

Environment, Development and Transport Committee

Date: **Friday, 16 March 2018**

Time: **10:00**

Venue: **Edwards Room, County Hall,
Martineau Lane, Norwich, Norfolk, NR1 2DH**

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

Membership

Mr M Wilby (Chairman)

Mr M Castle

Mr S Clancy (Vice-Chairman)

Mr P Duigan

Mr T East

Mr S Eyre

Mr C Foulger

Mr A Grant

Mr T Jermy

Mr C Jones

Ms J Oliver

Mr T Smith

Mr T White

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

Hollie Adams on 01603 223029
or email committees@norfolk.gov.uk

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A g e n d a

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

2. Minutes

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To confirm the minutes of the 19 January 2018

3. Declarations of Interest

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

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

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

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

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

4. Any items of business the Chairman decides should be considered as a matter of urgency

5. Public Question Time

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Tuesday 13 March 2018**. For guidance on submitting public question, please visit www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee

Or view the Constitution at www.norfolk.gov.uk.

6. Local Member Issues/ Member Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given.

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Tuesday 13 March 2018**.

7. Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on.

8. Highway parish partnership schemes 2018/19 **Page 20**

A report by the Executive Director of Community and Environmental Services

9. Recommendations of the Norfolk Strategic Planning Member Forum **Page 36**

A report by the Executive Director of Community and Environmental Services

10. Committee Plan 2018/19 **Page 40**

A report by the Executive Director of Community and Environmental Services

11. Sub National Transport Bodies and the East of England Sub National Transport Forum **Page 74**

A report by the Executive Director of Community and Environmental Services

12. Risk management **Page 78**

A report by the Executive Director of Community and Environmental Services

13. Performance management **Page 85**

A report by the Executive Director of Community and Environmental Services

14. Finance monitoring

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A report by the Executive Director of Community and Environmental Services

15. Forward Plan, decisions taken under delegated authority and Working Group Terms of Reference

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A report by the Executive Director of Community and Environmental Services

Group Meetings

Conservative	9:00am	Leader's Office, Ground Floor
Labour	9:00am	Labour Group Room, Ground Floor
Liberal Democrats	9:00am	Liberal Democrats Group Room, Ground Floor

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

Date Agenda Published: 08 March 2018



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Environment, Development and Transport Committee

**Minutes of the Meeting held on Friday, 19 January 2018 at
10am in the Edwards Room at County Hall**

Present:

Mr M Wilby - Chair

Mr M Castle

Mr M Chenery of Horsbrugh

Mr S Clancy (Vice-Chairman)

Mr P Duigan

Mr T East

Mr S Eyre

Mr C Foulger

Mr T Jermy

Mr C Jones

Ms J Oliver

Mr T Smith

Mr B Spratt

1. Apologies and Substitutions

- 1.1 Apologies were received from Mr A Grant (Mr M Chenery of Horsbrugh substituting) and Mr A White (Mr B Spratt substituting).

2. Minutes

- 2.1 The minutes of the meeting held on 10 November 2017 were agreed as an accurate record subject to an amendment to change the completion date of the Northern Distributor Road recorded at paragraph 4.1 from March 2019 to March 2018.

3. Members to Declare any Interests

- 3.1 No interests were declared.

4. Urgent Business

- 4.1 The Chairman thanked the highways team who supported in difficult conditions during the recent storm and members of public who rallied round, helping to clear roads and helping neighbours during the storm and power cuts.

5. Public Questions

- 5.1.1 The Chairman accepted a petition from Ms Ellis and Cllr Roper about reducing the speed limit from 50mph to 40mph and further safety measures which had received 1444 signatures and letters of support.
- 5.1.2 The Chairman accepted a petition from Mr East on bus subsidies from Norman Lamb which had received 6000 signatures.
- 5.2.1 Public questions were received from Mr Clarke and Ms Ellis; see appendix A.

- 5.2.2 Ms Ellis asked a supplementary question: She felt the response showed Officers had looked at Hevingham but not Marsham; it mentioned the crossroad between Marsham and Hevingham and the safety sign. She felt there were still many accidents at this sign and asked to meet to discuss this further. The Executive Director of Community and Environmental Services **agreed** to arrange a meeting between petitioners, residents and Officers to explain the work which had been done here and understand petitioners' concerns and how to address them.

6. Member Questions

- 6.1 Questions were received from Cllrs Spratt, Castle and Roper; see appendix A
- 6.2 Cllr Spratt asked a supplementary question: he discussed instances of utility providers leaving signs and soil on roads for several days after completing work and the impact of this on shops and local businesses; he felt Norfolk County Council could do more to ensure this did not happen. The Chairman **agreed** to follow this up.
- 6.3 Mr Castle thanked Officers and noted that this issue highlighted the need to maintain the flow of traffic in Great Yarmouth; he hoped a protocol could be reached with the Police.
- 6.4 Cllr Roper and Mr Drake, Chairman of Stratton Strawless Council, raised a supplementary question: they reported that a 200 static home development for older people had been built on this stretch of road and felt another type of development here would not be seen as acceptable as it exited onto a national speed limit road. They pointed out it was dangerous to cross the road here after getting off the bus. The Chairman **agreed** to visit the area if requested and report back to the Executive Director of Community and Environmental Services.

7. Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on.

- 7.1 A written update was circulated from the Norwich Western Link Project Member Working Group; see Appendix B.

8. Rail Update

- 8.1 The Committee received the report providing an update on strategic rail issues for the County.
- 8.2.1 It was suggested that it may be beneficial to raise the profile of the rail service by setting up a website.
- 8.2.2 Cllr B Long was suggested for the Member representative on Community Rail Norfolk. The Chairman **proposed** nominating a representative from the Committee, and **proposed** Mr T Smith, seconded by Mr Duigan. The Committee **AGREED** with this proposal.
- 8.2.3 Concern was raised over the amount of meetings held and the risk of duplication.
- 8.2.4 It was noted that cost was a barrier to rail travel for some users.

- 8.3 The Committee **RESOLVED** to:
1. **AGREE** findings of the review into how the county council deals with strategic rail issues, and task Norfolk Rail Group with reviewing how it operates with a view to making it a stronger, more effective group;
 2. **NOMINATE** Mr T Smith as Member representative for Community Rail Norfolk;
 3. **AGREE** the county council responds to the Future of Community Rail Strategy, and that this be delegated to the Executive Director in consultation with the Chairman/Vice Chairman of EDT;
 4. **NOTE** progress on strategic rail issues.

9. **A47 priorities and government consultation**

- 9.1 The Committee considered the report providing an update on the current consultation on proposals for trunk roads. The role of Norfolk County Council was to make a case about the priorities of Norfolk to the Government who would make the final decision about which schemes to include in the trunk-road programme.
- 9.2.1 Discussion was held over the Thickthorn proposals from Highways England and the issues related to traffic on match days; protests had been held because people felt they were not being heard and the importance of representing the views of the public was noted.
- 9.2.2 Regarding the delivery date of 2020-25, it was commented that it would be key to have focus on specifics to get the best delivery for Norfolk County Council; more detail on the start date for projects was requested.
- 9.2.3 The Vice-Chairman spoke of the importance of the dualling of the Acle straight to support other projects in the County. He asked the Director to write to Highways England and MPs to speed up the process but the Chairman said he had recently written to all Norfolk MPs about A47 improvements focussing on RIS2 projects. The Chairman **agreed** to circulate the letter to Members of the Committee.
- 9.2.4 It was felt that expressway designation should be extended to more of the A47 but also recognised that some sections may not be suitable for this.
- 9.3 The Committee **RESOLVED** to:
1. **REAFFIRM** the council's priority commitment to dualling the A47 Acle Straight to the east and Tilney/East Winch (including Hardwick Flyover at King's Lynn) in the 2020-25 trunk road programme;
 2. **AGREE** that a response to the consultation be prepared, to be agreed with and sent by the chair of Environment, Development and Transport Committee;

10. **Strategic & Financial Planning 2018-19 to 2021- 22 & Revenue Budget 2018-19**

- 10.1.1 The Committee received the report outlining proposals to inform Norfolk County Council's decisions on council tax and contributing towards the Council setting a legal budget for 2018-19.
- 10.1.2 The Chairman **proposed** that the Committee recommended to Policy and Resources Committee to remove the £500,000 saving for bus subsidies and the £200,000 saving on gritting routes to be offset by the increase in Council Tax, having listened to the feedback received from the public on these proposed cuts. He thanked all who had responded to the consultation. This proposal was seconded by the Vice-

Chairman and **AGREED** by the Committee.

- 10.2.1 Members spoke in support of the proposal, but recognised the impact of the cuts which would still have to be made.
- 10.2.2 Mr Jermy reported to the Committee that Labour had encouraged members of the public to take part in the consultation and had carried out their own consultation, having felt that the public found some questions in the consultation unclear.
- 10.2.3 It was suggested that a needs led review of services may be more appropriate for identifying future budget proposals, and that proposals put to the Committee outlined not just the cut to be made, but also the wider impact of the proposals. The Executive Director of Community and Environmental Services clarified that it was necessary for Officers to set a legal budget with the resources available and therefore money was allocated to the highest priority services through reallocation of resources.
- 10.2.4 An extra income of £100,000 had been identified from waste services; the Chairman proposed reallocating this to reduce the proposed saving on non-safety critical highways maintenance budgets by the same amount. The Committee **AGREED** this proposal.
- 10.3 When the proposals were taken together, with 12 votes in favour and 1 abstention the Committee:
- 1) **NOTED** the new corporate priorities – Norfolk Futures – to focus on demand management, prevention and early help, and a locality focus to service provision as set out in section 2 of the report.
 - 2) **CONSIDERED** and **AGREED** the service-specific budgeting issues for 2018-19 as set out in section 5;
 - 3) **CONSIDERED** and **COMMENTED** on the Committee's specific budget proposals for 2018- 19 to 2021-22 set out in Appendix 2, including the findings of public consultation in respect of the budget proposals set out in Appendices 3a-d;
 - 4) **CONSIDERED** the findings of equality and rural impact assessments, attached at Appendix 4 to this report, and in doing so, **NOTED** the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
 - 5) **CONSIDERED** and **AGREED** any mitigating actions proposed in the equality and rural impact assessments;
 - 6) **CONSIDERED** the recommendations of the Executive Director of Finance and Commercial Services, and:
 - a. **RECOMMENDED** to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2018-19, within the council tax referendum limit of 3.0% for 2018-19;
 - b. **NOTED** that the Council's budget planning includes an increase in council tax of 3.0% for the Adult Social Care precept in 2018-19, meaning that no increase in the Adult Social Care precept would be levied in 2019-20.

7) **AGREED** and **RECOMMENDED** to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 5, but removing the £500,000 saving for bus subsidies and the £200,000 saving on gritting routes, and using the additional potential saving of £100,000 identified within the proposed DIY waste saving to reduce the proposed saving on non-safety critical highways maintenance budgets by the same amount.

For consideration by Policy and Resources Committee on 29 January 2018, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 12 February 2018.

8) **AGREED** and **RECOMMENDED** the Capital Programme and schemes relevant to this Committee as set out in Appendix 6 to Policy and Resources Committee for consideration on 29 January 2018, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 12 February 2018.

11. Highway capital programme and Transport Asset Management Plan (TAMP)

11.1 The Committee received the report summarising government settlement and proposed allocations for 2018/19, successful competitive bids which secured significant additional funding from the Local Growth Fund via the LEP, and the Department for Transport's (DfT) "Challenge" and "Incentive" funds for Maintenance.

11.2.1 The Chairman clarified that the Parish Partnerships fund had been increased.

11.2.2 The Asset and Capital Programme Manager stated that a sister report on 'Highway Asset Performance' was presented annually to Committee, and would be brought to Committee in July or September 2018 with information on highway condition. This was expected to show a slight deterioration in the network in line with the agreed Asset Management Strategy. He added that results for the classified road network ('A', 'B' & 'C') 2017-18 had held its condition compared to 2016-17.

11.2.3 The outcome of the ongoing DfT consultation on the Major Road Network (MRN) would be reported to the Committee.

11.2.4 Norfolk's allocation of the DfT pothole fund 2017-18 had not been finalised by DfT. They had indicated an additional award would be announced later in the month which could be used in 2018-19. The Chairman noted the good record of pothole maintenance in Norfolk.

11.3 The Committee **AGREED** to **RECOMMEND** that Full Council approve:

1. The proposed allocations and programme for 2018/19 and indicative allocations for 2019/20/21 (as set out in Appendices A, B and C of the report).
2. An additional £20m funding to invest in Highways with the allocations as set out in Paragraph 3.4.2 and Appendix D of the report, including a permanent funding solution of the Northern Distributor Road.
3. The Transport Asset Management Plan (TAMP) for 2018/19 - 21/22.

12. Point of order

12.1 The Chairman took item 13, "Great Yarmouth Third River Crossing procurement", next, followed by item 12, "River Wensum Strategy Public Consultation", before returning to the running order of the agenda.

13. Great Yarmouth Third River Crossing

- 13.1 The Committee received the report on the procurement process to appoint the main contractor for the Great Yarmouth Third River Crossing. An amendment to the recommendations was noted: e and f shown in the report were intended to be bullet points under recommendation d; see amended recommendations below, 13.3.
- 13.2.1 The Chairman **proposed** that the Norwich Distributor Road working group continued over to the Third River Crossing Working Group and **nominated** Mr M Castle as its Chair. The Committee **AGREED** this proposal and nomination.
- 13.2.2 It was clarified that “social value” was a contractual requirement. Economic value of the project was built into the scheme.
- 13.2.3 Members asked what learning from the Norwich Distributor Road (NDR) project would be used to deliver this project differently. The Major Projects Manager agreed there was a lot to learn from the NDR some of which was detailed in the report. Specialists would advise throughout on the commercial side of the project.
- 13.3 The Committee **RESOLVED** to:
- a) **APPROVE** the contracting strategy outlined in this report;
 - b) **AGREE** the proposed approach to social value;
 - c) **AGREE** the proposed evaluation criteria set out in this report;
 - d) **AGREE** to form a Member working group to consider in more detail:
 - the evaluation model;
 - mitigation of risk;
 - g) **DELEGATE** to the Executive Director of Environmental & Community Services authority to agree the detailed evaluation criteria, in consultation with the Chairman and Vice-Chairman of the committee and the Head of Procurement;
 - h) **AGREE** that the Head of Procurement may issue an Official Journal Contract Notice, which would commence the procurement exercise.

14. River Wensum Strategy Public Consultation

- 14.1.1 The Committee discussed the report outlining the main contents of the draft River Wensum Strategy and details of the recent public consultation. The document was still being consulted on therefore additional comments could still be fed back for consideration; the document was prepared by Norwich City Council.
- 14.2.1 It was **suggested** that the category “protection” should be included.
- 14.2.2 It was **suggested** that tributaries of the Wensum should be included in the strategy.
- 14.2.3 Flooding caused by less dredging and maintenance of the Wensum was noted; it was **suggested** the Environmental Agency should dedicate a budget to dredging.
- 14.2.4 The Western Link plan was not included in the document as it was outside the scope of the River Wensum strategy and its boundaries. The Chairman **suggested** it should be included.
- 14.2.5 The Vice-Chairman **suggested** the boundary of the Strategy should be expanded to include Taverham, Ringland and Costessy.

14.2.6 The Head of Environment **agreed** to feed the Committee's comments back to Norwich City Council.

14.3 The Committee **AGREED** to strongly endorse the vision and objectives of the draft River Wensum Strategy and to support the ongoing partnership working, but felt Norwich City Council should look beyond the current boundary to get best value for the Strategy.

15. Review of Norwich Highways Agency Agreement

15.1 The Committee received the report detailing a review of the performance of the Highways Agency Agreement.

15.2.1 The Transport for Norwich/City Agency Manager reported that, according to data from the Business Improvement District, in Norwich over Christmas 2017 there was a 3% increase in footfall, levels of cycling had increased by 40% and retail vacancy rates were below the national average. Norwich was performing better than national and local trends; use of public transport had increased by 0.5 million and a new carpark had opened in 2017 to accommodate the increase in visitors.

15.2.2 The Transport for Norwich/City Agency Manager confirmed that reviews were carried out regularly and Cllrs could feed in to these. It was felt that the capital fund was the most appropriate source of funds for safety cameras; surplus income from cameras came to the Council budget.

15.2.3 The Committee **AGREED** that option A presented at paragraph 1.2 of the report was the most preferable.

15.3 The Committee **RESOLVED** to:

1. **NOTE** and **COMMENT** on the details of the reviewed of the Norwich Highways Agency Agreement, **AGREE** not to invoke the termination, but **EXTEND** the current Agreement for one year to March 2020, to allow the details of the new Agreement to be fully developed;
2. **AGREE** that a report comes back to this Committee early in 2019 outlining a proposed new Norwich Highways Agency Agreement that would include details of the scope for financial savings.

16. The London Plan: Consultation

16.1 The Committee considered the report outlining The London Plan and outcomes flowing from it which had the potential to impact on economic growth in Norfolk.

16.2.1 It was queried whether London based offices would be likely to move to Norfolk, which would support Norfolk's economy. It was agreed that the Plan needed to recognise and support the potential relocation of employment (particularly office-based employment) out of London to places like Norwich, which had the potential for employment growth. The Principal Planner **agreed** to include this point in the response.

16.2.2 The importance of infrastructure for attracting professionals to Norfolk was noted, for example trains and broadband. It was agreed that the Plan needed to recognise that in the areas outside London which would assist in relieving the growth pressures on

the Capital, that would be a need for improvements to both local and strategic infrastructure (in these areas) particularly in relation to transport infrastructure (i.e. road and rail).

- 16.3 The Committee **AGREE** the comments in the report as the basis for the County Council's response to the draft London Plan.

17. Performance Management

- 17.1 The Committee received the report reporting performance on an exception basis using a report card format.
- 17.2.1 A concern was raised that the budget management information did not contain enough detail.
- 17.2.2 The importance of indicators around landowners was raised, and that some of these were not being met.
- 17.2.3 The update for August and September related to buses was queried. The Senior Analyst confirmed that this measure was subject to ongoing review and would be available in time for the next meeting. Data extraction and calculation was also being reviewed to have more in depth data in future.
- 17.3 The Committee **REVIEWED** and **COMMENTED** on the performance data, information and analysis presented in the vital sign report cards.

18. Risk Management

- 18.1 The Committee reviewed the report providing information from the latest risk register as at January 2018, following the latest review conducted in December 2017. Members were advised to put forward a recommendation to Audit Committee to be taken at corporate level by Audit Committee and Policy and Resources Committee.
- 18.2.1 It was queried whether the budget of £121m was slipping. The Finance Business Partner for Community and Environmental Services reported that the budget was being reviewed and there was no indication of pressure on this budget at that time.
- 18.2.2 The Risk Management Officer confirmed that the 2 conditions in appendix D were mutually inclusive and both were conditions of the corporate risk.
- 18.3 The Committee **CONSIDERED** and **AGREED**:
- a) the new risk RM14336 - Failure to construct and deliver the Great Yarmouth 3rd River Crossing (3RC) within agreed budget (£121m) and agreed timescales (construction completed early 2023), which was reported by exception (paragraph 2.2 & Appendix A), and changes to other departmental risks (Appendix E);
 - b) that the recommended mitigating actions identified for the new risk RM14336 in Appendix A were appropriate;
 - c) putting forward a recommendation to the January 2018 Audit Committee that risk RM14336 was managed both on the departmental Environment, Development and Transport Committee risk register and the corporate risk register, given its corporate significance;
 - d) the revised risk scores for the Norwich Distributor Road risk (RM14248),

following sign off of the revised Norwich Distributor Road budget at the November 2017 Full Council meeting.

19. Finance monitoring

- 19.1 The Committee received the report outlining information on the budget position for services reporting to Environment, Development & Transport Committee for 2017-18.
- 19.2.1 The anticipated cost pressure for gritting for 2017-18 was queried. The Assistant Director of Highways reported that the number of gritting actions per year were monitored and the budget was based on a projected average; 48 gritting actions had been carried out so far, which was above average, and this would be constantly reviewed to advise the budget setting process. In the busiest year when 159 gritting actions were carried out, the extra money needed was maintained within the departmental budget through a reserve fund held for these situations.
- 19.2.2 The lack of variances shown within the budget was queried and concern raised that this did not indicate to the Committee an accurate picture of the budget. The Finance Business Partner for Community and Environmental Services clarified that the actuals to date differed from the net budget shown due to costs managed by highways which were recharged through to Children's and Adults Services, which did not yet show in the actual figures; some budget lines would show fluctuations in spend due to the nature of some areas of the service.
- 19.2.3 The Chairman suggested that members who wanted more clarity on the budget arranged to meet with the Finance Business Partner for Community and Environmental Services for more detail or to arrange a briefing.
- 19.2.4 The Finance Business Partner for Community and Environmental Services **agreed** to hold a briefing for Members and to review the level of detail in future reports.

20. Forward plan

- 20.1 The Committee reviewed and **NOTED** the Forward Plan for 2018 and delegated decisions taken by Officers.

21. Any Other Business

- 21.1 Mrs J Oliver updated the Committee that the Waste Project had met and a report would be brought to the Committee in March 2018.

The meeting closed at 12:15

**Mr M Wilby, Chairman,
Environment, Development and Transport Committee**



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MEMBER/PUBLIC QUESTIONS TO ENVIRONMENT, TRANSPORT AND DEVELOPMENT COMMITTEE : 19 JANUARY 2018

5. PUBLIC QUESTIONS

5.1 Question from Mr Anthony Clarke

What system does Norfolk County Council have in place for:

Recording reports of surface defects (ie pot holes) on the Highways in Norfolk; all media to be included (post, verbal, telephone, text, email, online forms, apps such as "Fill that Hole", "Fix my Street", etc).

Response by Chairman of EDT Committee

Norfolk County Council uses an integration of two systems to record the reporting of surface defects, supported by an online front end. The two main systems are: the Microsoft Dynamics Customer Relationship Management (CRM) system, which records the defect and the customer details of the person reporting (if they wish to be kept informed of progress); and Mayrise, by Yotta, which manages the workflow and allocation through the Area Highways teams. We do not support any third party applications such as Fill that Hole or Fix my Street, and although we do receive information from these systems we do not provide feedback.

5.2 Question from Mr Anthony Clarke

What systems and time table does Norfolk County Council have in place for:

Investigating reports received as described above.

Response by Chairman of EDT Committee

Mayrise is the Highways Management System used by Norfolk County Council, which receives defect reports through an interface with our Microsoft Dynamics Customer Relationship Management (CRM) system. Defects are automatically allocated to the Area Highways team for investigation and prioritisation.

We aim to look at reported defects within three working days, although the response will vary according to the location (i.e. main road or estate) and type of defect reported. Reports which are considered to be an emergency are dealt with as quickly as possible.

5.3 Question from Ms Anna Ellis

From January 2012 to May 2017, the A140 between Hevingham and Marsham had 62 reported traffic accidents including 36 personal injury (3 were fatal and 5 serious). Furthermore there have been many unreported accidents and near misses.

A petition has been prepared requesting reduction in speed limit from 50mph to 40mph and further safety measures with 1444 signatures and letters of support from Hevingham, Marsham, Stratton Strawless and Hainford Parish Councils, the local churches and many businesses and farms.

Will the committee agree to a meeting between ourselves, officers and our Councillor to review the research and explore possibilities of a speed limit reduction and improved safety through our villages.

Response by Chairman of EDT Committee

The County Council uses the road accident data recorded by the police. This is recorded in detail in a nationally consistent way and includes only those accidents where a person is injured. They are classified as fatal, serious or slight depending upon the severity of injuries sustained. It is generally accepted that for every accident involving injury reported to the police, there are likely to be many damage-only accidents which go unrecorded.

According to the Police accident data on A140 within the parishes of Hevingham and Marsham, for the period January 2012 to May 2017, there were 21 personal injury accidents recorded, of which 3 were fatalities, 8 were serious and 10 were slight. Taking in to account the level of traffic, this gives an accident rate about 1.5 times what would be expected for this type of road. However, more notable is the proportion of fatal and serious injuries, which at 52% is considerably higher than expected. This means that when accidents occur here, the outcome for road users tends to be worse.

The majority of accidents, particularly the more serious ones, occurred within the more built up length of Hevingham. The County Council has identified this and carried out an Accident Investigation Study in 2017. This has recommended the implementation of a lower 40mph speed limit on the A140 through Hevingham, supported by Vehicle Activated Signing and new village 'gateway signing'. It is anticipated that this safety scheme will be implemented in 2018.

