisation that best promotes exporting.

The 2012 prize package comprises the following:

- Use of the Enterprising Britain logo which can act as a stamp on merchandise and publicity materials.
- A trophy, to be presented by the Business and Enterprise Minister.

- A flag showing the Enterprising Britain logo as a permanent physical memento of the winner's success.

Two of the Enterprising Britain 2012 winners will be selected to go on to represent the UK at the European Enterprise Promotion Awards.

In addition to receiving the award itself, the winners will be recognised for their creativity and successfully implementing enterprising policies in their region. They will therefore be in the position to inspire others by acting as role models across the European Union.

The competition is open to UK public authorities and organisations working in partnership with them, e.g. national organisations, towns, cities, regions and communities as well as public-private partnerships between public authorities and entrepreneurs, educational programmes, and business organisations.

The deadline for receipt of applications is 25 May 2012.

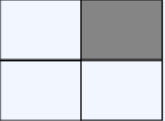
## Definitions of Measures within the ETD Dashboard

Significant changes to any of the following will be highlighted within the covering report.

Delivering Norfolk Forward		
P'folio	Measure	Definition
All of the projects within Norfolk Forward will assist in delivering budget savings identified through the Big Conversation. Some projects were identified as part of ETD's Strategic Review which sought to establish more efficient ways of working and includes elements of service changes reflected in the Big Conversation.		
Cllr Plant - P&T	Highways Service Delivery	A review of current Highway service delivery standards
Cllr Borrett - E&W	Waste Procurement & Joint Working	Looking at the way in which we procure services to dispose of waste and exploration of greater joined up working with waste collection authorities.
Cllr Borrett - E&W	Targeted Rights of Way	Redesigning access to the Countryside around a core network with a substantial reduction in path cutting and reviewing the way in which we respond to enforcement issues.
Cllr Borrett - E&W	Management of Gypsy & Traveller Permanent Sites	More effective management of Gypsy & Traveller sites bringing in line with new legislation that removes Local Authority responsibilities to do with provision of sites.
Cllr Plant - P&T	Shared Transport	Re-shaped public transport network with a shift towards demand responsive transport services
Cllr Plant - P&T	Reduce subsidy for Park and Ride	Reducing the subsidy for Park and Ride sites, moving towards self funding for the sites
Cllr Plant - P&T	Joint Working with Suffolk County Council and through Eastern Highways Alliance	Exploring potential joint working with Suffolk County Council with regard to Highways
Cllr Borrett - E&W	Waste Private Finance Initiative	Development of a Waste PFI in order to find alternative means to dispose of waste
Cllr Borrett - E&W	Thetford Household Waste Recycling Centre	Replacement for an existing Household Waste Recycling Centre in Thetford.
Cllr Plant - P&T	Norwich Northern Distributor Road	Delivery of the Norwich Northern Distributor Route
All	ETD Process Improvements	
All	ETD Work Style related improvements	
Cllr Borrett - E&W	Implementation of Flood & Water Mgt. Act requirements in relation to Sustainable Urban Drainage Systems (SUDS)	
All	Improving ETD Customer Service	