In addition, a safety scheme was introduced at the A140/Buxton Road crossroads between Marsham and Hevingham in 2016. This involved Vehicle Activated signing which only triggers when a car is waiting within the side roads and a car is approaching at high speed on A140. This helps keep the message 'fresh' and alerts A140 drivers to higher risk situations.

The above measures will improve road safety on A140. However, Officers will continue to monitor the safety record here, along with across the county as a whole and take further action as necessary. In view of the proposed measures, a meeting at this time is not considered necessary.

6. MEMBER QUESTIONS

6.1 Question from Cllr Bev Spratt

Can NCC monitor roadworks more efficiently to eliminate unnecessary hold ups on Norfolk roads?

Response by Chairman of EDT Committee

The Norfolk Permit Scheme requires all works promoters to obtain a permit prior to working on the highway for their planned works. A similar arrangement exists for more urgent immediate or emergency works. This provides a platform where work can be scrutinised and additional requirements added in order to minimise the disruption caused by works undertaken by the County Council and the utilities. This helps Norfolk meet its duties to co-ordinate works and to minimise congestion. The permit scheme is self-funding and has delivered a big improvement in the way that works are planned and delivered which has provided a benefit to the public.

In addition to the permit scheme, all work is subject to random inspection. The results of these inspections form part of our performance monitoring of all works promoters and is shared both regionally and nationally. These inspections help to identify what additional measures can be taken on site in order to help minimise any disruption being caused. Where defects are found they are formally logged with the promoter and remedial work enforced in order to minimise any repair required from the public purse. Norfolk is able to charge for these inspections which helps to make them self-funding.

The permit scheme and inspections are underpinned by the way in which promoters share data of their works. Norfolk publishes this data in the public domain using 'roadworks.org'. Businesses, like bus operators widely use this information. In addition, Highways Area staff will also respond to and investigate complaints received from the public regarding roadworks.

6.2 Question from Cllr Mick Castle

Following a false alarm of a child in the water last Saturday Yarmouth's Breydon Bridge was unnecessarily closed causing traffic chaos in the Town at a time when there are major road works in train. Please can Norfolk County Council renew pressure on the uniformed services to adopt a protocol to keep traffic moving whenever possible given the adverse

effect such unnecessary closures have on the local economy and the public. A search of the water was possible in this case without a bridge closure.

Response by Chairman of EDT Committee

Norfolk County Council works closely with the emergency services. All parties already work to an agreed protocol in relation to the emergency response to road traffic incidents. This protocol is essential so that there is full understanding of each other's roles and responsibilities during road traffic incidents. Although specific to Norfolk, the protocol is based on national best practice.

An essential part of this protocol includes the over-riding priority to preserve life. It is also already written into the protocol to minimise risk to the public on the roads affected and to minimise congestion caused by any road incident.

In addition to the protocol, County Council Officers also attend quarterly meetings with the emergency services, during which best practice is shared and feedback is provided on incidents. In light of Cllr Castle's question, we will ensure that the Breydon Bridge incident (on Highways England's Trunk Road network) is raised at the next meeting.

6.3 Question from Cllr Daniel Roper

Safety on the A140 north of Norwich is a crucial issue for residents and businesses within my division. A petition is presented today by residents of Hevingham of 1400 signatures calling for a speed limit review and additional safety measures on the A140 through their village.

The Parish Council in neighbouring Stratton Strawless is preparing a similar petition highlighting the national speed limit on the A140 through their parish and requesting a review.

Traffic speed through Stratton Strawless directly impacts on neighbouring villages. Therefore, my question is whether consideration of the speed limit and safety through Stratton Strawless can take place alongside any work to resolve the issues in Hevingham.

Response by Chairman of EDT Committee

When setting speed limits, Norfolk County Council applies its Speed Management Strategy, which is closely related to current Department for Transport guidance contained in LTN1/2013. A key element to both documents is that speed limits must be self-explaining and help to reinforce to drivers the appropriate speed at which to travel. To artificially set a speed limit too low can actually cause more safety problems as the difference in speed between the fastest and average speed of drivers increases. It can also lead to a lack of respect for speed limits in

general. Frontage development is one of the most important factors in setting speed limits as it changes the highway environment very clearly and reinforces to drivers of the need to reduce speed. On A140 at Stratton Strawless, the road environment is entirely rural with no built frontage development. As a result, the existing national speed limit is still appropriate.

With the speed limit being correct for the highway environment, the County Council would only consider further reductions if the accident rate was higher than expected. Thankfully, according to the Police accident data on A140 within the parish of Stratton Strawless, there have been 2 personal injury accidents recorded in the last 5 years (1 serious, 1 slight). Given the level of traffic on A140, two recorded accidents represents a relatively good accident record. Therefore, the County Council would not propose to reduce the current national speed limit, but the accident record here will be monitored, as we do across the whole county, and take further action as necessary.

Norwich Western Link Project- Update for EDT Committee from Working Group (for 19 November 2017)

Further to previous meetings of the Norwich Western Link Project (NWL) Member Working Group and the report provided at the 20 October EDT Committee meeting, a meeting was held on 8 November and more recently on January 2018 to provide an update for the Member Group. The following provides a brief summary of the most recent meeting:

1. Highways England's (HE) latest progress for the A47 proposals from North Tuddenham to Easton was discussed. The project team outlined details of the most recent meeting with HE and that further monthly meetings are planned. Topics discussed with HE include the scope of modelling work completed and potential for utilisation of the same transport model for each project; how communication can be improved (although monthly meetings will now help this); the scope of the design proposals and feedback; and more scope going forwards to improve interaction between technical teams. The implications of the potential designation of an 'expressway' was discussed.
2. The Group received a more detailed update on the next steps for the project. WSP provided details of the specialists involved and the work required during 2018 to complete the necessary corridor and route assessment work using the Department for Transport's sifting tool. Discussion included an update on the alignment and progress of the Orsted off-shore energy cable route, and the need to consider this as part of the route assessment work being undertaken. The Group set out their expectations regarding the need for a lean process to deliver the project, but understood also the need to carry out a thorough and robust assessment of options.
3. The Group received a more detailed update from the delivery team on proposals developed as part of the communications plan for the project. Work completed to date includes engagement with a wide range of stakeholders. A range of replies have been received setting out support for the project and the Group asked for the team to continue to chase up any key stakeholders who have not yet responded. It was also confirmed that meetings have been offered with environmental groups. The Group suggested that the team should also contact hauliers and other delivery businesses such as OHL, Yodel, Hermes, Post Office, etc. The Group also agreed that letters should be sent to each parish/town council.

A planned consultation starting after the local elections in May (avoiding purdah) was discussed. The Group provided feedback on the early draft questionnaire document. The consultation will be available via postal and on-line formats and the use of an electronic system was discussed, as it has proved beneficial on other projects to ensure a wider spread of engagement and interaction. The Group felt that a good start has been made on the necessary and important consultation and stakeholder engagement process for the project.

4. The Local Plan Review process was briefly discussed. Consultation is currently ongoing - until March 2018. There was little new information relating to the Food Hub/Enterprise Zone, however it was considered that there is a good level of interest from companies considering locating there.
5. The next local group meeting (with parish council representatives) is planned for 22 February and the agenda items proposed for this were discussed with the Member Group. This next meeting will provide an opportunity for discussion on the corridor and route appraisal process and details regarding the planned consultation. It will also include a detailed overview of the transport modelling process. It is expected that HE will also attend this next meeting.

For more details, please contact David Allfrey (Infrastructure Delivery Manager).
Tel 01603 223292

Environment, Development and Transport Committee

Item No.

Report title:	Highway Parish Partnership Schemes 2018/19
Date of meeting:	16 March 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
<p>Strategic impact</p> <p>The Parish Partnership programme delivers small highway improvements which are considered a priority by local communities and support Local Transport Plan (LTP) objectives. It is also covered by a “vital signs” performance indicator.</p> <p>In March 2017, EDT Committee agreed to continue the programme using £300,000 of the highway improvements budget to fund up to 50% of each bid, with consideration of increased contributions for parish councils with incomes below £2,000. Additionally on 19 January 2018 the committee agreed to boost this provisional by £25,000 for the next 4-years utilising some of the additional £20m investment from our members in highways.</p>	

Executive summary

This report sets out the proposed parish partnership programme for 2018/19 following analysis and review of the applications submitted.

Recommendations

EDT Committee is asked to:

- 1. Approve all bids listed in Appendix B for inclusion in the Parish Partnership Programme for 2018/19.**

1. Background

- 1.1. The Parish Partnership Scheme began in September 2011, when Parish and Town Councils were invited to submit bids for local highway improvements, with the County Council initially funding up to 50% of bid costs. Funding is therefore targeted to meet needs identified at a local level and helps us to support and promote our role in enabling communities.
- 1.2. The programme has been well received by Parish/Town Councils and members and feedback has been very positive from communities. Key features are that it:
 - Delivers local priorities identified by local people
 - Draws in additional funding for small scale highway improvements
 - Helps communities have more of “a say”.
- 1.3. The most popular bids have been for:
 - Trods - a simplified, lower cost alternative to footways (often constructed

using recycled road surface material)

- Vehicle Activated Signs (VAS) which flash up warnings to drivers. Subsequently owned/maintained by the County Council
- SAM2 (mobile VAS units which flash vehicle speed as a reminder to the driver). Subsequently owned/maintained by the Parish Council

2. Funding

- 2.1. The Parish Partnership Programme was previously renewed on an annual basis. In March 2017 EDT Committee agreed to use £300,000 of the highway improvements budget, plus an additional £25,000 agreed by committee in January to fund up to 50% of each bid, with consideration of increased contributions for parish councils with incomes below £2,000.
- 2.2. The Norfolk Safety Camera Partnership (SafeCam) has again agreed to contribute £86,000 towards SAM2 bids in 2018/19. This welcome support boosts the total available County Council funding to £411,000 and emphasises the important role that the Parish Partnership Programme can have in casualty reduction initiatives.
- 2.3. Invitation letters for 2018/19 letters for bids were sent out in June 2017 with a closing date of 11 December 2017 (Appendix A), to giving bidders good time to develop their proposals.

3. Bids submitted

- 3.1 144 bids were received for 2018/19. A short deadline extension was allowed for 7 bids, which are included in the 144.
- 3.2 The number of bids received over the past six years by Parish is mapped in Appendix C, showing a reasonable distribution across Norfolk
- 3.3 The number and value of bids submitted over the past six years by District is shown in Appendix D. This indicates a reasonable spread of bids in relation to the size of each District, although the number (22) and value (£116,593) of bids within the Great Yarmouth Borough Council area continues to be comparatively low.
- 3.4 We received 3 bids from Parishes with precepts (information supplied by the Parish Councils with their bids) below £2,000, summarised in the table in 3.5 below. Bid values fall within a narrow range of £550 to £3,100. Bidders are seeking NCC support of between 50% and 75%.

3.5

Parish	District	Prec ept	Scheme type	Comments
Bintree	Breckland	£548	Bus Shelter	Parish seeking £411 towards a £548 scheme
Haveringland	Broadland	£450	Signs	Parish seeking £1,470 towards a £1,960 scheme
Little Cressingham	Breckland	£534	SAM2	Parish seeking £2,725 towards a £3,100 scheme

- 3.6 Since 2017/18 the following approach has now been adopted to support bidders with annual income below £2,000:
- 75% County Council contribution
 - £5,000 maximum bid value
 - Offer available only once to any bidder.
- 3.7 This is considered to be an offer which is both reasonable to low-income bidders whilst still being equitable towards other bidders with moderate incomes. It will help encourage first-time bidders who may, if the scheme continues, subsequently wish to consider the alternative funding sources outlined on the NCC website. The total NCC contribution toward these 3 bids would be £4,606 (compared with £2,804 had our contribution been 50%) which is also considered reasonable, and still allowing us to support all viable bids.
- 3.8 There are 3 other bidders who did not supply any precept information with their bids, but in all cases their bids are clearly based on a 50% contribution and with no additional support from NCC requested. It has therefore been assumed they have sufficient resources and have consequently been excluded from consideration of additional NCC support.

4. Assessment of Bids

- 4.1. Bids have been assessed through a combination of the following factors:

- Contribution to LTP objectives
- Outcome for the local community
- Value for money

This resulted in a score which enabled ranking of bids in priority order.

- 4.2. 144 bids were submitted and assessed, shown in the following table along with the value of these bids considered viable.

4.3.

Scheme Types	No	£ Original bids	£ Assessed bids	£ NCC Contribution	£ Parish Contribution
20mph Wig Wags	4	£18,187	£18,187	£9,093.40	£9,093.40
Access	3	£2,490	£2,490	£1,245.00	£1,245.00
Bus Shelter	16	£162,058	£162,058	£81,302.81	£80,745.81
Crossing Point	1	£2,360	£2,360	£1,180.00	£1,180.00
Guard Rail	1	£500	£500	£250.00	£250.00
Hardstanding	1	£1,000	£1,000	£500.00	£500.00
Junction Improvement	1	£23,025	£23,025	£11,512.50	£11,512.50
Kerbing	4	£13,200	£13,200	£6,600.00	£6,600.00
Kissing Gate	1	£350	£350	£175.00	£175.00
Lining	2	£425	£425	£212.50	£212.50
Passing Bays	1	£7,800	£7,800	£3,900.00	£3,900.00
Posts	1	£12,151	£0	£0.00	£0.00
SAM 2	49	£184,085	£184,085	£92,417.58	£91,667.58
Signs	11	£20,657	£14,774	£7,877.00	£6,897.00
Steps	1	£5,500	£5,500	£2,750.00	£2,750.00
Surfacing	1	£2,500	£2,500	£1,250.00	£1,250.00

Traffic Calming	3	£18,150	£17,000	£8,500.00	£8,500.00
Traffic Mirrors	1	£500	£0	£0.00	£0.00
Trod	24	£268,618	£268,618	£134,309.10	£134,309.10
VAS	4	£50,325	£39,590	£19,795.00	£19,795.00
Verge Works	2	£12,506	£12,506	£6,253.00	£6,253.00
Village Gateways	8	£24,310	£23,860	£11,930.24	£11,930.24
Village Signs	4	£2,544	£2,544	£1,272.00	£1,272.00
	144	£833,242	£802,372	£403,825	£401,547

- 4.4. Of the 144 bids, 10 were considered unsuitable and rejected (parishes and associated members being informed), leaving 134 viable bids. The total value of viable bids is £802,372, making the County Council contribution £403,825. The available funding of £411,000. Consequently, all viable bids can be delivered.
- 4.5. The 134 viable bids, ranked in Member order, are listed in Appendix B. First time bidders are shaded yellow.
- 4.6. We have positively promoted SAM2 bids over VAS. 49 bids for SAM2 were received (57 bids in 2017/18) amounting to £184,085, helping improve road safety. As noted in 2.2 above, the SafeCam partnership has again offered to support the 2018/19 Parish Partnership programme with £86,000 of funding.
- 4.7. 24 bids were for trods, which remains a popular improvement. Over the last four years, the implementation of trods has enabled 26 footway requests to be removed from the County Council's footway database.
- 4.8. 4 bids for "part-time advisory 20mph Speed Limits with flashing school warning lights outside Schools" were submitted (7 in 2017/18) amounting to £18,187, helping promote safety at schools.
- 4.9. No bids for "School Keep Clear carriageway markings outside schools" were submitted.
- 4.10. Officers engaged with Kings Lynn Borough Council, Norwich City Council, and Great Yarmouth Borough Council all of whom kindly agreed to support Parish Partnerships in principle and practice which includes offering 50% funding. 2 bids have been received one to be supported by Great Yarmouth Borough Council and one to be supported by Kings Lynn Borough Council.

5. Further development

- 5.1. "Parish partnerships" is also one of the Councils "vital signs" indicators, supporting community based working, with the following associated actions;
1. Assess/determine viable bids each January; report to EDT Committee and gain approval, followed by scheme delivery
 2. Publicise known additional funding sources to parishes and seek additional funding sources where practicable To help improve our service to Parish/Town Councils, a section on the NCC [website](#) has been created and added to the most recent letter to bidders. This provides supporting information on parish partnerships including:

- How to apply

- Projects covered (i.e. Information on scheme types)
- Downloads (inc most recent letters to bidders)
- Funding (Information on potential funding sources that bidders could access, to complement or replace their contributions). This to be progressively expanded to reflect further opportunities as identified by Officers including the corporate bidding team.

3. Number of bids from parishes who have not previously submitted bids with an associated “vital signs” target of “a stepped annual increase of 20 new bids per annum”. It is therefore pleasing to report that this target was exceeded, with 32 first time bids received.

6. Evidence

- 6.1. The prioritisation process leading to the selection (or omission) of schemes for the parish partnership programme is described in Section 4 of this report.

7. Financial Implications

- 7.1. The allocation of funding to the Parish Partnerships programme was approved by members as part of setting the Highways capital programme, the bids from parishes recommended to be taken forward are within the available funding.

8. Issues, risks and innovation

- 8.1. No specific risks arising from the parish partnership programme.

9. Background papers

- 9.1. [Report](#) on “Highways Capital Programme for 2018/19/20 and Transport Asset Management Plan” to EDT 19 January 2018 (Page 183 onwards)
- [Report](#) on “Highway Parish Partnership Programme- unparished wards” to EDT 8 July 2016, item 17
- [Report](#) on “Highway Parish Partnership Schemes 2017-18” to ETD 17 March 2017, item 9

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

Officer name : Kevin Townly

Tel No. : 01603 222627

Email address : kevin.townly@norfolk.gov.uk



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

APPENDIX A: Letter to Parish/Town Councils inviting bids (June 2017)

From the Chairman of the County Council's Environment, Development & Transport Committee

Dear Sir/Madam

Delivering local highway improvements in partnership with Town and Parish Councils

I am delighted to inform you that due to the success of working in partnership with Parish/Town Councils for the last six years the Parish Partnership Scheme Initiative will again be repeated in the financial year 2018/19. Further supporting information, including possible funding sources for your share of the bid, is available on our website (click on [this link](#)).

The County Council has again allocated £300,000 on a 50/50 basis to fund schemes put forward by Town and Parish Councils to deliver projects that are priorities for local communities. We are particularly keen to encourage and support first-time bids.

This letter provides more information on the process, invites you to submit bids, and explains how the County Council can support you in developing your ideas. The closing date will be 11 December 2017. If you need any advice in developing your ideas, especially around the practicalities and cost estimates, please consult your local Highway Engineers based at your local Area Office.

Once all bids have been received we will assess them and inform you of our decision in March 2018.

To encourage bids from Town and Parish Councils with annual incomes (precepts plus any another income) below £2,000, we are offering the following support;

- 75% County Council contribution
- £5,000 maximum bid value
- Offer available only once to any bidder

We will also accept bids from unparished County Council wards. Such wards can always opt to become a formal parish council, but otherwise we are offering support on the basis that the ward raises the required 50% funding. Kings Lynn Borough Council, Great Yarmouth Borough Council and Norwich City Council have kindly indicated their willingness to consider proposed schemes and potential funding for them. Further details are in the relevant committee report on our website (click on [this link](#)).

What sort of schemes would be acceptable?

- Small lengths of formal footway
- Trods (a simplified and low cost footway),
- Improved crossing facilities
- Improvements to Public Rights of Way.

- Flashing signs to tackle speeding. We would encourage you to consider Speed Awareness Mobile Signs (SAM2) - which flash up the driver's actual speed rather than fixed signs (VAS) - which flash up the speed limit. The number of VAS in Norfolk has grown, and checks show that speed reduction benefits can be minimal. Whilst we will still consider bids for fixed VAS, we will need to be satisfied that they will be effective in reducing speed. We consider that SAM2 mobile signs, which are moved around on an agreed rota, are better at reducing speed; **SAM2 can be jointly purchased with neighbouring Parishes, and would be owned and maintained by the Parish/Town Council**
- Part-time 20mph signs with flashing warning lights, outside schools. The County Council trialed these in 2008/9, and generally had a favourable community response, with some moderate reductions in average speeds during peak times. Whilst the County Council supports the aspiration to have part-time 20mph speed limits outside each school in Norfolk, to do this would cost in the region of £3.75 million pounds

School Keep Clear carriageway markings outside schools. **This type of improvement is being included within the Parish Partnership Initiative for the first time.** Applications will be considered for either new school keep clear carriageway markings (which must be supported by the local school) or making existing school keep clear markings enforceable. However, in both cases and depending on the location, it may not always be practicable for Civil Parking Enforcement (CPE) Officers to undertake enforcement and this may happen only where it is operationally convenient to do so (i.e. when officers are in the area engaged on other enforcement work). To be enforceable, school keep clear markings need to comply with specific regulations and this could mean that existing school keep clear markings may need amending (your Highway Engineer can advise)

New Bus Shelter. A copy of Norfolk County Councils guidance for new bus shelters is available on our web site (click on [this link](#)). **Any new shelter would be owned and maintained by the Parish/Town Council.**

Schemes can be within or off the highway provided they are linked to the highway. If they are off highway the future responsibility for the maintenance will fall to the Parish or Town Council.

Schemes should be self-contained and not require other schemes or works to make them effective.

Schemes that support the Local Transport Plan (LTP) objectives will have a higher priority for funding. The LTP can be found on our website (click on [this link](#)).

With the County Council's agreement Parishes can employ private contractors to deliver schemes. Any works on the highway would be subject to an agreed programme, inspection on completion, and the contractor having £10m public liability insurance.

What schemes will not be considered?

- Bids for minor traffic management changes such as speed limits or waiting restrictions will not qualify.

- Bids for installation of low-energy LED lighting in streetlights to help cut energy bills and maintenance.

What information should you include in your bid?

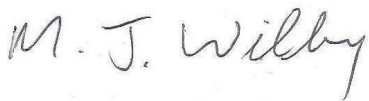
- Details of the scheme, its cost and your contribution.
- Who, and how many people will benefit.
- How it supports the objectives of the Local Transport Plan.
- Local support, particularly from your local Member, frontagers and land owners.
- For 'off highway' schemes, your proposals for future maintenance.

Please find a simple bid application form attached to this letter. When assessing your bid we will consider the points above, but also:

- The potential for casualty reduction.
- Any ongoing maintenance costs for the County Council.

Your bids should be emailed to ppschemas@norfolk.gov.uk (or posted for the attention of the Capital Programme Manager, Paul Donnachie, at the above address). If you need further information on the bid process please contact Paul, by email or by phoning 01603 223097. For advice on the scheme practicalities and/or likely costs, please contact your local Highway Engineer.

Yours sincerely



Martin Wilby
Chairman of Environment, Development and Transport Committee

APPENDIX B: Individual viable bids, in Member order

	Parish	Member	Scheme Type	Value of Works	Overall Ranking Score (criteria as per letter to Parishes in Appendix A)
1	Felthorpe	Adams A	SAM2	£6,900	11.59
2	Felbrigg	Adams T	SAM2	£3,477	23.01
3	Southrepps	Adams T	SAM2	£3,189	25.09
4	Bodham	Aquarone S	Village Gateways	£3,765	6.37
5	Briston	Aquarone S	Village Signs	£544	66.18
6	Fulmodeston	Aquarone S	SAM2	£3,556	22.50
7	Harling	Askew S	SAM2	£3,539	22.61
8	North Lopham	Askew S	Trod	£4,214	49.83
9	Bawburgh	Bills D	SAM2	£2,900	27.59
10	Bintree	Borrett B	Bus Shelter	£548	133.82
11	Foxley	Borrett B	Bus Shelter	£9,350	11.76
12	North Elmham	Borrett B	Traffic Calming	£8,000	12.50
13	Swanton Morley	Borrett B	Kerbing	£5,400	12.22
14	Carbrooke	Bowes C	SAM2	£3,100	25.81
15	Ovington	Bowes C	Trod	£11,000	19.09
16	Thetford	Brame R	Access	£2,215	58.69
17	Thetford	Brame R	SAM2	£3,150	25.40
18	Thetford	Brame R	Access	£3,000	43.3
19	Cley	Bütikofer S	Verge Works	£7,408	3.24
20	Runton	Bütikofer S	SAM2	£3,606	22.19
21	Upper Sheringham	Bütikofer S	SAM2	£3,517	22.75
22	Weybourne	Bütikofer S	Village Gateways	£2,000	12.00
23	East Rudham	Chenery of Horsburgh M	Kerbing	£2,800	15.71
24	Heacham	Chenery of Horsburgh M	SAM2	£3,417	23.41
25	South Creak	Chenery of Horsburgh M	SAM2	£3,050	26.23

	Parish	Member	Scheme Type	Value of Works	Overall Ranking Score (criteria as per letter to Parishes in Appendix A)
26	Syderstone	Chenery of Horsbrugh M	Trod	£711	295.36
27	Great Massingham	Dark S	SAM2	£3,417	23.41
28	Snettisham	Dark S	Trod	£6,000	35.00
29	Barnham Broom	Dewsbury M	SAM2	£3,050	26.23
30	Easton	Dewsbury M	Bus Shelter	£3,432	32.05
31	Hingham	Dewsbury M	Trod	£14,800	14.19
32	Marlingford	Dewsbury M	SAM2	£3,916	20.43
33	Morley	Dewsbury M	Trod	£3,050	68.85
34	Croxton	Eagle F	SAM2	£3,328	24.04
35	Great Cressingham	Eagle F	SAM2	£6,500	5.54
36	Holme Hale	Eagle F	Trod	£8,600	24.42
37	Little Cressingham	Eagle F	SAM2	£3,100	14.68
38	Mundford	Eagle F	Village Gateways	£5,421	2.95
39	Stow Bedon and Breckles	Eagle F	SAM2	£3,564	22.45
40	Grimston	Eyre S	Trod	£400	525.00
41	South Wootton	Eyre S	Bus Shelter	£18,451	5.96
42	Swardeston	Foulger C	SAM2	£3,250	24.62
43	Wreningham	Foulger C	SAM2	£3,350	23.88
44	Coltishall	Garrod T	VAS	£28,090	2.85
45	Salhouse	Garrod T	Bus Shelter	£4,000	27.50
46	Salhouse	Garrod T	Trod	£33,000	6.36
47	Salhouse	Garrod T	Trod	£19,500	10.77
48	South Walsham	Garrod T	SAM2	£3,428	23.34
49	Woodbastwick	Garrod T	Signs	£1,750	20.57
50	Woodbastwick	Garrod T	Signs	£750	48.00
51	Belton with Browston	Grant A	Steps	£5,500	19.64

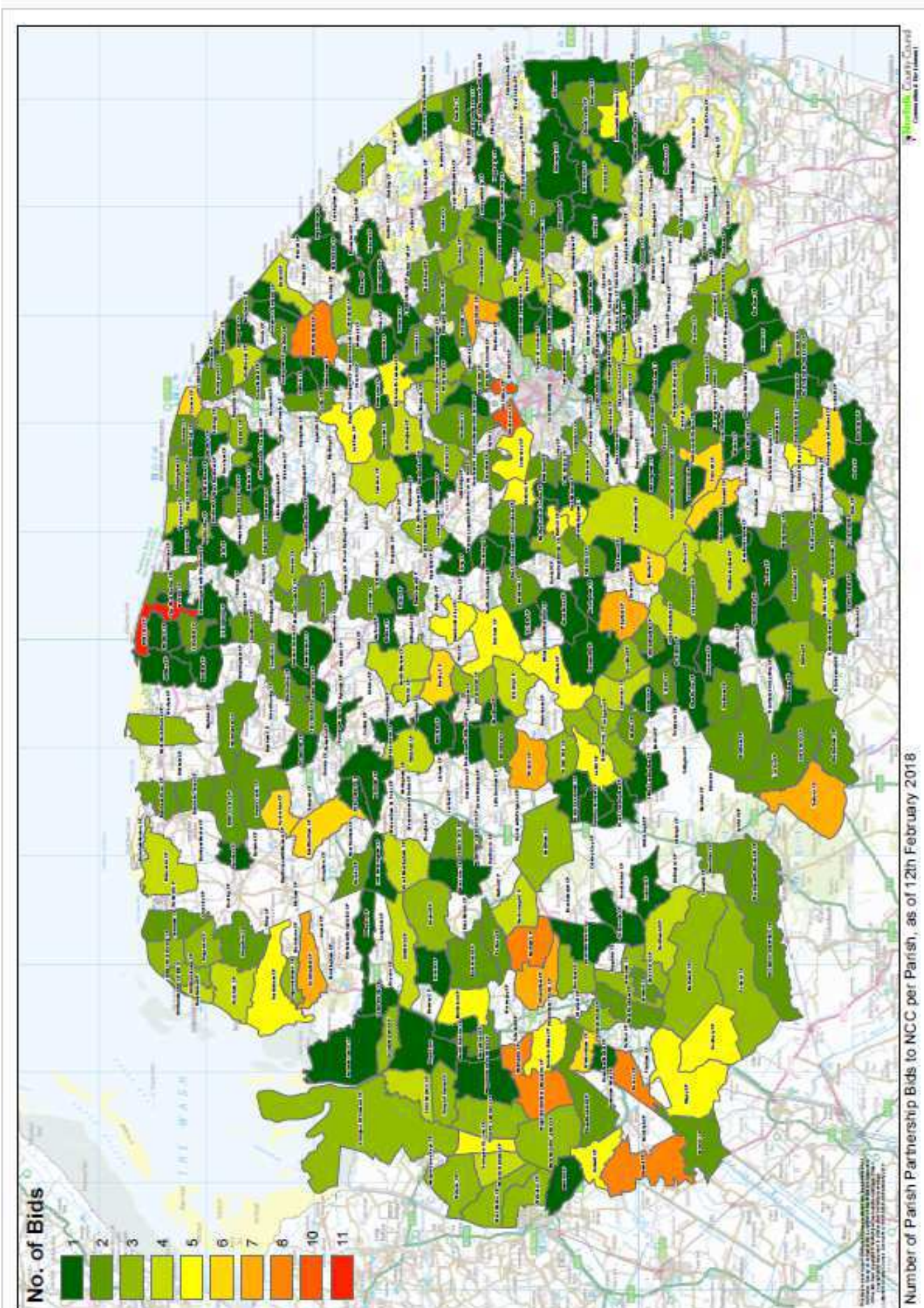
	Parish	Member	Scheme Type	Value of Works	Overall Ranking Score (criteria as per letter to Parishes in Appendix A)
52	Hellesdon	Gurney S	Bus Shelter	£17,000	6.47
53	Hellesdon	Gurney S	Hardstanding	£1,000	66.00
54	Brampton	Harrison D	Passing Bays	£7,800	7.7
55	Marsham	Harrison D	20mph Wig Wags	£3,618	22.11
56	Marshland St James	Humphrey H	Village Gateways	£3,075	7.81
57	Upwell	Humphrey H	Bus Shelter	£3,750	29.33
58	Upwell	Humphrey H	Signs	£7,180	5.01
59	Upwell	Humphrey H	SAM2	£3,050	26.23
60	Welney	Humphrey H	Trod	£28,000	7.50
61	Acle	Iles B	VAS	£11,500	6.96
62	Lingwood and Burlingham	Iles B	Bus Shelter	£3,912	28.12
63	Reedham	Iles B	SAM2	£3,478	23.00
64	Brancaster	Jamieson A	Bus Shelter	£33,000	2.22
65	Burnham Overy	Jamieson A	SAM2	£3,428	23.34
66	Burnham Thorpe	Jamieson A	SAM2	£3,757	21.29
67	North Creake	Jamieson A	SAM2	£3,139	25.49
68	Cranworth	Jordan C	Kissing Gate	£350	85.71
69	Hardingham	Jordan C	Village Signs	£450	80.00
70	Little Ellingham	Jordan C	SAM2	£3,328	24.04
71	Scoulton	Jordan C	Bus Shelter	£2,540	43.31
72	Clenwarton	Kemp A	Village Gateways	£3,000	8.00
73	Kings Lynn	Kemp A	SAM2	£7,000	11.43
74	Beetley	Kiddle-Morris M	Trod	£3,000	70.00
75	Beetley	Kiddle-Morris M	Bus Shelter	£4,555	24.15
76	Brisley	Kiddle-Morris M	Trod	£2,460	85.37
77	Fransham	Kiddle-Morris M	Trod	£2,800	75.00

	Parish	Member	Scheme Type	Value of Works	Overall Ranking Score (criteria as per letter to Parishes in Appendix A)
78	Fransham	Kiddle-Morris M	Bus Shelter	£28,240	6.7
79	Necton	Kiddle-Morris M	Trod	£14,000	15.00
80	Necton	Kiddle-Morris M	Trod	£14,000	15.00
81	Tittleshall	Kiddle-Morris M	Village Gateways	£2,600	9.23
82	Tivetshall	Kiddle-Morris M	SAM2	£3,549	22.54
83	Barton Bendish	Long B	Trod	£2,600	80.77
84	Runcton Holme	Long B	SAM2	£6,149	13.01
85	Runcton Holme	Long B	Trod	£7,900	26.58
86	Terrington St John	Long B	Trod	£29,000	7.24
87	Watlington	Long B	SAM2	£3,500	22.86
88	Wiggenhall St Mary Magdalen	Long B	SAM2	£3,417	23.41
89	Wiggenhall St Mary Magdalen	Long B	Trod	£8,583	24.47
90	Wimbotsham	Long B	Kerbing	£3,100	21.29
91	Marham	Middleton G	Trod	£31,000	6.77
92	West Acre	Middleton G	SAM2	£3,317	24.12
93	Sheringham	Oliver J	Bus Shelter	£4,719	23.31
94	Sheringham	Oliver J	Signs	£1,000	36.00
95	Sheringham	Oliver J	Crossing Point	£2,360	46.61
96	Cawston	Peck G	Kerbing	£1,900	34.74
97	Great Witchingham	Peck G	Traffic Calming	£9,000	11.11
98	Great Witchingham	Peck G	Village Gateways	£4,000	6.00
99	Haveringland	Peck G	Signs	£1,960	12.24
100	Ludham	Price R	Guard Rail	£500	216.00
101	Blofield	Proctor A	Trod	£14,000	15.00
102	Frettenham	Roper D	Village Signs	£800	45.00
103	Hainford	Roper D	Signs	£450	80.00

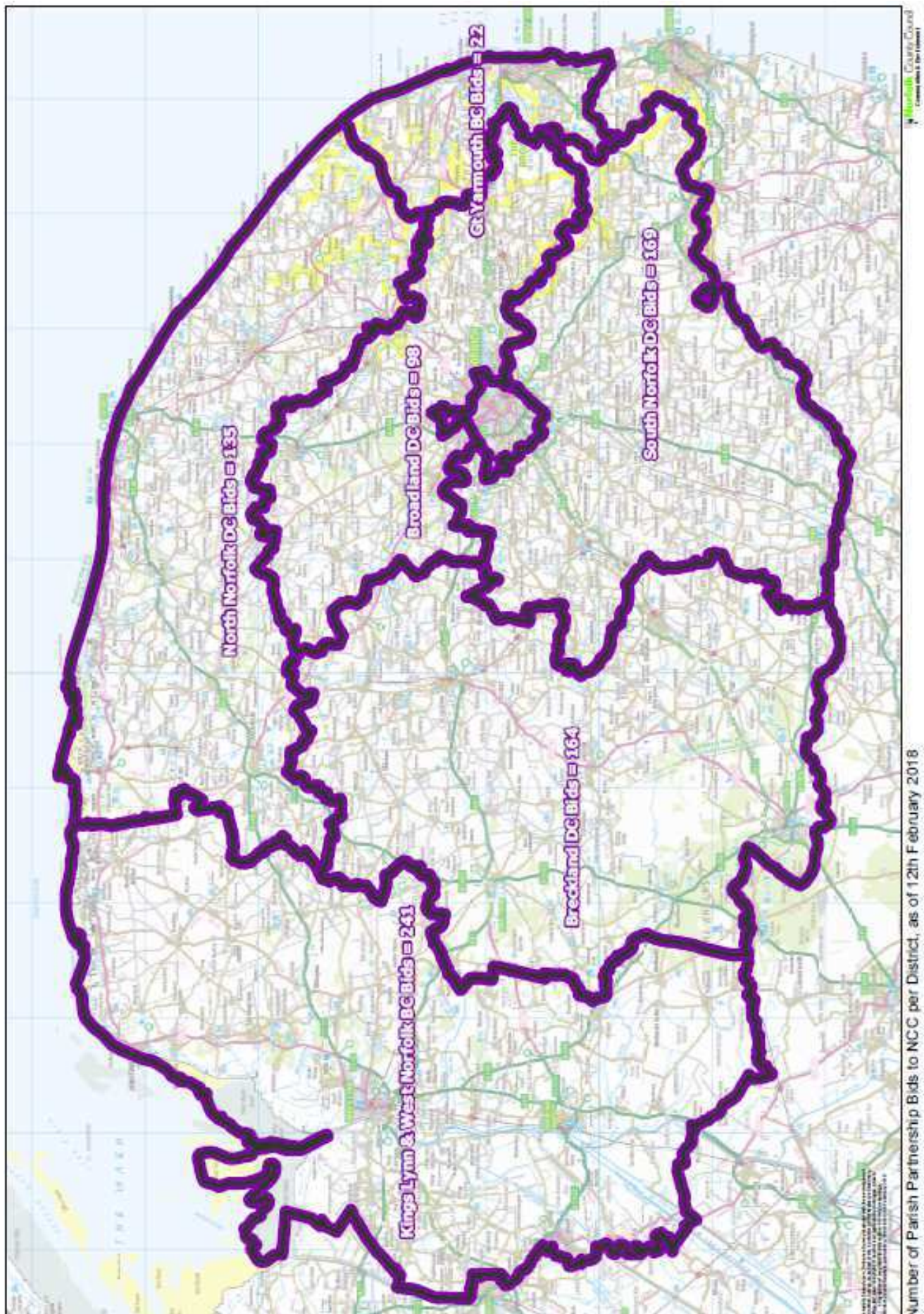
	Parish	Member	Scheme Type	Value of Works	Overall Ranking Score (criteria as per letter to Parishes in Appendix A)
104	Hainford	Roper D	SAM2	£3,600	22.22
105	Hevingham	Roper D	Trod	£5,200	40.38
106	Dilham	Seward E	SAM2	£3,880	20.62
107	North Walsham	Seward E	Village Signs	£750	48.00
108	Bradwell	Smith C	Bus Shelter	£5,950	18.49
109	Burgh Castle	Smith C	Surfacing	£2,500	2.40
110	Carleton Rode	Spratt B	20mph Wig Wags	£3,417	23.41
111	Winfarthing	Spratt B	20mph Wig Wags	£8,201	9.76
112	Walpole Highway	Squire S	Lining	£275	290.91
113	Alpington with Yelverton	Stone B	SAM2	£3,667	21.82
114	Bergh Apton	Stone B	SAM2	£4,120	19.42
115	Rockland St Mary	Stone B	SAM2	£3,281	24.38
116	Alburgh	Stone M	SAM2	£6,250	12.80
117	Denton	Stone M	SAM2	£4,268	18.74
118	Ditchingham	Stone M	SAM2	£3,550	22.54
119	Haddiscoe	Stone M	SAM2	£3,328	24.04
120	Stockton	Stone M	Bus Shelter	£18,552	5.93
121	Wortwell	Stone M	SAM2	£3,150	25.40
122	Feltwell	Storey M	SAM2	£3,856	20.75
123	Hilgay	Storey M	Lining	£150	533.33
124	Northwold and Whittington	Storey M	Trod	£4,800	43.75
125	Northwold and Whittington	Storey M	SAM2	£3,950	20.25
126	Stoke Ferry	Storey M	Access	£275	472.73
127	Blakeney	Strong Dr	20mph Wig Wags	£2,951	27.11
128	Blakeney	Strong Dr	SAM2	£3,281	24.38
129	Wells Next the Sea	Strong Dr	Junction Improvement	£23,025	6.51

	Parish	Member	Scheme Type	Value of Works	Overall Ranking Score (criteria as per letter to Parishes in Appendix A)
130	Fleggburgh	Thirtle H	Signs	£1,684	21.38
131	Saxlingham Nethergate	Thomas A	SAM2	£3,289	24.32
132	Caister St Edmund	Thompson V	SAM2	£3,200	25.00
133	Framingham Earl	Thompson V	Verge Works	£5,098	4.71
134	Old Catton	Vincent K	Bus Shelter	£4,059	27.10

APPENDIX C: Cumulative bids by Parish (February 2017)



APPENDIX D: Cumulative bids and bid value by District (February 2017)



Environment, Development and Transport Committee

Item No.

Report title:	Recommendations of the Norfolk Strategic Planning Member Forum
Date of meeting:	16 March 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Working in partnership across Norfolk helps to discharge the “duty to co-operate”.	

Executive summary

The Norfolk Strategic Planning Framework (previously entitled the Norfolk Strategic Framework) has been recommended for approval by the Norfolk Strategic Planning Member Forum at their meeting of December 2017. The Framework helps demonstrate that the authorities have discharged the “duty to cooperate”. The consultation draft was considered by ETD Committee in September 2017.

The Norfolk Strategic Planning Framework is not a policy document and does not include planning policies or proposals, rather it is intended to document areas of agreement between the authorities. It will be reviewed to keep it up to date and to comply with the requirement to demonstrate that co-operation is ongoing. Any proposed revisions will be reported to Members.

Recommendations:

Members are recommended to:

- **Endorse the Norfolk Strategic Planning Framework as part of the ongoing duty to co-operate process**

1. Proposal

- 1.1. The Norfolk Strategic Planning Framework (previously entitled the Norfolk Strategic Framework) has been recommended for approval by the Norfolk Strategic Planning Member Forum at their meeting of December 2017. The Framework helps demonstrate that the authorities have discharged the “duty to cooperate”. At the time of writing several of the districts have already approved the document.
- 1.2. The Framework was subject to public consultation during August and September 2017. Members will recall that the consultation draft version of the Framework was considered at ETD Committee on 15 September 2017.
- 1.3. The production process is a joint exercise on which consensus must be reached in order for the Framework to be capable of endorsement by a wide range of organisations. In order to demonstrate that co-operation is ongoing, and to keep it up to date with developing Government policy, the Framework will be reviewed over the coming year. This will provide the opportunity to refine and develop the approach. It is intended that the next version will incorporate an agreement on transport. Any proposed revisions will be reported to Members.

2. Evidence

2.1. The Norfolk Strategic Planning Framework is not a policy document and does not include planning policies or proposals, rather it is intended to document areas of agreement between the authorities. It has been prepared by an officer team drawn from all of the Norfolk authorities supported by others from organisations such as the Environment Agency, Anglian Water and the LEP. The document includes 23 separate agreements that are intended to ensure that the planning authorities work closely together where it is desirable to do so but not to be so prescriptive that they would limit the local production of development plan documents.

2.2. In summary the agreements are:

Agreements 1-3 –a common Local Plan period to at least 2036 and plans will seek to contribute towards the shared vision and objectives in the Framework.

Agreement 4 - a consistent evidence base in relation to housing needs in identified housing market areas.

Agreements 5, 6 and 7 –planning authorities outside of the Greater Norwich Authorities (Norwich City, South Norfolk, and Broadland) will continue to prepare separate local plans unless evidence suggests joint Plans are justified.

Agreement 8 – the focus for economic investment will be identified ‘Tier One’ Employment sites.

Agreement 9- Local Plans will have regard to various cross boundary infrastructure issues.

Agreements 10-16 – each local plan will aim to address all housing needs (OAN); each authority will quantify and plan for the delivery of specialist accommodation including for gypsies and travellers, and the elderly; measures will be taken to improve delivery rates of new housing development.

Agreements 17-18 – the authorities will seek to pursue high water efficiency standards and liaise closely with the water companies.

Agreement 19 –to help the roll out of 5G telecommunications infrastructure.

Agreement 20 –the authorities endorse the Planning for Health Protocol which establishes processes for more joined up working between health and planning when preparing plans and determining planning applications.

Agreement 21 –the Authorities will work closely with the County Council to ensure a supply and funding of school places.

Agreement 22 –the planning authorities will work together to produce a County wide Green Infrastructure (GI) strategy.

Agreement 23 –the signatories to the Framework will continue to support and resource joint planning activity.

3. Financial Implications

3.1. There are no financial implications for the County Council. Contributions to the Framework are managed within existing resources.

4. Issues, risks and innovation

4.1. The Framework remains a relatively innovative approach to the duty to cooperate.

5. Background

5.1. In 2015 a formal county wide Strategic Planning Member forum was established with terms of reference to ensure that the duty to co-operate was effectively

discharged. These can be seen at <https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/partnerships/norfolk-strategic-planning-member-forum>.

- 5.2. All authorities in Norfolk participate in the forum which is supported via an officer team drawn for the councils. Cllr Sands represents the County Council. The forum gained agreement from each of the partner authorities to prepare a framework document in 2015.
- 5.3. The joint member forum considered first drafts of vision and objectives in October 2016 to guide the subsequent drafting of the document. This led to a draft of the Framework being agreed by the forum for consultation in July 2017.
- 5.4. The consultation ran from the 2 August to the 22 September. Just under 100 responses were received with the vast majority being supportive of the idea of producing the Framework and collaborative working between authorities. The responses were from a wide range of interested parties including town/parish councils, residents, community groups, local authorities, public bodies, developers, businesses and agents.
- 5.5. An extensive review of the comments received was undertaken following the close of the consultation. All comments received have been individually reviewed, answered and any changes made to the Framework as a result have been logged. The comments made, responses to them and changes resulting from them are available to inspect on the Forum's website. A range of suggestions were made by the County Council. These have all been considered and are reflected in the final version where appropriate. A suggestion was made at Committee that the reference to the Wensum in the document should be modified to also refer to its tributaries. However, the Wensum is highlighted in the Framework because of the cross boundary implications of its international status as an SAC. As this does not apply to its tributaries they have not been included specifically but are covered in general terms with the expansion of the agreement on green infrastructure to highlight the importance of assets outside of the most important areas and of the ecological connections between habitats.
- 5.6. In addition to changes arising from the consultation response significant changes were made to the emerging Framework as a result of other matters. Most notably in the light of the government consultation 'Planning for the right homes in the right places', the New Anglia LEP Economic Strategy and the Norfolk Infrastructure Delivery Plan. The document has been retitled as the Norfolk Strategic Planning Framework and is described as an emerging Statement of Common Ground to reflect an anticipated government requirement in the forthcoming review of the National Planning Policy Framework
- 5.7. The Member Forum of 14 December 2017 considered the consultation responses and agreed to recommend the amended version of the Framework to constituent councils for endorsement. This version can be seen at <https://norfolk.citizenspace.com/consultation/norfolk-strategic-framework/results/20171220-norfolk-strategic-framework-final.pdf>

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Environment, Development and Transport Committee

Item No

Report title:	EDT Committee Plan
Date of meeting:	16 March 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact The EDT Committee's three year forward plan, sets out how its areas of responsibility will be shaped by the ambition of <i>Caring for our County: A vision for Norfolk in 2021</i> , and the principles of <i>Norfolk Futures</i> , the County Council's new strategy. The strategy sets out what will be delivered over the next three years in the resources available. It identifies key metrics against service transformation which will be monitored by Policy and Resources Committee over the period.	

Executive summary

Norfolk County Council agreed a vision and strategy for the medium term in February 2018. *Caring for our County* communicates the Council's ambitions for Norfolk; the strategy *Norfolk Futures* sets out the principles and priorities to turn this vision into plans that deliver sustainable services, working with our partners across the public and private sectors.

Service committees have been commissioned by Policy and Resources Committee to develop Committee Plans which will set out objectives for the year, and specifically demonstrate how each area of the Council's work will change to deliver our Norfolk Futures strategy.