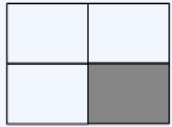
Service Performance		
P'folio	Measure	Definition
-	<b>PP</b> Corporate risk reduction through implementation of business continuity programme	Under development.
Cllr Plant P&T	<b>[A] PP</b> Percentage of County Council's own development determined within agreed timescales	Measurement of whether determinations made for NCC's own planning applications are within the agreed timescale over the year.
Cllr Plant P&T	<b>TTS</b> % of transport made by demand responsive/community transport as a proportion of all subsidised bus services ( <b>COG</b> )	Measure links to the 'Shared Transport' Norfolk Forward project. The measure seeks to define progress against moving towards the use of alternative transport provision such as demand responsive as an alternative method of service delivery. Relates to performance in month
Cllr Plant P&T	<b>TTS</b> Number of journeys shared between health and social care	Where possible transport required by health services and social care are combined to reduce the number of journeys. The number of occasions that this occurs is plotted monthly.
Cllr Plant P&T	<b>H'Ways</b> Highway Maintenance Indicator ( <b>COG</b> )	This is the weighted variance against target for nine measures (8 at the time of writing as one is still to be reported out of EXOR): <ul style="list-style-type: none"> <li>• A road condition</li> <li>• B and C road condition</li> <li>• Category 1 and 2 footway condition</li> <li>• Bridge condition index</li> <li>• Category 1 defect number</li> <li>• Category 1 defect response time</li> <li>• Rectification of street light faults</li> <li>• <b>Public satisfaction</b></li> <li>• Inspections carried out on time</li> </ul>
Cllr Plant P&T	<b>H'Ways</b> Strategic Partnership (Quality of Works)	This is a measure of the number of quality audits of highway works where identified actions are attributable to our partnership contractor.
Cllr Plant P&T	<b>H'Ways</b> County Council's own highway works promoter performance - Section 74 'fine' comparison with other works promoters in Norfolk	Comparison of the percentage of works on the highway completed on time by NCC and utilities. Monthly performance
Cllr Steward	<b>EDS</b> Difference in JSA claimants compared to	Compares the number of Job Seeker Allowance claimants in Norfolk to the

P'folio	Measure	Definition
Ec Dev	East of England ( <b>COG</b> )	total in the East of England.
Cllr Steward Ec Dev	<b>EDS</b> Job vacancies notified to Jobcentre Plus ( <b>COG</b> )	Monitors the number of job vacancies in Norfolk. For Jobcentre Plus vacancies our target relates to the 5 year average because this is as long as the time series allows. So we are comparing this year's in-month result with the average of the past 5 year's results from the same month.
Cllr Borrett E&W	<b>E&amp;W</b> Biodegradable waste landfilled against allowance ( <b>COG</b> )	Monitors the amount of biodegradable waste that is landfilled in the month against the government set landfill allowance.
Cllr Borrett E&W	<b>E&amp;W</b> Residual waste landfilled	Tonnage of waste that was sent to landfill in each month.
Cllr Borrett E&W	<b>E&amp;W</b> Recycling Centre rates	Percentage of material recycled at the household waste recycling centres each month.
Cllr Borrett E&W	<b>E&amp;W</b> No. of people accessing & downloading online national trails info	Monthly count of people accessing online information relating to Norfolk national trails.

	<b>Managing resources</b>
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P'folio	Measure	Definition
<b>Managing the budget</b>		
All	Projected budget spend against revenue budget	Projected amount of budget spend against ETD revenue budget as a variance each month
All	Spend against profiled capital budget	Projected amount of budget spend against ETD capital budget as a variance each month
All	ETD efficiency savings	<b>Monthly efficiency savings generated. This includes a summary of budget savings achieved against Big Conversation proposals and two specific efficiency areas:</b> <ul style="list-style-type: none"> <li>• Use of residual LPSA reward grant funding to support public transport</li> <li>• Reallocation of Officer to LEP duties</li> <li>• This measure will capture any savings being recorded with the exception of procurement efficiency, income generation activity and asset / accommodation rationalisation.</li> </ul>
All	Premises related costs per FTE	Annual measure of FTE actuals against actual spend for all costs coded to premises subjectives. Work is underway to develop departmental level information.
Cllr Plant	<b>H'Ways</b> Strategic partnership (Financial	Financial savings for the renegotiated NSP contract. The monthly figure is a

P'folio	Measure	Definition
P&T	savings – projection of year-end)	projection of the year-end result.
<b>Sustainability</b>		
All	ETD Energy (fossil fuels) consumption (CO2 emissions)	Norfolk County Council Carbon Dioxide Emissions. This measure currently relates to property only.
<b>Organisational productivity</b>		
All	Sickness absence	Sickness absence per employee FTE measured against an internal target.
All	Reportable Incidents	Number of reportable Health and Safety incidents per 1,000 employees per month.
All	Non-reportable Incidents	Number of non-reportable Health and Safety incidents per 1,000 employees per month.
All	Staff resourcing (composite indicator)	<p>This is a composite indicator made up of the following elements supplied centrally, the RAG is determined by the HR Business Partner as a reflection of progress against the relevant measures below:</p> <ul style="list-style-type: none"> <li>• Recruitment activity/costs,</li> <li>• Redeployment activity,</li> <li>• Redundancy,</li> <li>• liP Accreditation,</li> <li>• HR Direct resolution rate,</li> <li>• Use of temporary &amp; agency staff,</li> <li>• Management of Change,</li> <li>• Culture Change Shifts</li> </ul>
All	Corporate level risks	Risks from the Corporate Risk Register that are relevant to ETD.