Recommendations

- 1. Agree the EDT Committee Plan, set out in Appendix 1.**
- 2. Note the Committee's contribution to, and responsibilities for, Norfolk Futures, NCC's transformation plan.**
- 3. Agree the performance measures against which this committee will report to Policy and Resources Committee for monitoring purposes, as set out in para 1.1.8 below.**

1. Proposal

1.1. Norfolk Futures and EDT Committee

- 1.1.1. Norfolk Futures sets out the principles and priorities that will change how Council Services are delivered in the future. The overarching principles underpinning the Strategy are;

- Offering our help early to prevent and **reduce demand** for specialist services

- **Joining up** our work so that similar activities and services are more easily accessible, done well **and done once**
 - Being **business like** and making best use of **digital technology** to ensure value for money
 - Using **evidence** and data **to target** our work where it can make the most difference.
- 1.1.2. The Council has agreed seven corporate priorities to deliver these principles, under the *Norfolk Futures* strategy. The priorities ensure that there is intense focus and tangible delivery in specific areas that can only be delivered through whole Council cross department working. The priorities are:
- Safe children and resilient families
 - Promoting independence for vulnerable adults
 - Smarter information and advice
 - Towards a housing strategy
 - Digital Norfolk
 - Local service strategy
 - Commercialisation
- 1.1.3. The EDT Committee is not directly responsible for any of the Norfolk Futures priorities. However, the services reporting to EDT Committee are actively engaged in the Norfolk Futures programme. As well as providing support and input generally for all priorities, specific work and engagement is underway in the following areas:-
- **Smarter information and advice** – work is also underway to develop ways for individuals to access services in a modern, efficient and appropriate way, in particular to make sure that those who can self-serve are encouraged to do so, and additional support is available for those who need it the most. This includes enhancing the online offer e.g. allowing more payments for highways licences and permits to be made electronically.
 - **Digital Norfolk** – this priority stemmed from some initial work to develop a new customer service strategy, and our Customer Services teams are actively engaged. Whilst owned by the Digital Innovation and Efficiency Committee, there will be benefits for EDT Committee services, not least through the introduction of new technology to deliver services of the future in a different way.
 - **Local Service Strategy** – many of EDT Committee services are delivered in localities. We are actively involved in developing the scope of this priority, which is likely to include better utilisation of our buildings and front-line resources.
 - **Commercialisation** – a number of EDT Committee services generate income. The main area of work being progressed for EDT is around opportunities to further commercialise the highways service, and the Committee will be considering a report on this at the next meeting in May.
- 1.1.4. The EDT Committee Plan attached at Appendix 1 brings together core information and overview of services, current operating context, challenges, risks, innovation and priority actions within the resources available. This is information which is felt to be helpful background for Members to inform decision making. The plan is intended to be a living document and it is expected that it

will be updated during its life to reflect the Committee's and the Council's work and progress.

- 1.1.5. To better enable an understanding of the key areas of priority for services in more detail, a number of 'Plans on a Page' have been prepared. These plans are used by the relevant senior managers and their teams to set out the direction of the service over the coming year, and are actively used as part of service performance management and planning. Copies of these plans are included at Appendix 2.
- 1.1.6. The Committee Plan includes, at page 6 of the plan, some key actions that are expected to be delivered in the coming year. The Committee may wish to consider whether it would be useful to receive a regular update on these key actions, e.g. as part of the regular performance report.
- 1.1.7. Consideration has been given to what performance measures it may be useful for the Committee to regularly monitor. These are set out in the plan at page 17. It is intended that these measures form the basis of any future performance reporting.
- 1.1.8. The Committee needs to identify which, if any, of these measures it would also be useful to regularly report to Policy and Resources Committee, to enable them to carry out their oversight role. It is not suggested that any of the EDT performance measures are identified are reported to Policy and Resources Committee. This is because they are service specific and operational in nature. Of more value to Policy and Resources will be to receive updates on the delivery of major infrastructure projects, and processes are already in place to do this (including through regular financial monitoring and risk reports).

2. Financial Implications

- 2.1.1. The County Council continues to spend around £1.4 billion (gross) delivering vital services to Norfolk residents. As in previous years, around £400 million of the total budget is passed directly to schools. At a high level, the proposed revenue budget for 2018-19 is broadly the same year-on-year, and full details of changes in Committee budgets are set out in the January 2018 Policy and Resources Revenue Budget report.
- 2.1.2. The Council faces very significant cost pressures over the next four years. These are the result of:
 - Inflation (which arises both on staff salaries and on the prices we pay for contracts and services);
 - Legislative changes and policy decisions, including the National Living Wage;
 - Increasing demand for services (including demographic changes)
- 2.1.3. The impact of the cost pressures experienced between 2011-12 and 2018-19 total £308 million.
- 2.1.4. In addition between 2011-12 and 2017-18, government funding has reduced by £189 million. Further reductions of £31 million are forecast for the period 2018-19 to 2019-20.
- 2.1.5. The Council agreed to freeze Council Tax (0% increases) for the years 2010-11 to 2015-16. Since 2016-17, annual increases have been agreed. Since 2014-15 Revenue Support Grant has declined significantly (by 67%), while funding from

Business Rates has only increased by 8%. In total, between 2014-15 and 2018-19, funding from these three sources has been relatively static, reducing by £27m (4%). However this represents a real terms reduction in funding when inflation is taken into account. It is these cost pressures and reduced funding that require the Council to transform the way it works.

3. **Issues, risks and innovation**

3.1.1. These are set out in the Committee Plan included at Appendix 1.

4. **Background**

4.1.1. [Our Vision, Strategy and Service Plans \(page 88 of PR agenda and reports for 29 January 2018\)](#)

Report by Managing Director to Policy and Resources, 29th January 2018

[Caring for Your County](#)

Report by Managing Director Policy and Resources, 3rd July 2017

[Strategic and Financial Planning 2018/19-2021/22](#)

Report by Executive Director of Finance and Commercial Services to Policy and Resources 25th September 2017

[Strategic and Financial Planning 2018/19 - 2021/22](#)

Report by Executive Director of Finance and Commercial Services and Strategy Director to Policy and Resources 30th October 2017

Officer Contact

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Environment, Development and Transport Committee

Committee Plan 2018/2021



Welcome to the Committee Plan. In this plan you will find:

Information about the Committee, what it wants to achieve and why

County Council Strategy An overview of the strategic planning framework p2	The Committee's Role in Norfolk p4	Voice of Service Users An overview of what customers are saying P7
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Environment and operating context

Context in Norfolk About Norfolk and the services we provide P8	Challenges The challenges we face in delivering our ambitions P9	Resources and budget Resource allocation and transformation plans p11
Risks and Innovation Service risks and innovation p15		

Performance and actions – what is happening to achieve our ambitions for people in Norfolk

Performance Performance against current priorities p17	Forward Plan Anticipated business of the committee P18	Working with other committees P19
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County Council Strategy

Caring for our County: A vision for Norfolk in 2021 was approved by Members in February 2018 and outlines the Council's commitment to playing a leading role in:



Building **communities** we can be proud of



Installing **infrastructure** first



Building **new homes** to help young people get on the housing ladder



Developing the **skills of our people** through training and apprenticeships



Nurturing our growing **digital** economy



Making the most of our **heritage, culture and environment**

The Council's Strategy for 2018-2021 – Norfolk Futures – will provide the mechanism to enable these ambitions for the County across all of its activities.

Norfolk Futures will deliver these transformational commitments in a context where demand for our services is driven both by demographic and social trends, and where increasingly complex and more expensive forms of provision are increasingly prevalent.

Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work:

Under the banner of Norfolk Futures we will deliver sustainable and affordable services for the people who need them most. The whole Council needs to change to keep up with increasing demands and ever better ways of working.



Offering our help early to **prevent and reduce** demand for specialist services



Joining up our work so that similar activities and services are easily accessible, done well and done once



Being business like and making best use of **digital technology** to ensure value for money



Using **evidence and data** to target our work where it can make the most difference

These principles frame the transformation that we must lead across all our services and activities. This is all underpinned by evidence and political support, to change how the Council works and how we work with the people of Norfolk.

By 2021 the strategy and these underpinning Service Plans will have moved the Council towards a more sustainable future with affordable, effective services. This means that we will have radically changed the ways we do some things. We will know our citizens and manage their needs effectively using the best evidence to enable the most appropriate outcomes. We will be working jointly across the Council on our biggest challenges by default, and changing the way we work to reflect new technology and ways of working. This will enable us to work smarter, better and plan long term to because the council the County needs.

EDT Committee's role in Norfolk

The Committee has responsibility for a range of service areas. There is no hierarchy as every area has a vital role to play in achieving ambitions for Norfolk. Achievement of these ambitions will require sound, long term planning as well as working with others.

The services the EDT Committee is responsible are universal in that they are intended to be available/used by everyone in Norfolk, rather than being targeted at a particular demographic. It includes services which help to keep the county moving, protect and enhance the environment and develop the transport network. These are summarised below.

Environment

- The service is aiming at safeguarding and enhancing Norfolk's natural environment.
- A wide range of activities are carried out. This includes activities focussed on countryside access and infrastructure (e.g. Norfolk Trails and Public Rights of Way) as well as natural capital assets like landscapes, ecosystems and wildlife.
- The service works with volunteers, including work placements, wildlife recorders and tree inspectors.
- We host the Norfolk Coast Partnership, which safeguards the Norfolk Coast AONB, the Norfolk Biodiversity Partnership and Norfolk non-native Species Initiative, supporting community action for biodiversity across Norfolk.

Highways service

- We carry out a wide range of activities to manage, maintain and improve Norfolk's highway network to support sustainable growth.
- We have an in-house design team who develop and project manage highways improvement projects.
- We also have an in-house highway works team, carrying out day to day maintenance in localities. This includes our Highway Rangers, working with parish councils to improve local areas.
- Through our area offices, a one-stop-shop for public interface, dealing with the range of issues from emergencies, to public rights of way maintenance, to parking restrictions, to road signs.

Flood and water management

- Responsible for delivering the authority's functions as the Lead Local Flood Authority for Norfolk. This is summarised as determining levels of local flood risk affecting communities in Norfolk, seeking opportunities to reduce the level of flood risk for existing properties and preventing new development from increasing existing levels of flood risk.

Infrastructure development

- Focussed on medium to long term infrastructure planning and supporting the delivery of objectives in the economic strategy. This includes:-
 - Supporting developers
 - Identifying and pressing the case for major infrastructure improvements

- Infrastructure planning (including the Local Transport Plan)
- The service also provides a range of traffic monitoring and survey services, and carries out feasibility studies, traffic assessments and safety audits.

Infrastructure delivery

- This services focuses on securing the funding, planning and delivery for major infrastructure projects – enabling the delivery of the infrastructure elements of the strategic objectives/strategy. Developing major schemes ready for implementation on the ground. This includes the NDR, 3rd River Crossing, Long Stratton Bypass etc.

Planning services

- Responsible for delivering the County Council's functions as a County (minerals and waste) planning authority. This means planning to provide for the timely provision of sufficient mineral extraction including associated development, such as asphalt and concrete plants, and sufficient waste management capacity.

Waste

- Delivering a range of waste services to ensure that we fulfil our statutory duties as a Waste Disposal Authority.
- This includes:-
 - Recycling Centres
 - Payment of recycling credits to district councils and 3rd parties for material they collect for recycling
 - Promoting waste reduction, reuse, composting and recycling
 - Closed landfill aftercare and management
 - Dealing with the residual rubbish collected by Norfolk authorities

Travel and transport services

- Providing and supporting safe and sustainable transport.
- This includes securing transport arrangements for Norfolk's most vulnerable adults (on behalf of Adult Social Care) and school/college transport (on behalf of Children's Services).
- Working with bus operators to ensure an effective an accessible transport network, and providing bus service information.
- We also maintain public transport assets, including Norwich Bus Station, Park and Ride Sites, and a number of bus interchanges.

Support and development

- The elements of this service that report to EDT Committee are primarily back-office support. A wide and varied range of support is provided across all EDT services.

Further information about each of these services has been compiled into a Plan on a Page, setting out some of the key activities and priorities for 2018/19. The Plans on a Page are appended to this Committee Plan.

Our key actions for 2018/19 are:

There a number of actions across the services reporting to EDT Committee, and various delivery/service plans are in place. The following are the key actions being delivered this year that it is suggested the Committee may wish to monitor regularly.

- Complete construction of the Norwich **Northern Distributor Route**.
- Secure a **contractor to design and construct the Great Yarmouth 3rd River Crossing** (being ready to start once all funding and relevant planning approvals etc. are in place).
- Continuing to push the case for the **Norwich Western Link**.
- Complete processes necessary to enable construction the improved **Hempnall junction** scheme during 2019.
- Introduce the **new DIY waste charging policy** across our Recycling Centres.
- Complete the first year of the **market town studies** programme, which would see studies for Dereham, Diss, Thetford, North Walsham and Swaffham.
- Considering the outcomes of the Department of Transport's work to define a **Major Road Network** (the results of which are anticipated late Summer/early Autumn) and determining local priorities to ensure we secure funding for Norfolk.
- Reviewing our ongoing approach to **working in localities**, including how we can better engage with and utilise community resources e.g. town/parish councils and volunteers.
- Continuing to maximise opportunities **commercialise** our services.
- **Deliver the capital programme**, including a range of highway schemes across Norfolk.

The voices of people who use our services

What Norfolk residents and service users have said they would like the Committee to bear in mind when making decisions.

In developing the Customer Service Strategy for NCC, customers were consulted around what they would like and expect in terms of their interactions with the council and its staff. Whilst the consultation is now a couple of years old, the responses still fully reflect anecdotal examples and compliments and complaints received by NCC. The main outcomes the people are looking for can be summarised as follows:

- It's easy to find information, access services and complete transactions
- I can deal with the council in the way that suits me best
- Services are responsive and I am kept up to date with progress
- Information is personalised and meets my needs
- I only have to make a request or tell my story once and the job gets done
- Explanations are clear and I know what to expect

For the Highways Service, we participate in an annual customer survey carried out by Ipsos MORI, through the National Highways and Transport Network. 3,300 Norfolk residents were asked to rate a range of services. Out of the 31 county councils and larger unitary authorities we were rated against, the feedback from our customers means that Norfolk is ranked in the top 10 in for:

- Condition of highways – 10th
- Local bus services – 9th
- Road safety education – 6th
- Ease of access for people with disabilities – 8th
- Community transport – 8th
- Traffic levels and congestion – 8th
- Overall – 7th

EDT Committee Services in Norfolk

EDT Committee Services are, in the main, universal in that they are available for all Norfolk residents, businesses and visitors to access.

Some **key demographic factors and trends** to take into account when considering EDT Committee services are:-

- Norfolk is the most rural county with one of the lowest population densities in England.
- Norfolk generally has an older population that is projected to increase at a greater rate than the rest of England. The number of people aged 65 and over in Norfolk is due to increase 31% over 15 years, and will mean the number of people aged 65 and over, as a proportion of Norfolk's total population, will increase from 23.8% to 28.3%.
- Across Norfolk, the average life expectancy is about 80 years for men and about 84 years for women.
- The 85+ age group is Norfolk's fastest growing, and it is this age group which has most impact on demand.
- Life expectancy, levels of educational attainment and a number of other factors are all lower for Gypsy, Roma and Traveller communities, compared to the rest of the population.
- Norfolk has a higher than average number of disabled and older residents compared to other areas of the UK, and a growing number of young people who have recognised disabilities.
- Around 92.9% of Norfolk residents are White British, with an estimated 7% from a Black, Asian or minority ethnic (BAME) background. In total, around 130 languages are spoken as a first language other than English in Norfolk.
- Minority faiths in Norfolk represent just under 2% of the population. There are many different faiths represented in Norfolk, which includes several mosques, synagogues, a Sikh temple, a Hindu Temple and numerous Buddhist groups.
- It is estimated that around 6% of the population is lesbian, gay or bisexual.

There are also some **geographic and service specific factors** to consider:-

- The highway network we are responsible for includes 800+ bridges, 6,000+ miles of road and 50,000+ street lights.
- Based on national surface water modelling approximately 37,000 properties are estimated to be at risk from flooding during a rainfall event with a 1 in 200 annual chance of occurring. Norfolk is recognised as the 10th most at risk area out of 149 authorities.

Key Committee challenges

The Committee faces a range of challenges in achieving ambitions for Norfolk. These must be taken into account during decision-making

Challenge	Description
Managing demand and growth	<p>The services reporting to EDT Committee are universal in that they are available for all Norfolk residents, businesses and visitors to access. Increased demand on services through population growth could put pressure on services in terms of funding and capacity.</p> <p>The lack of new homes, particularly affordable homes, is a national issue. There are a large number of people who are not able to access or afford a home of their own. There are a number of national and regional strategies and activities with the aim of accelerated delivery of new housing. New developments effectively result in an increase in the size of the highway asset that the County Council is responsible for.</p>
Highway asset performance	<p>There is a significant backlog of highway maintenance activity. The overall highway asset backlog at June 2017 was £51.4m, which has slightly increased from the 2015/16 figure of £48.9m. This compares with £59.4m in 2014/15 and £72.5m in 2013/14.</p>
Construction industry inflation	<p>The inflation level in the construction industry has been, for a number of years, in excess of more general inflation. This is partly because of the price of oil, which a number of products (e.g. bitumen) need.</p>
Waste volumes	<p>Waste volumes are subject to a number of external factors that the authority has no control over and can be highly volatile.</p> <p>Each tonne of residual waste costs around £110 per tonne, meaning a 1% change in tonnages could lead to a movement of over £200,000. Changes could be caused by a combination of a number of factors e.g. increases in household numbers (above those previously assumed), changes in legislation, economic conditions, weather patterns. The forecast tonnages are monitored closely throughout the year and based on a combination of current year actuals and historic trend data.</p>
Concessionary fares	<p>There is little scope to amend the concessionary fares scheme as it is operated within statutory guidance. There continues a significant funding shortfall for this service, which we are currently managing through a negotiated agreement with bus operators.</p>
Recruitment and workforce	<p>There are a number of specialist professional services reporting to EDT Committee. In some of these areas, we are finding it difficult to attract and recruit. This is in part because</p>

Challenge	Description
	of the buoyancy of the market, i.e. the County Council is not the only opportunity available.
Generating income and securing other sources of funding	<p>As we continue to maximise and increase reliance on income generation, from various sources, we become increasingly reliant on the market. This provides an opportunity, but also exposes services to increased risk as they will be increasingly affected by market factors.</p> <p>We have a strong track record of securing funding from external sources, and there are a number of projects and services being fully or partly funded in this way. Many of these include an element of match funding or similar expectations about the County Council's input. There needs to be sufficient capacity and resource in the organisation to be able to continue to successfully bid for funding in the future, and to avoid the risk of losing existing funding.</p>
Digital technology and inclusion	<p>We increasingly live in a digital world and individuals are now, more than ever, used to being able to access the information and services they need electronically and at any time of the day. We need to design as many of our services as possible to be available digitally and change, enable, and support more people to become digitally included – not least because this usually represents the most efficient way to access information and services.</p> <p>Some groups of people in Norfolk face unique challenges in getting online and accessing the internet – such as disabled and older people. These groups often experience poorer lifelong outcomes compared to the population as a whole, and as a result, they are often the people that the Council particularly wants to engage with digitally – to promote independence in the most cost effective ways possible.</p>

Resources and budget

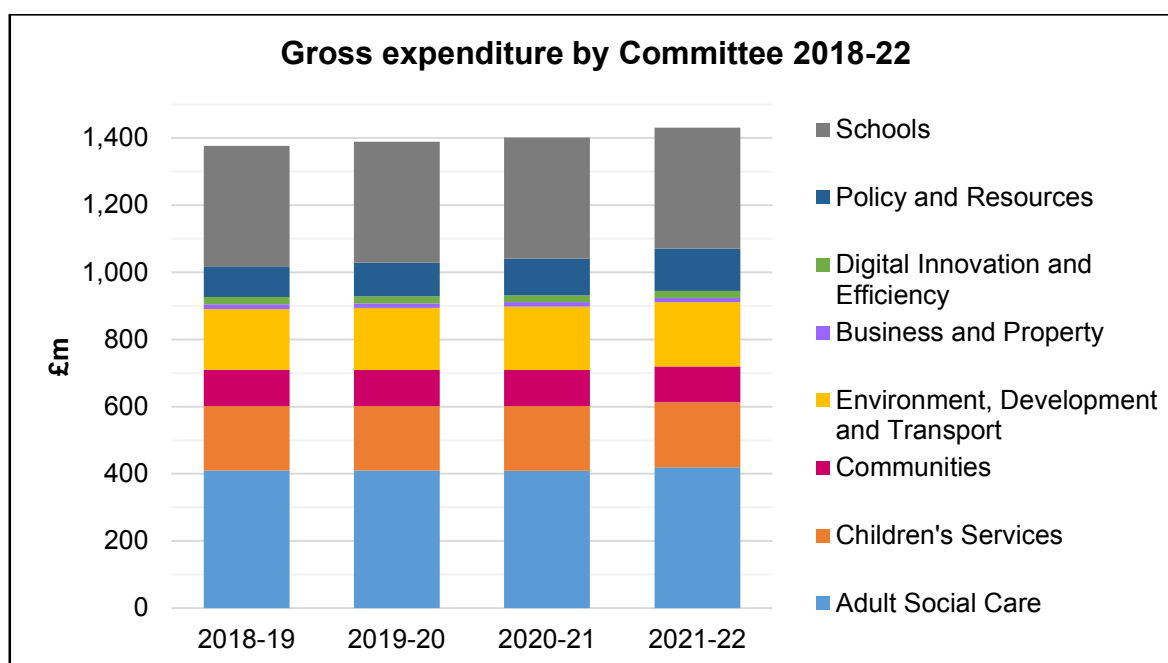
Local government faces ongoing reductions in funding over the period covered by this Plan. The two key financial tasks for all committees are to deliver their 2018-19 budget, and to plan their expenditure over the Medium Term Financial Strategy up to 2021-22. The scale of this challenge requires a new approach to service delivery, a wide range of options, and significant public consultation.

The following tables provide an overview of the County Council's budget position, and a detailed breakdown for the Service Committee following 2018-19 budget setting. Future year budgets will vary from the figures shown here as detailed budget setting work is undertaken and the budget is set by Members each year, however they provide an overall picture of the Council's finances.

Norfolk County Council gross revenue budget 2018-19 to 2021-22

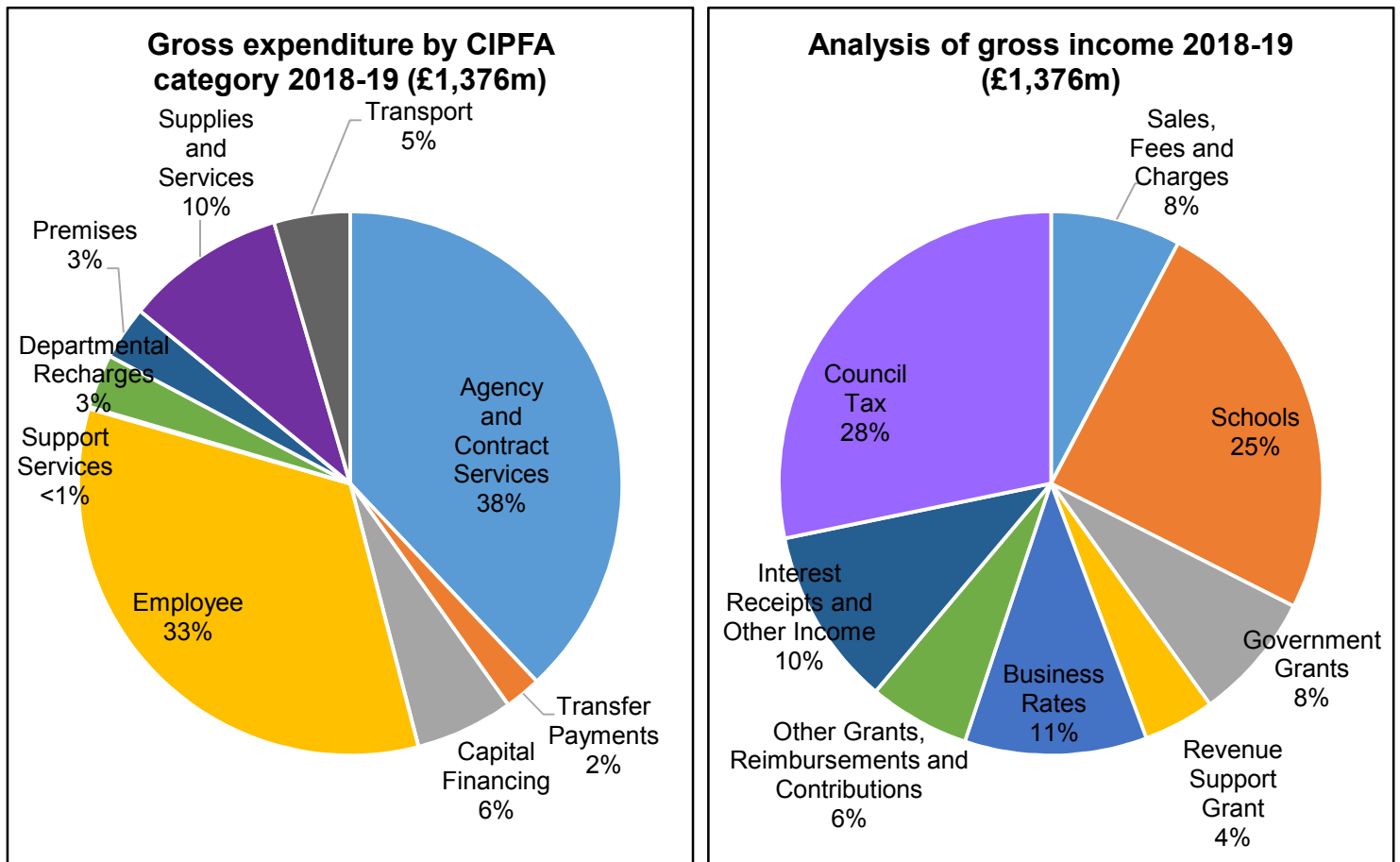
The chart below summarises the County Council's gross expenditure budget by Committee for the period covered by the Medium Term Financial Strategy 2018-19 to 2021-22. The **gross budget for 2018-19 is £1,376m**, this includes £360m which is passed directly to schools.

The **net budget for 2018-19 is £388.8m**.



Note: the gross expenditure shown above does not include the requirement for savings to close the forecast budget gap in future years 2019-20 to 2021-22.

The following charts provide an analysis of the County Council's gross income and expenditure for 2018-19, to show where the money comes from, and how it is spent.



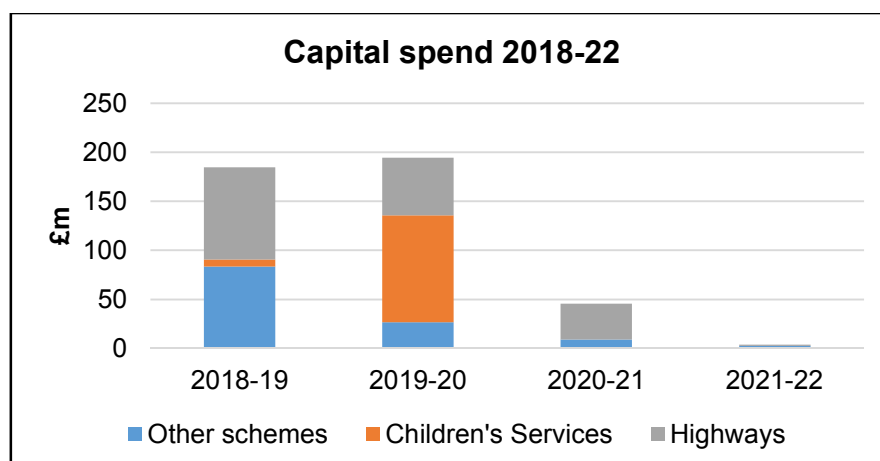
Notes:

Transfer Payments relate to direct payments to service users to enable them to commission their own services, such as domiciliary care and day care.

Interest Receipts and Other Income includes capital charges and depreciation and charges for transport services provided by CES department to others within the Council.

Norfolk County Council Capital Programme 2018-19 to 2021-22

The chart below summarises the County Council's Capital Programme for 2018-19 to 2021-22.

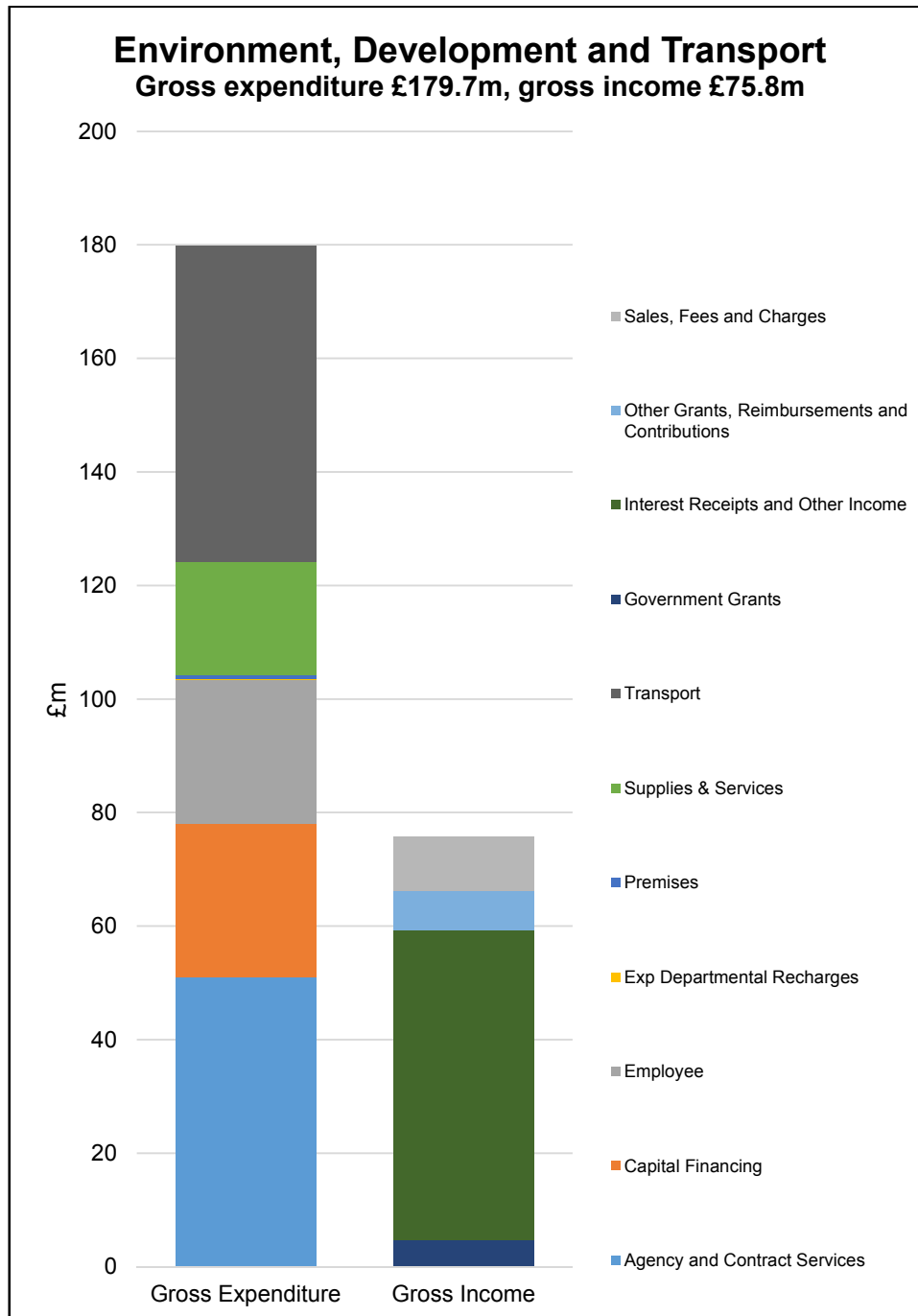




Details of Environment, Development and Transport Committee gross revenue budget 2018-19

The following chart provides details of this Committee's gross expenditure and gross income budgets.

The Committee's **net budget for 2018-19 is £103.9m**



Norfolk Futures

Under the banner of Norfolk Futures we will deliver sustainable and affordable services for the people who need them most. The whole Council needs to change to keep up with increasing demands and ever better ways of working. Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work. Seven initial corporate priorities have been identified which are:

- Safe children and resilient families
- Promoting independence for vulnerable adults
- Smarter information and advice
- Towards a housing strategy
- Digital Norfolk
- Local services strategy
- Commercialisation

The Environment, Development and Transport Committee is not currently directly responsible for any of these priorities though EDT plays a role in most. Oversight for the entire transformation programme will be provided by Policy and Resources Committee.

Risks and Innovation

By identifying risks and opportunities we can make better decisions as to future activities and focus.

Risks

As an organisation we have a risk management process which cuts across all of the departments and committees. The information below shows a snapshot in time and will be updated as the plan develops.

For EDT Committee there are six main areas of risk which could affect what we do in the future.

Risk	How high is the risk?
Failure to construct and deliver the Great Yarmouth 3rd River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction completed early 2023)	Amber
Failure to construct and deliver the Norwich Northern Distributor Route (NDR) within agreed budget (£205m)	Amber
Insufficient drainage controls in place as new development continues to take place increasing local flood risk on site or downstream.	Amber
The allocation and level of funding for flood risk mitigation does not reflect the need or priority of local flood risk within Norfolk.	Amber
Rising transport costs	Amber
Failure to develop and test and implement the Accounts Payable (AP) interface following the replacement of the HMS system.	Amber

Innovation

As well as looking at future challenges we are also seeking new and exciting opportunities to help deliver our ambitions.

This includes things like new funding streams, different ways of working and even sometimes stopping delivering services where they are no longer needed or relevant. New opportunities and innovative ways of working will continue to be explored. Some examples are below.

Service Area	Innovation
Various – alternative funding sources	We have a strong track record of securing funding from alternative sources. This has, in particular, enabled a number of exciting and high profile projects that we would have otherwise been unable to progress, including major infrastructure projects like the NDR and 3 rd River Crossing, but also a large number of environment projects.

Service Area	Innovation
Various – new technology	<p>Testing, developing and making use of new technology and new equipment is key to delivering modern services for the future. Examples already in place/being progressed include:-</p> <ul style="list-style-type: none"> • making use of the latest technology on our street lights, including LED lanterns, systems that can manage lighting remotes, trimming and dimming lights • providing our highway works staff on the ground with mobile technology, giving access the information they need when they are out and about, and avoiding the need to come back to the office regularly • use of technology to enable new ways of working and minimise risk – this includes considering how the use of drones could factor into future service delivery models. We have also utilised drones to carry out some land surveys, and are considering whether they can help to survey area areas e.g. bridges and structures which are hard to reach • greater and more targeted use of social media and electronic communication – including with information about winter maintenance, and where we are out and about repairing roads • looking at ways to utilise our highway infrastructure to enhance communities, particularly though technology, as part of considering Smart Cities. This includes supporting ways for fibre cable to be installed and potentially making use of street lights to provide WiFi (or other) signals.
Various – taking new approaches	<p>The challenges we are facing means that we need to continue to take new, varied and innovative approaches to delivering our services. Approaches include:-</p> <ul style="list-style-type: none"> • supporting car clubs and other on demand transport options • putting re-use shops in place at our main recycling centres • waste and recycling - exploring alternative funding models with district council colleagues to help incentivise improved performance and reduced costs • putting specialist horse steps in place, which has enabled an inaccessible bridleway to be opened up • our highways laboratory develop and test a number of new approaches, including in-situ pavement stabilisation (recycling road surface while on site so it can be used again on the same scheme) and automated paving technology (which collects data from sensors that can provide immediate feedback).

Performance

Performance of each Committee is measured through a tracker system. The detail of this is reported to service Committee and some high level metrics are reported to Policy and Resources.

Below is the set of vital signs it is suggested the Committee monitor regularly, and form the basis of future performance reports to Committee. The list includes some existing and some new vital signs.

In practice, services will develop and monitor a wider range of more detailed performance indicators, as part of management good practice.

Highways

- % of formal highway inspections completed within the timescales set out in the Transport Asset Management Plan
- % of dangerous highway defects dealt with within the timescales set out in the Transport Asset Management Plan

Flood and Water Management

- % of reports on flooding incidents published as planned

Infrastructure Development

- Amount of external investment secured to enable projects to be delivered

Planning Services

- Speed of determination of planning applications

Travel and Transport

- % of bus services on time
- % of parishes that meets its target level of public transport service

Waste

- Kilograms of residual household waste per household per week
- Unit cost (per tonne) of disposing of/dealing with residual waste

The Committee's Forward Plan

Each Committee has its own Forward Plan – a list of items that Members will need to consider or make a decision about in the year ahead. The plan is a key tool, allowing Members to ensure the implementation of their vision for each Committee. In addition it:

- Ensures performance issues are continually addressed
- Prepares Members for the big decisions coming up, allowing them to talk to constituents or undertake research in advance of considering issues
- Ensures statutory reports are received in a timely way
- Ensures Members are not surprised by issues without warning
- Coordinates the work of the Council across Committees
- Allows issues to be spotted that might be referred to a different Committee to work on
- Identifies issues to be discussed at Full Council

The plans are updated regularly and available to view on the Council's website at: <http://norfolkcc.cmis.uk.com/norfolkcc/Committees.aspx>

The Forward Plan for EDT Committee is included on the agenda for each meeting to ensure the Committee has a regular opportunity to review and shape the overall Plan. The Plan is iterative and therefore will continue to be shaped, and reports added, throughout the year. At the time of writing this Plan (March 2017), some of the key reports/discussion items planned for this Committee during 2018/19 are:-

- Considering a Business Plan from NORSE to determine whether there is benefit in **commercialisation of highways services** through a joint venture.
- Approving the **consultation document for the Minerals and Waste Local Plan**, to enable the public consultation to commence.
- Reviewing the work carried out on a potential new **Norwich depot hub**, and identifying a suitable way forward.
- Reviewing and commenting on the **latest highway asset performance** report, and considering whether any changes to the asset management strategy are needed.
- Approving the **highway capital programme**, setting out the capital schemes that will be delivered the following year.

In addition, the Committee will continue to scrutinise and oversee all of the services it is responsible for, including through regular reports on budgets, risk and performance.

Working with other committees

Every committee has set responsibilities which they must work towards achieving. However they will all have some areas of service where they need to work with other service Committees in order to achieve common goals.

The Policy and Resources Committee has a co-ordinating role, overseeing and leading development of the County Council Strategy and the Medium Term Financial Strategy. It has responsibility for enabling services such as ICT and HR, which help to support delivery at the front line of all Norfolk County Council's services. P&R Committee works hand in hand with each service committee, to maintain a whole council view and an efficient and effective organisation.

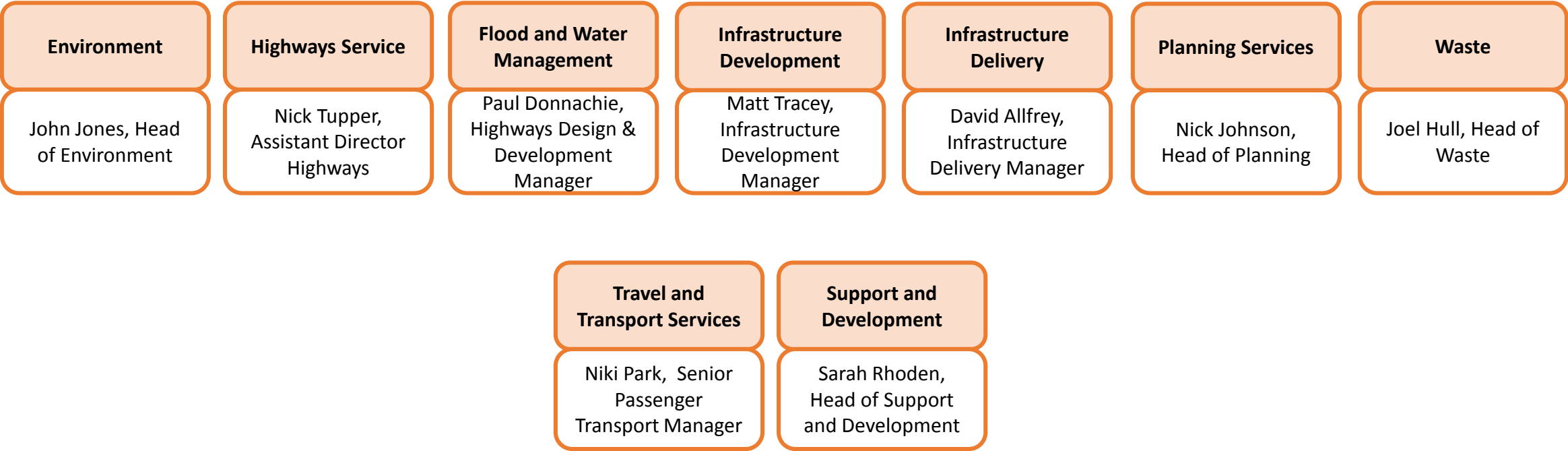
These are just some of the examples of areas where our committee is working with others.

Committee	Work being undertaken
Communities	<ul style="list-style-type: none"> Road casualty reduction – aligning a strategy that can consider road deaths and injuries in the context of the overall picture of health across Norfolk, with hard engineering solutions continuing to be progressed where appropriate.
Adult Social Care	<ul style="list-style-type: none"> EDT is responsible for the delivery of day to day Adult Social Care transport, and work together on transport policy and strategy.
Children's Services	<ul style="list-style-type: none"> EDT is responsible for the delivery of day to day Children's Services transport, and work together on transport policy and strategy.
Business and Property	<ul style="list-style-type: none"> There is a joint approach to infrastructure development across both the Business and Property and EDT Committees. The B&P Committee makes the economic case for major infrastructure developments and develops infrastructure plans. EDT Committee ensure clear infrastructure priorities, and delivers (or secures arrangements to deliver) projects and schemes on the ground. The Committees work together to push the case for infrastructure improvements.
Digital Innovation and Efficiency	<ul style="list-style-type: none"> All EDT services rely on digital and ICT technology to be able to be able to operate efficiently and effectively. We will continue to work with DIE Committee services to ensure that we can develop and implement better ways of working through increase/more modern digital technology. Some joint work is underway on some initiatives, linked to Smart Cities, focused on better utilisation of highways infrastructure to support technology and digital improvements.

EDT Committee – Plans on a Page

A number of ‘Plans on a Page’ have been prepared covering the services reporting to EDT Committee. These Plans are used by the relevant senior managers and their teams to set out the direction of the service over the coming year, and are actively used as part of service performance management and planning. Copies of these Plans are included here to enable Members to have sight of some of the more detailed information that has informed the development of the Committee Plan.

Members may wish to receive further information about individual Plans and/or discuss them with the relevant managers. For ease of reference, the diagram below sets out which senior managers are responsible for each of the plans to help Members to understand where they can direct any queries.



Plan on a Page

Service: ENVIRONMENT What we'll do

Vision:

Ensure Norfolk's natural and cultural environmental assets are safeguarded and integrated into decision making to support and promote growth.

Outcomes:

1. Equality of access to natural and cultural landscapes.
2. Embedding an environmental net gain principle for development.

Priorities:

1. Thriving plants and wildlife
2. Enhancing beauty, heritage and engagement with the environment
3. Mitigating and adapting to climate change
4. Enhancing biosecurity

How we'll do it

Thriving plants and wildlife, by:

- Restoring 75% of terrestrial and freshwater protected sites to favourable condition
- Creating or restoring wildlife-rich habitat outside the protected site network, focusing on nationally or locally important priority habitats
- Increasing woodland in line with Government aspiration of 12% cover by 2060

Enhancing beauty, heritage and engagement with the environment, by:

- Safeguarding and enhancing the beauty of our natural scenery and improving its environmental value while being sensitive to considerations of its heritage.
- Providing quality, accessible, natural spaces close to home and work and encouraging more people to spend time in them to benefit their health and wellbeing
- Increasing action to improve the environment from all sectors of society

Mitigating and adapting to climate change, by:

- continuing to cut greenhouse gas emissions including from land use, land use change, the agriculture and waste sectors and the use of fluorinated gases
- making sure that all policies, programmes and investment decisions take into account the possible extent of climate change this century

Enhancing biosecurity, by:

- managing and reducing the impact of existing plant diseases; lowering the risk of new ones and tackling invasive non-native species
- reaching the detailed goals to be set out in the Tree Health Resilience Plan of 2018

How we'll know if we've made a difference

Include targets here.

Review and then agree local measurable targets which will help support and deliver the Governments recently published environment plan:

"A Green Future: Our 25 Year Plan to Improve the Environment"

(Which sets out goals for improving the environment, within a generation)

This Plan sits alongside two other important government strategies: our [Industrial Strategy](#) and our [Clean Growth strategy](#).

Values and behaviours that underpin everything

Evidence Based

65

Collaborative

Innovative

Plan on a Page

What we'll do

Vision: Manage, maintain and improve Norfolk's highway network to support sustainable growth

Outcomes:

- A well managed highway network that enables everyone to travel the county freely and easily.
- A priority road network free from ice and snow
- Any works on the highway are carried out to ensure public safety with disruption/environmental impacts minimised

Priorities:

- Maintain the highway at agreed service levels at minimum cost
- Ensure improvement and maintenance programmes delivered to standards/ time/budget
- Reduce the number and severity of road casualties.
- Adopt the new 'Well-Managed Highways Infrastructure – A Code of Practice'
- Commercialisation
- Deliver the routine/winter maintenance services
- Review the City Agency Agreement
- Reduce the amount of energy used for street lighting
- Channel shift and improved customer service

How we'll do it

Review service standards, training and our risk based approach We will be working through pre-defined actions outlined in an Implementation Plan created to allow us to adopt the 36 recommendations in the new 'Well-Managed Highways Infrastructure – A Code of Practice' by October 2018

Improved reporting and analysis We will be introducing improved reporting tools (Power BI) to help monitor performance and key business indicators. Utilising the information available from a variety of sources will assist with planning, inform policy and help with a risk based approach.

Commercialisation As part of the corporate wide objective focussed on 'Local Government Commercialisation' will be exploring how some highway operations can be delivered in a more business like way to generate additional revenue.

Reviewing how we work We will be looking at how we work to identify efficiencies and save money. This includes how we can work more closely with local communities (Town/Parish councils) and review of the City Agency agreement.

How we'll know if we've made a difference

1. Completing formal highway inspection within the timescales set out in the Transport Asset Management Plan (TAMP)
2. Dealing with dangerous highway defects within the timescales set out in the TAMP
3. Number of killed or seriously injured (KSI) on our roads monitored against target.
4. Monitor and manage the performance of contractors
5. Contractor public satisfaction scores as a result of frontage surveys.
6. NHT Survey results
7. Customer satisfaction – Quarterly Customer Service Report/Compliments and complaints report.
8. Channel shift – increased use of online reporting form.
9. Street lighting KPIs

Values and behaviours that underpin everything

Work together with local communities

66 Listening to what our customers say

Continuous improvement of our skills/service

Plan on a Page

What we'll do

Vision: Undertake Norfolk County Councils responsibilities as Lead Local Flood Authority, working with communities and partners (including highways teams) , to co-ordinate the management of flood risk

Outcomes:

- implement a strategy for local flood risk management , and associated infrastructure measures
- Investigate and publish reports on flooding incidents
- Deliver statutory consultee service to Local Planning Authorities (LPAs)

Priorities:

- Work with Risk Management Authorities to deliver schemes to reduce existing flood risk in agreed priority areas
- Work with LPAs and partners to avoid (or mitigate) flood risk to new development and homes
- Support emergency planning, and emergency response organisations during flood events

How we'll do it

Deliver and seek funding for infrastructure We will be working through pre-defined measures outlined in the 'Local Flood Risk Management Strategy'. We will continue to work with partners to seek and secure funding to deliver infrastructure

Improved reporting and analysis We will develop a meaningful "vital signs" KPI to reflect key service delivery objectives. Utilising digital technology to inform planning, policy and support a risk based approach.

Resources Apply a risk based approach to prioritisation of resources and funding. Use partner consultant ,and external staff through PSCA (Public Sector Co-operation Agreement) to ensure resource meets demand.

Reviewing how we work We will review how we work to identify efficiencies and save money, alongside partners with flood responsibilities. We will do this by developing a "memorandum of understanding" to promote a joined-up approach, effectively securing and using pooled funding to deliver joint priorities

How we'll know if we've made a difference

1. Local flood risk management strategy measures and infrastructure delivered
2. Reduced risk of surface water flooding to properties
3. Reports on flooding incidents published as planned
4. Deliver responses on planning applications
5. Customer satisfaction – Quarterly Customer Service Report/Compliments and complaints report.

Values and behaviours that underpin everything

Joining up our work with partners

67 Using evidence and data to target our work

Being business like and making best use of digital technology to ensure value for money

Plan on a Page

What we'll do

Vision:

Support sustainable growth that realises Norfolk's economic potential and adds to the quality of life for its residents.

Outcomes:

- Secure key infrastructure to enable housing and jobs growth.
- Improved mobility, safety and air quality.
- Resilient energy and utilities infrastructure to support growth.
- Benefits derived from developing commercial opportunities.

Priorities:

- Work with partners to ensure planned development is resilient, safe & sustainable.
- Secure external investment to Norfolk to accelerate housing and jobs growth.
- Work with regional and central government agencies to maximise successful funding opportunities for Norfolk.

How we'll do it

Strategic Working

- Coordinate lobbying for Infrastructure needs via the LEP and central government.
- Lead on spatial and transport planning and policy across the County and beyond.
- Work with key utility partners and developers to ensure infrastructure is well planned and delivered.
- Work with key stakeholders to deliver plan-led statutory planning responsibilities.

Funding & Investment

- Work with external investors to maximise funding opportunities in support of prioritised infrastructure projects for Norfolk.
- Ensure development financially supports the infrastructure needed to mitigate impacts and deliver viable and attractive travel alternatives to the private car.