 <b>Outcomes for Norfolk People</b>		
P'folio	Measure	Definition
<b>People's view on Council services</b>		
All	Satisfaction with services (through annual tracker survey)	Satisfaction levels from NCC Annual Tracker Survey
All	Complaints	Figure is a composite measure calculated centrally by the Customer Service and Communications Dept. team. Currently this includes Proportion of complaints resolved before formal process and % Ombudsman complaints upheld.

P'folio	Measure	Definition
<b>Accessing the council including advice and signposting services</b>		
All	Quality and effectiveness of customer access channels	This is a composite measure supplied monthly by the central Customer Service and Communications Dept. The measure contains the ETD element of three main areas of customer contact – online, customer service centre and face to face.
<b>Services to improve outcomes</b>		
Cllr Humphreys C'mmunity Protection	<b>PP</b> Percentage of businesses brought to broad compliance with trading standards, focusing on those that are high-risk	Measurement of businesses that Trading Standards work with to bring into broad compliance with relevant law.
Cllr Humphreys C'mmunity Protection	<b>PP</b> Percentage of disputes resolved through advice and intervention	Measurement of Trading Standards dispute resolution service.
Cllr Steward Ec Dev  and  Cllr Plant P&T	<b>[A] EDS</b> Net additional homes provided	Measures house completions. The formal result will be updated annually, but not until Dec/Jan. A quarterly update will be provided based on the managed delivery target or trajectory for the district LDFs
Cllr Steward Ec Dev	<b>[A] EDS</b> Proportion of pop. aged 16-64 qualified to Level 3 or higher	Related to former National Indicator 164. People are counted as being qualified to level 3 or above if they have achieved either at least 2 A-levels grades A-E, 4 A/S levels graded A-E, or any equivalent (or higher) qualification in the Qualifications and Credit Framework.
Cllr Steward Ec Dev	<b>[A] EDS</b> Median earnings of employees in the area	Formerly National Indicator 166. Measurement of earnings allows local authorities to monitor a rough proxy for productivity.
Cllr Steward Ec Dev	<b>[A] EDS</b> Proportion of new businesses to business stock	Annual measure to determine creation of new businesses.
Cllr Plant P&T	<b>TTS</b> % of tracked bus services 'on time' at intermediate timing points	Former National Indicator 178. Monitors monthly bus punctuality by tracking vehicles against their schedule.
Cllr Plant P&T	<b>[Q] TTS</b> % of planning apps determined in line with NCC advice	Monitors planning determinations made by the district councils and whether the recommendation of NCC, as Highway Authority, was followed.
Cllr Plant P&T  Cllr Steward Ec Dev	<b>[Q] TTS</b> Accessibility	This is based upon former National Indicator 175. This indicator monitors access to core services and facilities via public transport.
Cllr Plant	<b>H'Ways</b> Reliability of journeys	This measure is under development but aims to give an indication of

<b>P'folio</b>	<b>Measure</b>	<b>Definition</b>
P&T		congestion on key routes.
Cllr Plant P&T	<b>H'ways</b> Number of people killed or seriously injured on roads ( <b>COG</b> )	This is a rolling twelve month total of those killed or seriously injured in traffic collisions.
Cllr Plant P&T	<b>All</b> Progress in delivery of service plans	These provide a summation of progress against all the actions within each service area and an overall result for the ETD department.

**Key:**

Unless prefixed by either a **[Q]** or **[A]** (representing Quarterly or Annually respectively) each measure is monitored monthly.

**H'ways** = Highways    **TTS** = Travel and Transport Services    **EDS** = Economic Development and Strategy    **PP** = Public Protection  
**E&W** = Environment and Waste