Action

- Develop relationships at local, regional and national level.
- Evidence gather through studies to support our vision and strategies.
- Operate in a way that reduces a dependency on central funding.
- Clearly communicate our aims and objectives.

How we'll know if we've made a difference

- Deliver on housing growth targets.
- Secure external investment opportunities to deliver projects.
- Vibrant, well connected settlements that support and sustain businesses, jobs and healthy communities.
- An 'intelligent' and reliable transport network that incorporates new technologies in vehicle and transport infrastructure to support growth and opportunity.
- A wider choice of travel solutions, with a strong emphasis on a safe and healthy environment that increases social mobility and wellbeing.

Values and behaviours that underpin everything

Trusted and professional

68

Evidence-based

Collaborative

Plan on a Page

What we'll do

Vision:

Norfolk's reputation is for delivering infrastructure to enable and support growth. It is seen as a great place for investment in jobs and housing.

Outcomes:

- Key infrastructure is delivered to enable wider growth investment
- More housing
- More jobs
- Improved perception of Norfolk as a place to invest, to grow and to live
- Improved mobility provided by good infrastructure

Priorities:

- Completion of the NDR and making the most of its benefits
- Delivering the 3rd River Crossing in Great Yarmouth
- Developing the case and a preferred solution for the Norwich Western Link
- Working with developers to deliver the Long Stratton bypass

How we'll do it

Delivering the Norwich Western Link

- Completion of the Northern Distributor Road in 2018 and continue delivering the wider Transport for Norwich (TfN) priorities.
- Complete the work to establish a clear business case for the Western Link.
- Publish the preferred solution for the Western Link by early 2019.

Delivering a 3rd River Crossing for Great Yarmouth

- Complete the necessary statutory consultation and procurement exercises by the end of 2018.
- Complete the Development Consent Order process for the project by the end of 2019.
- Start construction as planned by Autumn 2020 and open by late 2022.

Delivering a bypass for Long Stratton

- Work with the developer to ensure a new bypass is designed, developed and delivered.
- Establish the funding required to enable delivery of the bypass as soon as possible.
- Complete the delivery of the improved Hempnall junction during 2019.

Delivering wider projects to support infrastructure growth

- Continue to work with Highways England to ensure that their Roads Investment Strategy projects are delivered.
- Seek all opportunities to deliver a Norwich East-West link to support major housing and wider growth potential in the north east of Norwich.
- Work with developers (especially in West Winch) to deliver infrastructure.

How we'll know if we've made a difference

- Projects are delivered to time and budget.
- Monitoring shows improved network performance.
- Increased delivery of new developments.
- More houses delivered (at an improving rate).
- More jobs provided.
- More walking and cycling (particularly across Norwich).
- Improved footfall for retail areas (particularly resulting from TfN delivery).
- Improved journey times and journey reliability.
- More investment in Norfolk.

Values and behaviours that underpin everything

Determination

69

Collaboration

Quality driven

Plan on a Page

What we'll do

Vision: To deliver the Authority's statutory planning duties in a way that minimises adverse impacts upon amenity and the environment

Outcomes: Norfolk has a sufficient supply of minerals to meet its needs.
Norfolk has sufficient waste recovery and recycling/composting capacity to meet its needs.
Operations are compliant with planning control.
To maximise the delivery of sustainable development.

Priorities:

1. To complete a review of our existing Local Plan by 2021
2. Work with key partners to improve County Council development
3. Deliver silica sand resources for the period to 2026
4. Deliver our risk based monitoring regime

How we'll do it

Use a plan led system which ensures that only the most suitable sites available are developed to meet Norfolk's minerals and waste management needs. We will ensure that Norfolk's Minerals and Waste Local Plan is regularly reviewed and updated so that it remains relevant to delivering the best sites available to meet Norfolk's needs.

Work positively and proactively with developers. We will work with developers to secure the best outcome for residents, operators and the environment.

Support responsible operators. We will take prompt and proportionate action against non-compliance and unauthorised sites. To ensure that the environment and amenity is protected and to protect legitimate business from unfair competition. Wherever possible, we will work with our partners at the Environment Agency and in Local Authorities to provide an efficient and coordinated approach to environmental control.

How we'll know if we've made a difference

1. Quality and speed of planning decisions
2. Sufficient sites allocated to meet Norfolk's mineral needs
3. Proximity of permitted sites to designated areas/sites
4. Breaches of planning control have a proportionate enforcement response.
5. Number of substantiated complaints.

Values and behaviours that underpin everything

Evidence based:

Collaborative/Influencing:

Innovative & Accountability:

Plan on a Page

What we'll do

Vision:

We want to manage less waste and provide services that have a lower cost per unit

Outcomes:

Working together with District Councils as the Norfolk Waste Partnership to:

- reduce waste
- increase recycling
- reduce costs
- future proof service designs

Priorities:

- Reducing costs by increasing recycling and reducing waste
- Securing arrangements for residual waste beyond 2020
- Delivering a replacement recycling centre for Norwich by 2021

How we'll do it

With the community – providing easy to use and efficient services and delivering targeted help and guidance on how to use them effectively

With the Norfolk Waste Partnership – incentivizing and facilitating change and supporting decisions on a 'total system' basis to improve performance, reduce costs and increase efficiency

With our contractors – by the terms of our contracts and by the design of the services they deliver to the district councils for the waste they collect and the public for their waste and recycling

With Government – influencing the development of national strategy and policy that supports the County Council's waste policies as expressed in its strategy of "Moving Towards Zero Waste"

How we'll know if we've made a difference

- Lower unit costs
- Increased recycling and reuse
- Less *total* waste per person
- Less *residual* waste per household
- Customer satisfaction levels
- Reduction in the forecast growth in residual waste linked to economic growth
- Achieving the County Council's waste policies (expressed as strategy of "Moving Towards Zero Waste")
- Securing disposal options for waste beyond 2020
- Delivering a replacement recycling centre for Norwich
- Closed landfill sites managed safely through innovation

Values and behaviours that underpin everything

Smarter information & advice

71

Local service strategy

Commercialisation

Plan on a Page

What we'll do

Vision:

For people to be able to travel sustainably using reliable services that offer a real choice over the private car.

Outcomes:

A consistent passenger transport service, incorporating school, college, adult and health transport.

Efficient and effective delivery of affordable contracted transport services.

Priorities: Delivering transport for our commissioned services the most cost-effective way.

Reducing spend on our contracted transport services.

Stabilising the local bus network and growing where we can.

Supporting community transport.

How we'll do it

Work with local transport providers and other key stakeholders to encourage the provision of sustainable transport options.

Continuously review, re-plan and re-procure our contracted transport services to ensure services are fit for purpose, affordable and reflect the needs of users.

Work with stakeholders to ensure that public transport is attractive and viable, e.g. through effective publicity, ticketing, infrastructure and travel training.

Work with bodies that generate a travel need (e.g. health providers and developers) to ensure that access to transport and essential services is fully considered and delivered as part of the decision-making process.

How we'll know if we've made a difference

A stable, reliable transport network allowing communities to access essential services.

Easy-to-access travel information, so that people can make informed choices.

An increase in people using public transport to ensure the continued provision of sustainable services.

Villages and parishes meet our target level of service.

More young people able to travel independently using public transport services.

A lower cost-per-head for our contracted services.

A reduction in people needing to use our contracted services.

Values and behaviours that underpin everything

Influencing

72 Evidence-based

Collaborative

What we'll do

Vision:

A professional workforce that supports the needs of the organisation, understands our customers and is pro-active, efficient and flexible in its approach. A county where everyone feels included, valued and able to play their part in making Norfolk a great place to live, work and visit.

Outcomes:

- Support which enables organisational change and efficient operations at departmental and service level.
- A responsive support service which achieves lower costs through greater use of technology, and simpler and more streamlined processes.
- Services that are accessible, promote community cohesion and reflect the needs of Norfolk's communities.

Priorities:

- Identify matching skills and resources to deliver organisational priorities
- Utilise ICT which enables an efficient workforce
- A consistent focus on customer satisfaction
- Deliver the Equality, Diversity & Inclusion and Covenant objectives
- Identification of differences in outcomes across services or the workforce for people with protected characteristics that may require action.

How we'll do it

By managing a programme of work that utilises information and communications technology to support the needs of the organisation and promotes and drives improvement within the department

By ensuring departmental compliance with relevant corporate policies, procedures and contractual agreements through monitoring, communicating changes and identifying and instigating solutions where needed

By working across services within the Department to ensure that the correct skills and resources are in place to support an efficient workforce

By working with DMTs, services and local communities to make evidence-based decisions about emerging priorities and strategies for promoting equality and community cohesion

How we'll know if we've made a difference

Include targets here.

- Increased and measurable efficiency across CES – supporting all CES teams to meet their financial targets
- Improved performance – appraisal scores / reduction in absence / staff turnover
- Customer satisfaction
- Successful delivery of equality and Covenant objectives for 2018/19

Values and behaviours that underpin everything

Professional

73

Flexible

Pro-active

Environment, Development and Transport Committee

Item No.

Report title:	Sub-National Transport Bodies and the East of England Sub-National Transport Forum
Date of meeting:	16 March 2018
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact <p>Government is increasingly looking towards Sub-national Transport Bodies (STBs) to guide investment decisions on the major transport networks. Norfolk needs to consider how best to assert influence at national level to ensure the transport infrastructure is in place for growth and development of the county.</p>	

Executive summary

Government sees Sub-national Transport Bodies (STBs) as delivering improved collective transport planning and decision making over areas larger than current transport authorities. Local partners forming a statutory STB would have direct influence over decisions that are currently within the control of government and its agencies. STBs will be able to: develop transport plans for their areas; tackle issues that are currently decided in Whitehall rather than by local councils; consider longer distance road or rail networks; and consider transport systems that cross geographical areas such as bus services and integrated ticketing. A statutory board will give greater local influence over spending decisions currently made at the national level.

Norfolk County Council is currently engaged in the non-statutory East of England Sub-national Transport Forum which is looking to provide a more joined up approach to identifying problems within the regional transport network. The chair of EDT currently represents the county council. Essex, Suffolk and Norfolk currently form the core of the area of this emerging forum. Other STBs, notably Transport for the North, Midlands Connect and England's Economic Heartland are further developed and are increasingly influencing the government agenda. All of these areas are substantially larger than that which the East of England Sub-national Transport Forum currently covers, and the geography of the current forum might not find favour with government. For Norfolk (and other counties in East Anglia) the only other potentially viable STB is the Economic Heartland, covering an area including Oxford. This however would only be a potential option should Cambridgeshire (including the Combined Authority) choose to formally sign up to it. At this stage, the tact is to put Norfolk in a position to make a well-informed decision about which, if any, STB is joined.

Recommendations:

Members are recommended to:

- 1. Note the engagement of Norfolk County Council in the East of England Sub-national Transport Forum; represented by the chair of EDT.**
- 2. Consider the benefits of being a member of a Sub-national Transport Body.**

1. Proposal

- 1.1. The East of England Local Government Association organised an East of England Transport Summit on 21 December 2017 to which all upper-tier councils, Local Enterprise Partnerships and strategic partners were invited. It was agreed to form a Sub-national Transport Forum for the East of England, with a view that this could work towards the establishment of a statutory Sub-national Transport Body.
- 1.2. It is proposed that Norfolk County Council continue to be a member of the East of England Sub- national Transport Forum to engage and inform the process of moving towards an STB. Norfolk County Council would be represented by the chair of the Economic Development and Transport Committee.

2. Evidence

- 2.1. Government sees STBs as delivering improved collective transport planning and decision making over areas larger than current transport authorities. It is proposed that local partners forming a statutory STB would have direct influence over decisions that are currently within the control of government and its agencies.
- 2.2. A number of areas around England are moving towards creating STBs such as:
 - Transport for the North. This is the most advanced and has received significant investment. This covers an area from Liverpool to Newcastle.
 - Midlands Connect, stretching from Birmingham to Lincolnshire, is the next most advanced and has received some government funding.
 - England's Economic Heartland. This is currently a non-statutory forum covering an area including Buckinghamshire and Oxfordshire. Cambridgeshire authorities participate in the forum but to date have not given commitment to becoming full members of a statutory STB.
 - Transport South East which is the newest Body and is linking the South Coast.
- 2.3. The evidence suggests there are clear benefits for Norfolk being a member of an STB. Government is strongly pushing for the creation of STBs with the potential for more powers and a stronger voice. As an example, government is currently consulting on the Major Road Network (MRN). There is likely to be a large amount of funding associated with the agreed network which STBs could be given decision-making responsibilities for. Potentially STBs could also have a strong voice in influencing decisions over the strategic (trunk) road network (A11 and A47) and over rail franchises.
- 2.4. The East of England Sub-national Transport Forum (Transport East) has recently been established. The purpose of the Forum is to provide:
 - A joint narrative and vision to influence national transport strategy, funding and decisions
 - Partnership working with the transport industry, Network Rail, airports and ports which can be effectively coordinated by Transport East so that government receives agreed messages
 - Better links between growth plans and strategies
 - Quicker progress by working with partners and taskforces in the region that already have a lot of the evidence base ready to use on strategic schemes.
- 2.5. The current forum is a non-statutory body, although there is a strong desire amongst some partners that it moves towards becoming a statutory Sub-national Transport Body, which would see it recognised by government and enable it to wield most influence over investment decisions and potentially directly secure

funding from government for transport infrastructure or the running of the body.

However, the geography of the current forum – Norfolk, Suffolk and Essex providing its core – is currently much smaller than the STBs currently forming up and which have some level of government endorsement.

- 2.6. For Norfolk, the only other contiguous STB is England's Economic Heartland. This covers a large area and is therefore likely to be acceptable to government as they look to become a statutory body. At present however the Cambridgeshire and Peterborough Combined Authority has not committed to becoming a formal member. Unless and until it does, Norfolk could not join the Economic Heartland STB.

3. Financial Implications

- 3.1. There are currently no financial obligations associated with attending the East of England Sub-national Transport Forum. There is the potential that funding may be sought in the future as a contribution towards an STB, likely to be in the order of an annual subscription of £6,000 (yet to be determined).

4. Issues, risks and innovation

- 4.1. There are currently no resource implications other than attending the East of England Sub-national Transport Forum. The Transport Forum meetings are arranged by the East of England Local Government Association. If Norfolk County Council decided to join an STB there may be some need for some Officer resource to support work.
- 4.2. There are potential risks if Norfolk County Council decides to not join an STB such as:
- Norfolk's voice may not be heard, as government will be listening to larger bodies with a stronger voice, resource and support
 - Work could be undertaken around Norfolk that could impact on Norfolk but that the county would have no control over
 - Norfolk would be competing with areas such as Transport for the North for funding which contains multiple cities, LEPs and local authorities
 - Norfolk's population and GVA would seem insignificant when compared to areas with STBs.
- 4.3. On the other hand there are potential risks if Norfolk County Council does decide to join an STB such as:
- Norfolk's voice may be lost in a larger body
 - There may be more focus towards London connections
 - Norfolk may be in an STB with areas that have no geographical similarities
 - Norfolk may be in competition with areas with large populations and cities
 - Powers and decisions may be given to the STB which may then have decision making powers over Norfolk.

5. Background

- 5.1. Under the Cities and Local Government Devolution Act 2016 Government made provision for STBs to advise transport ministers on investment priorities in their own areas and on strategic transport schemes to boost growth. Functions of an

STB include: the preparation of a transport strategy for the area; providing advice to the Secretary of State; and to co-ordinate the carrying out of transport functions in relation to the area.

- 5.2. Government sees STBs as delivering improved collective transport planning and decision making over areas larger than current transport authorities. It is proposed that local partners forming a statutory STB would have direct influence over decisions that are currently within the control of Government and its agencies. STBs will be able to develop transport plans for their areas, tackle issues that are currently decided in Whitehall rather than by local councils, consider longer distance road or rail networks, and consider transport systems that cross geographical areas such as bus services and integrated ticketing. A statutory board will give greater local influence over spending decisions currently made at the national level.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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Environment, Development and Transport Committee

Item No.

Report title:	Risk Management
Date of meeting:	16 March 2018
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact One of the Environment, Development, and Transport (EDT) Committee's roles is to consider the risk management of EDT's risks. Assurance on the effectiveness of risk management and the EDT departmental risk register helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving departmental objectives, and is a key part of the performance management framework.	

Executive summary

This report provides the Committee with information from the latest EDT risk register as at March 2018, following the latest review conducted in February 2018. The reporting of risk is aligned with, and complements, the performance and financial reporting to the Committee.

Recommendations:

Members are asked to consider:

- a) **Risk RM14336 - Failure to construct and deliver the Great Yarmouth 3rd River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction completed early 2023), which is reported by exception (in paragraph 2.2 and Appendix A), and changes to other departmental risks (in Appendix D);**
- b) **Whether the recommended mitigating actions identified for the new risk RM14336 in Appendix A are appropriate;**

1. Proposal

- 1.1 The Community and Environmental Services (CES) Departmental Management Team (DMT) continues to be engaged in the preparation and management of the Communities departmental level risk register.
- 1.2 The recommendations for Members to consider are set out above.

2. Evidence

- 2.1. The EDT Committee risk data detailed in this report reflects those key business risks that are managed by the Community and Environmental Services Departmental Management Team, and Senior Management Teams of the services that report to the Committee including amongst others Planning and Economy, and Highways. Key business risks materialising could potentially result in a service failing to achieve one or more of its key objectives and/or

suffer a financial loss or reputational damage. The EDT risk register is a dynamic document that is regularly reviewed and updated in accordance with the Council's Risk Management Policy and Procedures. The current risks are those linked to departmental objectives.

- 2.2. The Exceptions Report, in **Appendix A**, focuses on risks that have a current risk score of 12 and above with prospects of meeting the target score by the target date of amber or red. There is currently one risk that meets this criteria, as seen in this appendix.
- 2.3. To assist Members with considering whether the recommended actions identified in this report are appropriate, or whether another course of action is required, a list of such possible actions, suggested prompts and challenges are presented for information in **Appendix B**.
- 2.4. **Appendix C** provides Members with background information to the report.
- 2.5. The EDT risk register contains six corporate and departmental level risks that fall under the remit of this Committee. **Appendix D** provides the Committee members with a summary of these risks.
- 2.6. Of the six corporate and departmental risks reported to this Committee, one risk has a green prospects score of meeting the target score by the target date, and five have an amber prospects score. None of the risks have a red prospects score. Please see Appendix C for details of Prospects scoring.

3. Financial Implications

- 3.1. Whilst the likelihood of not delivering the NDR to its revised budget has significantly reduced, there remain project risks of not delivering the NDR to budget.

4. Issues, Risks and Innovation

- 4.1 There is an element of Risk RM14200 - Failure to meet NCC carbon reduction target, which is covered by the street lighting team, under the remit of EDT. This risk is reported to the Business and Property Committee.

5. Background

- 5.1. Background information regarding risk scoring, and definitions can be found in **Appendix C**.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

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Officer name : Thomas Osborne **Tel No. :** 01603 222780

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Risk Number	RM14336					Date of update		01 February 2018		
Risk Name	Failure to construct and deliver the Great Yarmouth 3rd River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction completed early 2023)									
Risk Owner	Tom McCabe					Date entered on risk register		05 December 2017		
Risk Description										
There is a risk that the 3RC project will not be delivered within budget and to the agreed timescales. Cause: delays during statutory processes, or procurement put timescales at risk and/or contractor prices increase project costs. Event: The 3RC is completed at a later date and/or greater cost than the agreed budget, placing additional pressure on the NCC contribution. Effect: Failure to construct and deliver the 3RC within budget would result in the shortfall having to be met from other sources. This would impact on other NCC programmes.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	4	12	3	4	12	2	3	6	Jan-23	Amber
Tasks to mitigate the risk										
The project was agreed by Full Council (December 2016) as a key priority infrastructure project to be delivered as soon as possible. Since then, March 2017, an outline business case has been submitted to DfT setting out project costs of £120m and a start of work in October 2020. 80% of this project cost has been confirmed by DfT, but this will be a fixed contribution with NCC taking any risk of increased costs. Mitigation measures are: 1) Project Board and associated governance to be further developed to ensure clear focus on monitoring cost and programme at monthly meetings. 2) NCC project team to include specialist cost and commercial resource (bought in to the project) to provide scrutiny throughout the scheme development and procurement processes. This will include independent audits and contract/legal advice on key contract risks as necessary. 3) Programme to be developed that shows sufficient details to enable overall timescales to be regularly monitored, challenged and corrected as necessary by the board. 4) Project controls and client team to be developed to ensure systems in place to deliver the project and to develop details to be prepared for any contractual issues to be robustly handled and monitored. 5) All opportunities to be explored through board meetings to reduce risk and programme duration.										
Overall risk treatment: Reduce, with a focus on maintaining or reducing project costs and timescales										
Progress update										

Progress update

The outline business case was submitted on 30 March 2017, and DfT confirmed approval of this following the autumn statement in November 2017. There is a risk that the scheme development could see changes to the scheme, and therefore to the agreed business case, and any changes will need to be addressed/agreed with DfT. Progress against actions are:

- 1) Project board in place. Gateway review highlighted a need to assess and amend board attendance and this has been implemented.
- 2) Specialist cost and commercial consultants have been procured, working with Head of Procurement to secure these key roles. The first element of work for the cost consultant will be to review current forecasts and then continue to assess on a monthly basis, reporting to the board.
- 3) An overall project programme has been developed and will be owned and managed by the dedicated project manager. Any issues will be highlighted to the board as the project is delivered.
- 4) Learning from the NDR and experience of the commercial specialist support will be utilised to develop contract details ahead of the formal commencement of the procurement process.
- 5) The project board will receive regular (monthly) updates on project risks, costs and timescales.

Risk management discussions and actions

Reflecting good risk management practice, there are some helpful prompts that can help scrutinise risk, and guide future actions. These are set out below.

Suggested prompts for risk management improvement discussion

In reviewing the risks that have met the exception reporting criteria and so included in this report, there are a number of risk management improvement questions that can be worked through to aid the discussion, as below:

1. Why are we not meeting our target risk score?
2. What is the impact of not meeting our target risk score?
3. What progress with risk mitigation is predicted?
4. How can progress with risk mitigation be improved?
5. When will progress be back on track?
6. What can we learn for the future?

In doing so, committee members are asked to consider the actions that have been identified by the risk owner and reviewer.

Risk Management improvement – suggested actions

A standard list of suggested actions have been developed. This provides members with options for next steps where reported risk management scores or progress require follow-up and additional work.

All actions, whether from this list or not, will be followed up and reported back to the committee.

Suggested follow-up actions

	Action	Description
1	Approve actions	Approve recommended actions identified in the exception reporting and set a date for reporting back to the committee
2	Identify alternative/additional actions	Identify alternative/additional actions to those recommended in the exception reporting and set a date for reporting back to the committee
3	Refer to Departmental Management Team	DMT to work through the risk management issues identified at the committee meeting and develop an action plan for improvement and report back to committee
4	Refer to committee task and finish group	Member-led task and finish group to work through the risk management issues identified at the committee meeting and develop an action plan for improvement and report back to committee
5	Refer to County Leadership Team	Identify key actions for risk management improvement and refer to CLT for action
6	Refer to Policy and Resources Committee	Identify key actions for risk management improvement that have whole Council 'Corporate risk' implications and refer them to the Policy and Resources committee for action.

Appendix C – Background Information

A **corporate risk** is one that requires:

- strong management at a corporate level, thus the County Leadership Team should direct any action to be taken.
- input or responsibility from more than one Executive Director for mitigating tasks; and if not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key objectives and/or suffer a significant financial loss or reputational damage.

A **departmental risk** is one that requires:

- strong management at a departmental level thus the Departmental Management Team should direct any action to be taken.
- appropriate management. If not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key departmental objectives and/or suffer a significant financial loss or reputational damage.

A **Service Risk** is one that requires:

- strong management at a service level, thus the Head of the Service should direct any action to be taken.
- input or responsibility from the Head of Service for mitigating tasks; if not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key service objectives and/or suffer a significant financial loss or reputational damage.

Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.

- Original risk score – the level of risk exposure before any action is taken to reduce the risk
- Current risk score – the level of risk exposure at the time the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
- Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks. This can be seen as the risk appetite.

The prospects of meeting target scores by the target dates are a reflection of how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the “Prospects of meeting the target score by the target date” column as follows:

- Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date.
- Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed.
- Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addressed and/or new tasks introduced.










Risk Appetite

Risk Appetite is strategic and directly related to the achievement of the Council’s objectives, including the allocation of resources. The risk appetite set by each Committee articulates the attitudes to and boundaries of risk that the Committee expects Executive Directors to take.

Risk Tolerance

Risk Tolerance is the tactical and operational boundaries and values which enable the Council to control its risk appetite in line with the organisational strategic objectives.

Norfolk County Council, Appendix D - EDT Risk Register Summary

Risk Register Name:		Appendix D - EDT Risk Register Summary										Red	 Worsening	
Prepared by:		Thomas Osborne										Amber	 Static	
Date updated:		February 2018										Green	 Improving	
Next update due:		June 2018										Met		
Area	Risk Number	Risk Name	Risk Description	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Prospects of meeting the Target Risk Score by the Target Date	Change in Prospects of meeting the Target Risk Score by the Target Date	Risk Owner		
Planning and Economy (Corporate and Departmental)	RM14336	Failure to construct and deliver the Great Yarmouth 3rd River Crossing (3RC) within agreed budget (£121m), and to agreed timescales (construction completed early 2023)	There is a risk that the 3RC project will not be delivered within budget and to the agreed timescales. Cause: delays during statutory processes, or procurement put timescales at risk and/or contractor prices increase project costs. Event: The 3RC is completed at a later date and/or greater cost than the agreed budget, placing additional pressure on the NCC contribution. Effect: Failure to construct and deliver the 3RC within budget would result in the shortfall having to be met from other sources. This would impact on other NCC programmes.	3	4	12	2	3	6	Amber		Tom McCabe		
Planning and Economy (Corporate and Departmental)	RM14248	Failure to construct and deliver Norwich Northern Distributor Route (NDR) within agreed budget (£205m)	There is a risk that the NDR will not be constructed and delivered within budget. Cause: environmental and/or contractor factors affecting construction progress. Event: The NDR is completed at a cost greater than the agreed budget. Effect: Failure to construct and deliver the NDR within budget would result in the shortfall having to be met from other budgets. This would impact on other NCC programmes.	3	3	9	3	3	9	Amber		Tom McCabe		
Planning and Economy	RM14202	Insufficient drainage controls in place as new development continues to take place increasing local flood risk on site or downstream.	The SUDS (Sustainable Drainage Systems) Approving Body role recommended by the Pitt Review and included in the Flood and Water Management Act 2010 has been abandoned. Flood risk controls on new development is to be continued through the planning process. The Local Lead Flooding Authority has been given a role as a statutory consultee but no funding to deliver this role. Without high levels of support, planning authority may continue to overlook flood risk in decision making.	3	3	9	2	2	4	Amber		Nick Tupper		
Planning and Economy	RM14203	The allocation and level of funding for flood risk mitigation does not reflect the need or priority of local flood risk within Norfolk.	There are 37,000 properties at risk from surface water flooding caused by intense rainfall within Norfolk. Historically funding for flood risk management has focused on traditional defence schemes to protect communities from the sea and rivers and not surface water flooding. There is a risk that funding continues to ignore properties at risk of surface water flooding. This is exacerbated by a reduction in the overall level of funding from government and governments requirement to seek local contributions for schemes to be successful.	3	3	9	1	4	4	Amber		Nick Tupper		
Highways	RM14292	Failure to development test and implement the Accounts Payable (AP) interface following the replacement of the HMS system.	There is a risk that payments to Tarmac will continue to be made via a manual process if the Accounts Payable interface allowing automatic payment is not fully tested and functioning. Cause: The Mayrise / Realtime AP interface. Event: Payment to Tarmac continues to be undertaken manually via CHAPS. Effect: continued risk of manual error in the payment process / inefficient payment methods.	3	2	6	2	2	4	Amber		Nick Tupper		
Highways	RM14050	Rising transport costs	Rising transport costs and changes to legislation (e.g. Bus Service Operators Grant and concessionary reimbursements) could lead to savings not being made on the local bus budgets	2	3	6	1	3	3	Green		Sean Asplin		

EDT Committee

Item No.....

Report title:	Performance management
Date of meeting:	16 March 2018
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services
Strategic impact Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

Executive summary

This performance management report is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 13 vital signs indicators.

Details of the revised Performance Management System are available in the 11 March 2016 EDT Committee 'Performance monitoring and risk report' on the Norfolk County Council web site at <http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/421/Committee/18/Default.aspx>

Performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee.

Of the 13 vital signs indicators that fall within the remit of this committee, one has met the exception criteria based on new data since the last report and so will be discussed in depth as part of the presentation of this report:

- % of rural population able to access a market town or key employment location within 60 minutes by public transport. This measure's data is as last reported in the October performance report. There has been no data update received for the quarter 2 period (July, August and September 2017).

Technically a further measure complies with the exception reporting criteria (based on previously reported data):

- % of Local Wildlife Sites in positive management.

Recommendations:

1. **Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required (refer to list of possible actions in Appendix 1).**
2. **Agreement to the removal of the "Average journey speed during morning peak time" measure".**

In support of this, Appendix 1 provides:

- A set of prompts for performance discussions
- Suggested options for further actions where the committee requires additional information or work to be undertaken

1. Introduction

- 1.1. This performance management report is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 13 vital signs indicators.
- 1.2. This report contains:
 - A Red/Amber/Green rated dashboard overview of performance across all 13 vital signs indicators
 - Report cards for the vital signs that have met the exception reporting criteria.
- 1.3. The full list of vital signs indicators can be found at Appendix 2. The vital signs indicators are monitored during the year and are subject to review when processes are amended to improve performance, to ensure that the indicator correctly captures future performance.
- 1.4. The lead officers for those areas of performance that have been highlighted through the exception reporting process are available at this committee meeting to answer any specific questions Members may have about the services concerned. The report author is available to answer any questions that Members may have about the performance management framework and how it operates.

2. Performance dashboard

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 13 vital signs. This then complements that exception reporting process and enables committee members to check that key performance issues are not being missed.
- 2.2. The current exception reporting criteria are as below:
 - Performance is off-target (Red RAG rating or variance of 5% or more)
 - Performance has deteriorated for three consecutive periods (months/quarters/years)
 - Performance is adversely affecting the council's ability to achieve its budget
 - Performance is adversely affecting one of the council's corporate risks.
 - Performance is off-target (Amber RAG rating) and has remained at an Amber RAG rating for three periods (months/quarters/years)'.

NOTES:

In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target. 'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised. The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

Monthly	Bigger or Smaller is better	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Target
{PE} Percentage of bus services on time	Bigger	83.9%	84.0%	84.1%	82.9%	83.0%	81.2%	81.0%	79.9%	80.4%	80.5%	78.4%	76.4%		79.0%
		56967 / 67738 62541 / 75461 67306 / 81064 64987 / 80040 70925 / 87538 67132 / 84047 66880 / 83224 68119 / 84658 60584 / 77279 58179 / 76185													
{HW} Winter gritting - % of actions completed within 3 hours	Bigger											81.3%	80.1%		80%
		1144 / 1374	326 / 362	14 / 20								464 / 567	1036 / 1294		
{HW} Street lighting – C02 reduction (tonnes)	Smaller	1,176	960	881	692	591	498	554	666	794					827
{PE} Planning service – speed of determination	Bigger	100.0%	91.7%	100.0%	100.0%	92.3%	66.7%	100.0%	100.0%	100.0%	87.5%	100.0%	100.0%		95.0%
			11 / 12	11 / 11	9 / 9	12 / 13	2 / 3	13 / 13	9 / 9	6 / 6	7 / 8	7 / 7	1 / 1		
{HW} Average journey speed during morning peak time	Bigger														Under Development
{FBP} Income and external funding successfully achieved as a % of overall revenue budget	Bigger	34.4%	35.2%	30.5%	25.1%	27.2%	31.6%	31.6%	32.2%	31.9%	32.5%	32.7%	32.3%	32.3%	25.1%
		91.7m / 290.3m 91.7m / 290.3m 93.6m / 290.6m 92.5m / 289.8m 94.8m / 291.9m 95.4m / 292.1m 95.4m / 292.1m 97.3m / 301.3m													
Quarterly / Termly	Bigger or Smaller is better	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Target
{HW} % of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway	Smaller	27.3%	19.0%	20.0%	16.7%	17.8%	20.4%	24.2%	22.9%	32.5%	24.0%	17.6%	30.6%	21.7%	22%
		6 / 22	4 / 21	6 / 30	4 / 24	8 / 45	11 / 54	16 / 66	11 / 48	13 / 40	12 / 50	6 / 34	11 / 36	10 / 46	
{PE} % of rural population able to access a market town or key employment location within 60 minutes by public transport	Bigger	75.1%	75.5%	74.6%	74.1%	71.4%	71.4%	72.0%	72.0%	68.4%	69.6%	69.4%		67.2%	75%
{PE} Kilograms of residual household waste per household per week	Smaller		10.4				10.0				10.1				10.1

Annual (financial / academic)	Bigger or Smaller is better	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Target
{HW} Highway improvements for local communities – parish partnerships	Bigger										145	193	227	261	261
{CH} % of Local Wildlife Sites in positive management	Bigger						61.0%	61.0%	65.0%	67.0%	75.0%	72.1%	75.4%		85.0%
												960 / 1331	1008 / 1337		
{PE} Number of new and existing properties at high risk (1 in 30 years) of surface water flooding	Smaller											100%			
{CH} Equality of Access to Nature for All – number of audited routes	Bigger										1	4	17		8

NOTES:

1. Indicators are usually reported on a monthly, calendar year or financial year basis, the colour of the different headings below corresponds with the colour of the indicator title.
2. In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target.
3. The target displays the latest target from the latest period shown. That target may be different from the target for the latest actual value shown due to profiling.
4. Where cells have been greyed out this indicates: that data is not available due either to the frequency of reporting or the vital sign being under development. In this case, under development can mean that the vital sign has yet to be fully defined or that baseline data is being gathered.

3. Report cards

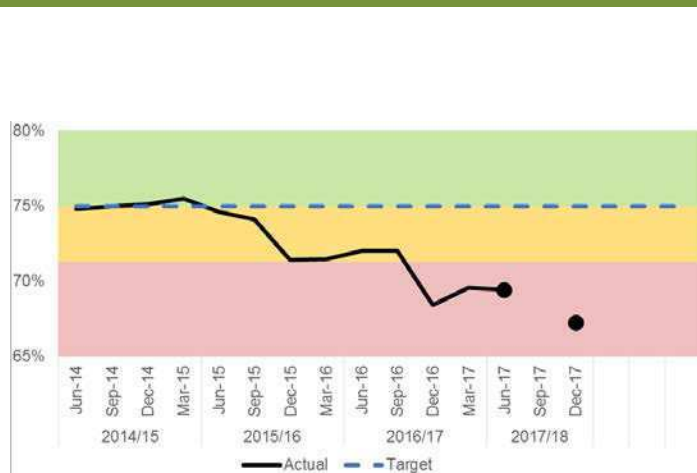
- 3.1. A report card has been produced for each vital sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The report card follows a standard format that is common to all committees and updated on a monthly basis.
- 3.2. Vital signs are reported to committee on an exceptions basis. The report cards for those vital signs that do not meet the exception criteria on this occasion, and so are not formally reported, are also collected and are available to view if requested.

Access to market towns and key employment locations using public transport

Why is this important?

Access to key locations is important for those living in rural areas so that they can access not only work but also health and other essential services, shopping, education and leisure activities. This in turn reduces social and rural isolation and contributes to overall wellbeing of residents.

Performance



Graph shows the percentage of the rural population able to access a market town or key employment destination within 60 minutes by public transport between 0700-1000 with a return between 1600-1900.

What is the background to current performance?

- Performance has dropped this year after being fairly stable between 73.5% and 75.5% for the last 3 years. It is measured quarterly, but the data does not capture flexibuses and other feeder type services that are in place. A move toward these types of solutions and operator service changes, (both subsidised and commercial) including changes to routes, frequencies and times all contribute to a drop in the performance figure. In reality the figure is higher, but it is difficult to measure simply in an accurate and consistent way. (This used to be a national performance indicator and we are not currently aware of any other authorities who continue to measure it on a regular basis, therefore there is no benchmarking data). The current target is only reporting on scheduled registered local bus services and therefore reflects the limited opportunities to increase subsidised public transport within the current financial climate.
- September 2013 saw the introduction of a journey to work service by the Swaffham flexibus. This is still current, but other services change causing the dip in the figure presented.
- A minor change in service, such as times of operation can cause the indicator to dip, but this does not necessarily mean that it affects current customers already using a service.
- Current target reflects the limited opportunities to increase subsidised public transport within the current financial climate – progress will be made by working with commercial operators and integrating with other transport services.
- Key risk - fluctuation in operational costs, particularly fuel, which could lead to reductions in transport being operated commercially – this is identified on our risk register.
- Other key risks - Commercial operators streamlining services as they review revenues and effects of previous subsidy cuts, which puts pressure on areas with lower patronage and the reliance of passengers on use of concessionary passes and an unwillingness to engage with other transport modes that do not accept them.
- Flexible services, unregistered feeder services and Community Transport dial-a-ride services are not represented in the figures given, therefore the measure is only of registered local bus services.

What will success look like?

- An increase in the percentage of the rural population able to access a market town or key employment destination within 60 minutes by public transport (at peak times), to 75%
- A reduction in the number of unemployed in Norfolk, including NEETs
- An increase in the number of young people able to access their local market town for work, leisure and education opportunities without the use of a car.

Action required

- Build journeys to work into future Flexibus and flexible feeder contracts where possible
- Monitor proposed local bus service changes and work with operators to ensure they do not adversely affect journeys to key employment locations
- Incorporate local bus services into school transport provision as much as possible.
- Review the data that is reported so that it fully represents the transport network available.
- TRACC training to be completed for TTS so that data can be interrogated and recommendations for changes made.
- Target Level of Service has been put forward as a suggestion to deliver a clearer, more relevant and easily reportable indicator as a replacement for this

Responsible Officers

Lead: Niki Park, Commissioning & Client Services Manager

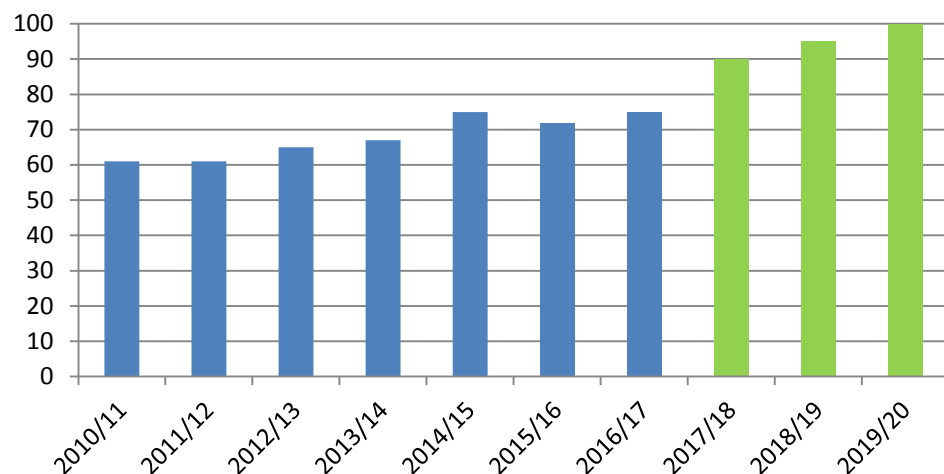
Data: Martin Stringfellow / Sean Asplin, Passenger Transport Managers

% of Local Wildlife Sites (LWS) in positive management (Single Data List indicator 160/Biodiversity 2020 indicator 16) – our target is 100% by 2020

Why is this important?

As a lead partner in the LWS Partnership we need to ensure that Norfolk's important natural capital assets are safeguarded and integrated into decision-making to support and promote future growth.

Performance



(Actual values in blue, targets for future reporting years in green)

What is the background to current performance?

- Effective partnership working allows us to make the best use of limited resources and to increase action.
- External project funding such as EU Interreg allows us to deliver biodiversity action despite reduced resources within NCC.
- Effective targeting of existing resources allows us to maximise impact
- A successful strategic approach to planning allows us to maximise gains for biodiversity through effective siting of green infrastructure.
- Access to high quality biodiversity data allows effective decision making and informs strategic planning.
- In-house technical expertise allows effective decision making.
- External funding through SLA/MoA secures resources for our work and builds positive relationships with partners.

What will success look like?

- An increasing proportion of Local wildlife sites will be positively managed (Biodiversity 2020 national indicator 16, SDL 160).
- Biodiversity data and information will be used effectively for decision making (Biodiversity 2020 national indicator 24).
- Partnership working will ensure effective delivery of our work and will improve the health of the natural environment
- Local plans found sound with regards to the Habitat Regulations 2010
- New developments deliver sustainable GI, supported by effective ecological advice
- Number of sites adversely affected by access or recreation reduced

Action required

- Better co-ordination between the strategic focus provided by the Environment Team in NCC, districts and the Broads Authority.
- Develop effective partnerships with external organisations
- Develop effective funding strategies for Green Infrastructure
- Training provided for planners, developers, consultants
- Advice to development management and strategic planning officers
- Monitor quality of key sites
- Develop recording networks for tree pests and diseases and IAS
- Prioritise funding bids to address key biodiversity issues

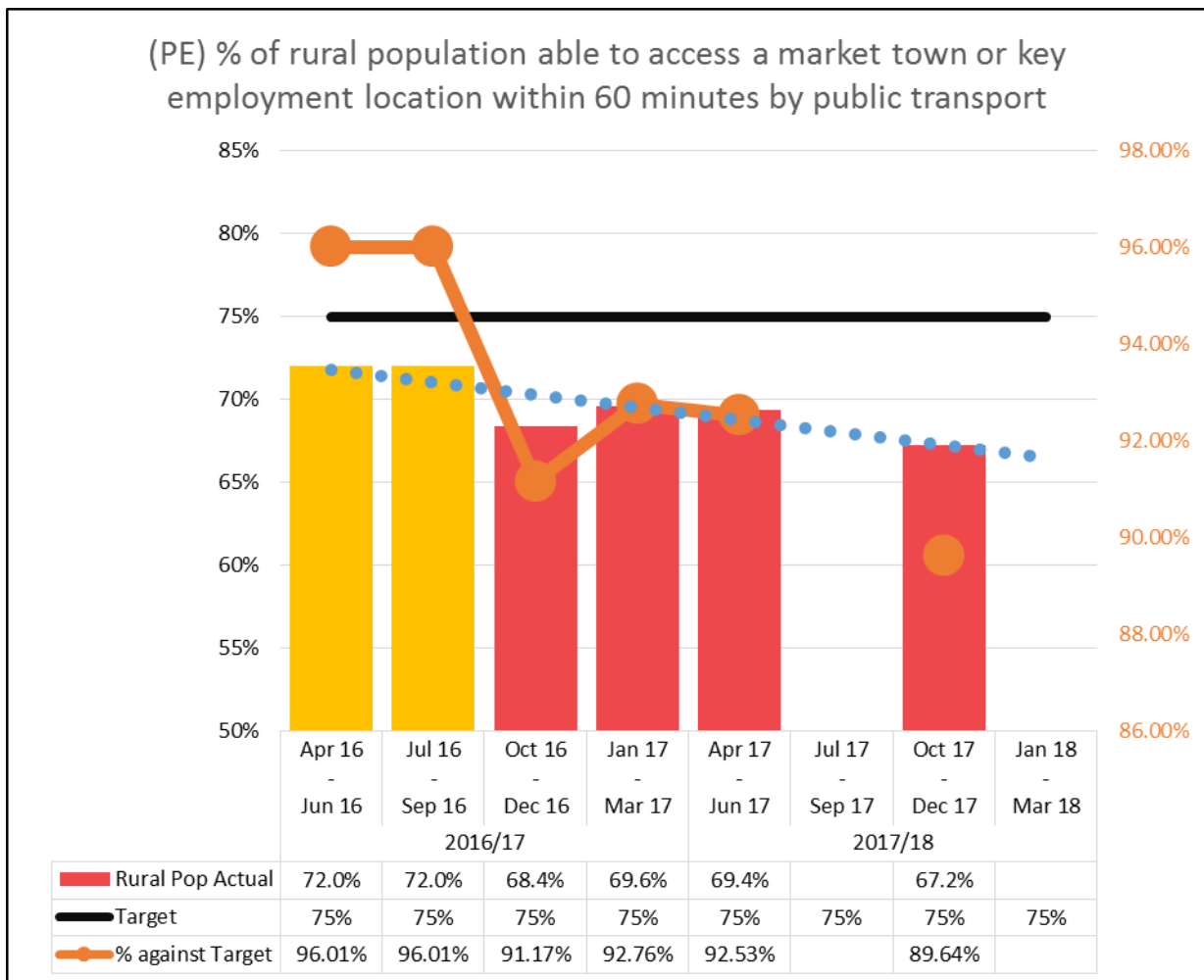
Responsible Officers

Lead: Martin Horlock – Senior Biodiversity Officer Data: Sam Neal – Biodiversity Officer (Information)

4. Updates and Exceptions (additional explanation)

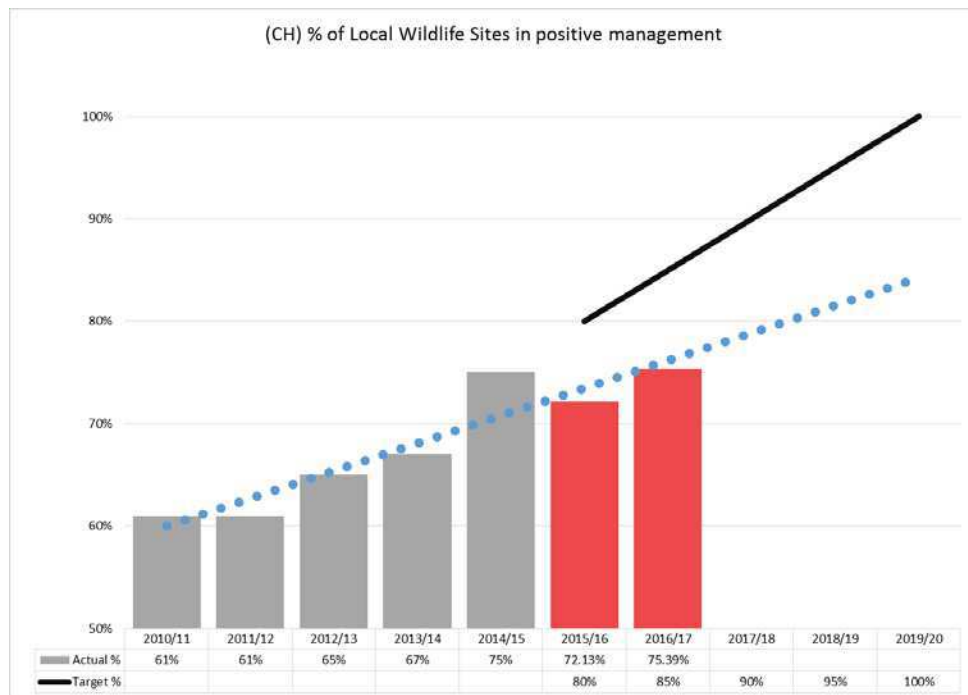
- 4.1.
- % of rural population able to access a market town or key employment location within 60 minutes by public transport.
(Red 67.2% against a target of 75% - Q1 Jun 17 data)
(2017/18 Q3 was Red: 67.2% against a target of 75% - 2017/18 Q1 was 69.4%)

The latest figure is 67.23%, but this is purely based on the TRACC report. The apparent improvement against the last period (unreported – no data provided) is due to services around the south-west of Fakenham now being included. The unreported Q2 data showed performance taking such a drop that it was clearly an error (as there should have been little if no change) and it became evident that various services were not included due to a software glitch. Whilst it has subsequently been confirmed that those specific issues have been addressed, there remain concerns about the unreliable nature of the data feeding this measure (and the unpredictable changing errors behind the data) which justifies completely amending this measure in April for the start of the new reporting year:



- 4.2.
- % of Local Wildlife Sites in positive management
(2016/17 was Red: 75.39% against a target of 80% - 2015/16 was 72.1%)

Whilst trend (over years) demonstrates significant improvement, projected trend suggests a shortfall against future targets based on current assumptions:



The reasons for improvement from the last reporting period is primarily from having Countryside Stewardship scheme data this year from Natural England and further survey work. Contributing factors for failing to meet the intended target is due to the above new scheme having only recently been implemented, hence slow uptake by landowners at the start and ironing out issues being required. In addition to this the drop off of the previous scheme agreements has been higher than the uptake of the new scheme, due to there being less money for the new scheme and the wish to have a more targeted approach, where more money goes to less land holdings. The new scheme is less likely to be appropriate to Local Sites with many not within large land holdings.

In order to improve performance, we will be lobbying for more survey on sites that have no information for PCM, and therefore had to be classed as not in PCM. We also are looking to improve monitoring of these unknown sites and should have updated numbers for 2016/17 in mid-2018 or as part of the 2017/18 reporting numbers in October 2018. Lobby for improved coverage and benefit to Local Sites from the new agri-environment schemes post Brexit.

There have been ongoing discussions at meetings, including in the County Wildlife Sites Steering group which is essentially the group that can make decisions on aspects of work towards this measure. There was an agreement with the wildlife trust that we will have a specific meeting over the winter to look at ways of improving the quantity and speed of surveys to identify sites in PCM. In addition there has been discussion about advertising for a volunteer to, amongst other things, analyse the drop-off rates of various agri-environment schemes to predict likely issues for this measure and to identify a possible survey strategy for sites with unknown PCM. All this is currently an ongoing and will be updated in the next report.

- 4.3. • Average journey speed during morning peak time

Following an in-depth review of this measure considering possible alternative data sources and methods of calculation, it was proposed at CES DMT on 6 February 2017 that the measure should be removed from ongoing reporting as a Vital Sign.

It was proposed that possible alternative variations of this measure (whilst informative) would not be reflective of NCC performance due to the extensive variables and non-NCC influences (and therefore not a vital sign of performance). Data currently available presents factual indications of timeliness of different sections of specified journeys at different points of the day. It was suggested that new data sourcing software has been funded and procured and this will assist in producing an annual report to the committee on the performance of the road network covering a more holistic range of issues including performance as well as the operational network improvement plan.

- 4.4. • Number of new and existing properties at high risk (1 in 30 years) of surface water flooding.

This measure is currently being reviewed. It is anticipated that a proposal for amending this measure will be included in the next EDT Committee performance report.

5. Recommendations

- 5.1. Committee Members are asked to:

- Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required (refer to list of possible actions in Appendix 1).
- Agreement to the removal of the “Average journey speed during morning peak time” measure”.

In support of this, Appendix 1 provides:

- A set of prompts for performance discussions
- Suggested options for further actions where the committee requires additional information or work to be undertaken

6. Financial Implications

- 6.1. There are no financial implications arising from the development of the revised performance management system or the performance and risk monitoring reports.

7. Issues, risks and innovation

- 7.1. There are no significant issues, risks and innovations arising from the development of the revised performance management system or the performance and risk monitoring reports.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

Performance: **Officer name :** Austin Goreham **Tel No. :** 01603 223138
Email address : austin.goreham@norfolk.gov.uk



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Performance discussions and actions

Reflecting good performance management practice, there are some helpful prompts that can help scrutinise performance, and guide future actions. These are set out below.

Suggested prompts for performance improvement discussion

In reviewing the vital signs that have met the exception reporting criteria and so included in this report, there are a number of performance improvement questions that can be worked through to aid the performance discussion, as below:

1. Why are we not meeting our target?
2. What is the impact of not meeting our target?
3. What performance is predicted?
4. How can performance be improved?
5. When will performance be back on track?
6. What can we learn for the future?

In doing so, committee members are asked to consider the actions that have been identified by the vital sign lead officer.

Performance improvement – recommended actions

A standard list of suggested actions have been developed. This provides members with options for next steps where reported performance levels require follow-up and additional work.

All actions, whether from this list or not, will be followed up and reported back to the committee.

Suggested follow-up actions

The suggested 'follow up actions' have been amended, following on from discussions at the Communities Committee meeting on 11 May 2016, to better reflect the roles and responsibilities in the Committee System of governance.

	Action	Description
1	Approve actions	Approve actions identified in the report card and set a date for reporting back to the committee
2	Identify alternative/additional actions	Identify alternative/additional actions to those in the report card and set a date for reporting back to the committee
3	Refer to Departmental Management Team	DMT to work through the performance issues identified at the committee meeting and develop an action plan for improvement and report back to committee
4	Refer to committee task and finish group	Member-led task and finish group to work through the performance issues identified at the committee meeting and develop an action plan for improvement and report back to committee
5	Refer to County Leadership Team	Identify key actions for performance improvement and refer to CLT for action
6	Refer to Policy and Resources Committee	Identify key actions for performance improvement that have 'whole Council' performance implications and refer them to the Policy and Resources committee for action.

Appendix 2 – EDT Committee Vital Signs indicators

A vital sign is a key indicator from one of the Council's services which provides members, officers and the public with a clear measure to assure that the service is performing as it should and contributing to the Council's priorities. It is, therefore, focused on the results experienced by the community. There are 13 vital signs indicators for the EDT Committee. The full list with explanations of what the vital sign indicator measures and why it is important, is as below.

Vital Signs Indicators	What it measures	Why it is important
Bus journey time reliability	% of bus services that are on schedule at intermediate time points	Better transport networks bring firms and workers closer together, and provide access to wider local markets
Planned growth in the right places	% of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway	Poorly planned developments can place unacceptable burdens on existing resources and infrastructure and negatively impact those living in/near the developments.
Highway improvements for local communities - parish partnerships	Cumulative bids for all Norfolk Parishes compared to cumulative bids from Parishes that had not previously submitted a bid	Empowerment of communities to take greater control of the response to locally identified issues supports community resilience and autonomy
Public Transport Accessibility	% of rural population able to access a market town or key employment location within 60 minutes by public transport	Access to work and key facilities promotes economic growth and health and wellbeing
Winter gritting	% of actions completed within 3 hours	We have a statutory duty to ensure, as far as reasonably practicable, that the safe passage along a highway is not endangered by snow and ice
Street lighting – CO2 reduction (tonnes)	Carbon Dioxide emissions and energy use	Street lighting is one of the Council's biggest energy users. Putting in place measures to reduce carbon will reduce our CO2 emissions and costs

Vital Signs Indicators	What it measures	Why it is important
Residential house waste collection	Weekly kg of residential house waste collected per household	The amount of household waste collected and the costs arising from processing it have risen for the past three years. Housing growth (65,000 new houses between 2013 and 2026) will create further pressures
Protection of the natural environment	% of Local Wildlife Sites (LWS) in positive management	The natural environment is one of Norfolk's key assets and a significant contributor to the economic success of Norfolk
Management of flood risk	Number of new and existing properties at high risk (1 in 30 years) of surface water flooding	Flooding undermines existing infrastructure and impacts directly on health and economy
Planning determination	Speed of planning determination	Timely planning decision are important to economic growth and development
Equality of Access to Nature for All	Number of audited routes	Access to green space promotes health and wellbeing and tourism
Road network reliability	Average journey speed during morning peak time	A safe, reliable road network with quick journey times enables business growth
External funding achievement	Income and external funding successfully achieved as a % of overall revenue budget	High quality organisations are successful in being able to attract and generate alternative sources of funding

Those highlighted in bold above, 2 out of 13, are vital signs indicators deemed to have a corporate significance and so will be reported at both the EDT Committee and the Policy and Resources Committee.

One of the vital signs indicators listed above also appears on the Communities Committee list:

- 'Income and external funding successfully achieved as a % of overall revenue budget'.

Environment, Development and Transport Committee

Item No.

Report title:	Finance monitoring
Date of meeting:	16 March 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact This report provides the Committee with information on the budget position for services reporting to Environment, Development and Transport Committee for 2017-18. It provides information on the revenue budget including any forecast over or underspends and any identified budget risks. It also provides an update on the forecast use of reserves and the details of the capital programme.	

Executive summary

The services reporting to this Committee are delivered by Community and Environmental Services.

The 2017-18 net revenue budget for this committee is £98.448m and this report reflects the forecast out-turn as at period 9, December 2017. The report also highlights the current risks being managed by the department.

The total capital programme relating to this committee is £142.533m, with £136.183m currently profiled to be spent in 2017-18. Details of the capital programme are shown in section 3 of this report.

The balance of EDT Committee reserves as of 1 April 2017 was £26.582m and the forecast balance for March 2018 is £25.102m

Recommendations:

Members are recommended to note:

- a) **The Forecast out-turn position for the Environment, Development and Transport Committee revenue budget and note the current budget risks being managed by the department.**
- b) **The Capital programme for this Committee.**
- c) **The current planned use of the reserves and the forecast balance of reserves as at the end of March 2018.**

1. Proposal

- 1.1. Members have a key role in overseeing the financial position for the services under the direction of this committee, including reviewing the revenue and capital position and reserves held by the service. Although budget are set and monitored on an annual basis it is important that the ongoing position is understood and the previous year's position are considered.

- 1.2. This report reflects the budgets and forecast out-turn position at the end of Period 9 December 2017.

2. Evidence

- 2.1. The services reporting to this Committee are delivered by Community and Environmental Services which also manage services reporting to Communities Committee, Digital and Innovation Committee and Business and Property Committee.
- 2.2. The 2017-18 NET revenue budget for this committee is £98.448m, we are currently forecasting a net under spend of £0.233m (0.24% of net budget).

Table 1: Environment, Development & Transport NET revenue budget 2017-18				
	2017-18 Budget	Actuals YTD	Forecast Out-turn	Forecast Variance
	£m	£m	£m	£m
Business Support and development	1.641	1.569	1.641	0.000
Culture and Heritage – Countryside management	1.142	0.735	1.142	0.000
Highways				
Flood and Water management	0.435	0.236	0.435	0.000
Highways Operations	14.866	14.496	14.770	(0.096)
ITS management	0.049	(0.001)	0.029	(0.020)
Major projects	0.357	0.075	0.357	0.000
Highways Network	0.869	0.808	0.869	0.000
Highways depreciation	23.538	0.000	23.538	0.000
Total highways	40.114	15.614	39.998	(0.116)
Planning and Economy				
Residual Waste	23.162	16.094	22.982	(0.180)
Waste and Energy	17.174	11.273	17.027	(0.147)
Infrastructure and Economic Growth	0.564	0.380	0.564	0.000
Travel and Transport Services	14.243	18.848	14.369	0.126
Planning Service	0.410	0.318	0.493	0.083
Total Planning and Economy	55.552	46.913	55.435	(0.118)
	98.448	57.357	98.215	(0.233)

- 2.3. Table 1 above reflects the services net revenue budget and therefore the actuals to date are affected by patterns of income and expenditure.

Table 2 – Gross Budgets					
	Current year budget	Actuals Year to Date		Prior Year Budget	Prior Year Actuals to period 8
	£m	£m		£m	£m
Expenditure	184.872	108.382		190.006	108.464
Income	(86.424)	(43.551)		(84.255)	(38.245)

Net	98.448			105.751	57.437
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- 2.4. The forecast out-turn presented is based on the work that RBOs undertake on a monthly basis, supported by the finance teams to predict their budgets year end position. RBO's review and actively manage their budgets throughout the year and there are a number of risks that are being monitored and managed by the services but at this stage of the year we are forecasting a net underspend of £0.233m .

Service Area	Forecast Variance	Narrative
Highways Operations		
Fast lane training	(0.038m)	Forecast underspend due to additional income
Highways Lab	(0.035m)	Forecast underspend due to additional income
Highways Technicians	(0.063m)	Forecast underspend through management of vacancies
ITS	0.215m	Forecast overspend due to delay in delivery of planned savings (EDT028 – Intelligent transport systems – new technology and models).
Programme management	(0.025m)	Forecast underspend through management of vacancies
Programme management	(0.012m)	Forecast underspend the management of Overheads
Street lighting	(0.018m)	Forecast underspend through management of vacancies
Highways Design	(0.119m)	Forecast underspend through management of vacancies within the design teams
Subtotal Highways Operations	(0.095m)	Net underspend
ITS management	(0.020m)	Forecast underspend through management of vacancies
Highways	(0.115m)	Forecast net underspend
Residual Waste	(0.180m)	Forecast underspend based on reduced waste volumes
Recycling Credits	(0.156m)	Forecast underspend due to reduced volumes collected by the districts.
Household waste recycling centres	(0.110m)	Forecast underspend due to operational savings and additional income due to high commodity prices.
Closed landfill sites	0.119m	Forecast over spend due to income being forecast lower than the budget.
Concessionary Fares	0.093m	Forecast overspend due to additional costs of re-issuing passes.
Public Transport interchanges	0.033m	Forecast overspend due to additional maintenance costs of Cromer and Thetford Bus stations.
Planning services	0.083m	Forecast overspend – additional staff costs and

		income being forecast lower than the budget.
Planning services	(0.118m)	Forecast net underspend.
Forecast Net Underspend	(0.233m)	

2.5.	Planning and Economy – Residual waste	<p>Waste volumes are subject to a number of external factors that the authority has no control over and can be highly volatile.</p> <p>Each tonne of residual waste costs around £110 per tonne, meaning a 1% change in tonnages could lead to a movement of over £200,000. Changes could be caused by a combination of a number of factors e.g. increases in household numbers (above those previously assumed), changes in legislation, economic conditions, weather patterns. The forecast tonnages are monitored closely throughout the year and based on a combination of current year actuals and historic trend data. Based on the current tonnages to date we are forecasting an underspend.</p>
	Highway – Winter Gritting	<p>The budget for winter Gritting is set based on historic trends of the number of winter Gritting actions. We have seen a slightly more harsh winter so far this season and we have undertaken over 70 actions, compared to 60 for the whole of the previous financial year. We will continue to monitor this activity closely.</p>

3. Capital budget

- 3.1. The total capital budget for the services reporting to this committee is £142.533m, with £136.183m currently being profiled to be delivered in 2017-18.

Table 3: Communities Capital programme						
	2017-18 Budget £m	2018-19 Budget £m	2019-20+ Budget £m	Total Programme £m	Forecast 2017-18 £m	Actuals to period 8
Highways	135.120	1.900	1.700	138.720	135.120	86.877
Waste management	1.001	2.750		3.751	1.001	0.144
Other programmes	0.062			0.062	0.062	
Total Programme	136.183	4.650	1.700	142.533	136.183	87.021

4. Reserves 2017-18

- 4.1. The reserves relating to this committee are generally held for special purposes or to fund expenditure that has been delayed, and in many cases relate to external grants and contributions. They can be held for a specific purpose, for example where money is set aside to replace equipment or undertake repairs on a rolling cycle, which help smooth the impact of funding.
- 4.2. A number of the reserve balances relate to external funding where the conditions of the grant are not limited to one financial year and often are for projects where the costs fall in more than one financial year.
- 4.3. Services continue to review the use of reserves to ensure that the original reasons for holding the reserves are still valid.
- 4.4. The balance of unspent grants and reserves as at 1st April 2017 stood at £26.846m
- 4.5. Table 4 below shows the balance of reserves held and the current planned usage for 2017-18.

4.6. Table 4: Environment, Development and Transport reserves

	Balance at 1 April 2017	Forecast balance 31 March 2018	Forecast change
	£m	£m	£m
Business Support and Development	0.088	0.319	0.231
Highways	11.044	10.304	(0.740)
Planning and Economy	15.450	14.480	(0.971)
Total	26.582	25.102	1.480

5. Financial Implications

- 5.1. There are no decisions arising from this report and all relevant financial implications are set out in this report

6. Issues, risks and innovation

- 6.1. This report provides financial performance information on a wide range of services in respect of this committee.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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Environment, Development and Transport Committee

Item No.

Report title:	Forward Plan, decisions taken under delegated authority and Working Group Terms of Reference
Date of meeting:	16 March 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

Executive summary

This report sets out the Forward Plan for EDT Committee. The Forward Plan is a key document for this committee to use to shape future meeting agendas and items for consideration, in relation to delivering environment, development and transport issues in Norfolk. Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The Forward Plan for this Committee (as at 16 February) is included at Appendix A.

This report is also used to update the Committee on relevant decisions taken under delegated powers by the Executive Director (or his team), within the Terms of Reference of this Committee. There are five relevant delegated decisions to report to this meeting.

The proposed Terms of Reference for the Great Yarmouth Third River Crossing Member Working Group is also included in this report.

Recommendations:

Members are recommended to:

- 1. Review the Forward Plan at Appendix A and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.**
- 2. Note the delegated decisions set out in section 2 of the report.**
- 3. Approve the Terms of Reference for the Great Yarmouth Third River Crossing Member Working Group, as set out in Appendix B.**

1. Forward Plan

- 1.1. The Forward Plan is a key document for this committee in terms of considering and programming its future business, in relation to communities issues in Norfolk.
- 1.2. The current version of the Forward Plan (as at 16 February) is attached at Appendix A.

- 1.3. The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this Committee, a live working copy is also maintained to capture any changes/additions/amendments identified outside the monthly publishing schedule. Therefore, the Forward Plan attached at Appendix A may differ slightly from the version published on the website. If any further changes are made to the programme in advance of this meeting they will be reported verbally to the Committee.

2. Delegated decisions

- 2.1. The report is also used to update on any delegated decisions within the Terms of Reference of this Committee that are reported by the Executive Director as being of public interest, financially material or contentious. There are five relevant delegated decisions to report for this meeting.

2.2. **Subject: Traffic Regulation Order: Narborough**

Decision: To approve the Order, as advertised. To implement proposed TRO; widening of footway, implement 20mph speed restriction and new speed tables. Some objection was received.

Taken by: Executive Director in consultation with the Committee Chair and Vice Chair

Note that there is no delegated power for officers to approve Traffic Regulation Orders where objections are received. The decision to approve this Order was taken under the urgent business procedure.

Taken on: 16 January 2018

Contact for further Information: Bimal Ranjit, Highway Engineer
Email bimal.ranjit@norfolk.gov.uk
Phone 0344 800 8020

2.3. **Subject: Petition : Request for better parking facilities for residents on Central Road, Cromer**

Decision: Response sent to the lead petitioner saying that whilst we are sympathetic about the issue, we do not support the provision of a residents parking scheme in isolation as this would likely just displace parking into adjacent streets. Suggested the most appropriate way forward would be the development of a parking strategy for Cromer, and that we are happy to support residents and the local Council's do carry out a consultation on this.

Taken by: Executive Director in consultation with the Committee Chair, Vice Chair and Local Member

Taken on: 28 January 2018

Contact for further Information: Steve White, Highway Engineer
Email steve.white@norfolk.gov.uk
Phone 0344 800 8020

2.4. **Subject: Petition: Request for a reduction of the existing 50mph speed limit on the A140 to 40mph**

Decision: Response sent to the lead petitioner to confirm that an Accident Investigation Study has been carried out at this location. The Study has recommended the implementation of a lower 40mph speed limit on A140 through Hevingham supported by Vehicle Activated Signing and new village 'gateway signing'. It is anticipated that this safety scheme will be implemented later in 2018.

Taken by: Executive Director in consultation with the Committee Chair, Vice Chair and Local Members

Taken on: 13 February 2018

Contact for further Information: Chris Mayes, Highway Engineer
Email chris.mayes@norfolk.gov.uk
Phone 0344 800 8020

2.5. Subject: Petition: Request for residents parking permits to be issued on and around Duke Road, Gorleston.

Decision: Response sent to the lead petitioner saying that whilst we are sympathetic about the issue, we do not support the provision of a residents parking scheme in isolation as this would likely just displace parking into adjacent streets. It highlighted that work is ongoing to develop wider parking strategies with stakeholders and colleagues in Great Yarmouth Borough Council. It is hoped significant progress will be made by the end of 2018 should funding be made available.

Taken by: Executive Director in consultation with the Committee Chair, Vice Chair and Local Member

Taken on: 13 February 2018

Contact for further Information: Timothy Young, Project Engineer
Email timothy.young@norfolk.gov.uk
Phone 0344 800 8020

2.6. Subject: Great Yarmouth Third River Crossing – detailed evaluation criteria

Decision: At the last meeting in January, the Committee considered a report on the Great Yarmouth Third River Crossing procurement. The Committee agreed the contracting strategy and the proposed approach to social value. Members also agreed to delegate authority to the Executive Director of CES to agree the detailed evaluation criteria for the procurement, in consultation with the EDT Chairman and Vice Chairman and the Head of Procurement. These detailed criteria have now been agreed, and the Head of Procurement has issued an Official Journal Contract Notice, which commences the procurement exercise.

Taken by: Executive Director in consultation with the Committee Chair, Vice Chair and Head of Procurement

Taken on: 27 February 2018

Contact for further Information: Joan Murray, Head of Sourcing
Email joan.murray@norfolk.gov.uk
Phone 0344 800 8020

3. Third River Crossing Member Working Group

- 3.1. At the last meeting in January, the Committee received a report on the procurement proposals for the Great Yarmouth Third River Crossing Project. The Committee agreed to form a Member Working Group to consider the evaluation model and mitigation of risk in more detail. The Committee also agreed that the existing Norwich Distributor Road Member Working Group continued over to form the Third River Crossing Group.
- 3.2. The proposed Terms of Reference for this Group are attached at Appendix B, for the Committee to approve. They have been developed with input from those Members who sit on the Working Group.

4. Evidence

- 4.1. As set out in the report and appendices.

5. Financial Implications

- 5.1. There are no financial implications arising from this report.

6. Issues, risks and innovation

- 6.1. There are no other relevant implications to be considered by Members.

7. Background

- 7.1. N/A

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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Tel No. : 01603 222867

Email address : sarah.rhoden@norfolk.gov.uk



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Forward Plan for EDT Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Meeting: Friday 18 May 2018			
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	None	To receive feedback	Members
Minerals and Waste Local Plan Consultation	No	To approve the draft document published for public consultation for a minimum period of 6 weeks.	Head of Planning (Nick Johnson)
Commercialisation of Highways Services	None	To consider a Business Plan from Norse (NPS) to ascertain whether delivery of traded highway services is financially viable through a Joint Venture with Norse	Assistant Director, Highways (Nick Tupper)
Norwich depot hub – next steps	None	To consider the full Business Case and consultation plan relating to the development of a Norwich depot hub for highways and waste services.	Infrastructure Delivery Manager (David Allfrey) and Waste Infrastructure Manager (Nicola Young)
Finance monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Forward Plan and decisions taken under delegated authority	Every meeting	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Head of Support and Development (Sarah Rhoden)
Meeting: Friday 6 July 2018			
Verbal update/feedback from	None	To receive feedback	Members

Forward Plan for EDT Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Members of the Committee regarding Member Working Groups or bodies that they sit on			
Highway Asset Performance		Review and comment on the highway asset performance report against the performance and asset management strategy. To consider whether any changes are required.	Assistant Director Highways (Nick Tupper)
Performance management	None	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	None	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson) / Risk Management Officer (Thomas Osborne)
Finance monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Head of Support and Development (Sarah Rhoden)
Meeting: Friday 7 September 2018			
Verbal update/feedback from Members of the Committee regarding Member Working	None	To receive feedback	Members

Forward Plan for EDT Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
Groups or bodies that they sit on			
Finance monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Head of Support and Development (Sarah Rhoden)
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	None	To receive feedback	Members
Performance management	None	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	None	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson) / Risk Management Officer (Thomas Osborne)
Finance monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under	Head of Support and Development (Sarah Rhoden)

Forward Plan for EDT Committee

Appendix A

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead Officer
		delegated authority	
Meeting: Friday 9 November 2018			
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	None	To receive feedback	Members
Finance monitoring	None	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Forward Plan and decisions taken under delegated authority	None	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Head of Support and Development (Sarah Rhoden)

Regular items	Frequency	Requested committee action (if known)	Lead officer
Forward Plan and decisions taken under delegated authority	Every meeting	To review the Committee's forward plan and agree any amendments/additions and to note the decisions taken under delegated authority	Head of Support and Development (Sarah Rhoden)
Performance management	Four meetings each year – January, March, June/July, October	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	Four meetings each year – January, March, June/July, October	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson) / Risk Management Officer

Forward Plan for EDT Committee

Appendix A

Regular items	Frequency	Requested committee action (if known)	Lead officer
			(Thomas Osborne)
Finance monitoring	Every meeting	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Verbal update/feedback from Members of the Committee regarding Member Working Groups or bodies that they sit on	Every meeting	To receive feedback	Members

Terms of Reference

Great Yarmouth 3rd River Crossing (3RC) Member Working Group

Members of the Group

- Colin Foulger (to Chair the meetings)
- Mick Castle (Local Member)
- Andy Grant (Local Member)
- Judy Oliver
- Anthony White
- Terry Jermy
- Tim East

Officers would attend the meetings as needed, however key project leads are David Allfrey (Infrastructure Delivery Manager), Al Collier (Head of Procurement), Mark Kemp (Project Manager) and, to continue input from experience on the NDR project, Brett Rivett (NDR Commercial Team Manager). In addition, Andrew Skiggs (Finance Business Partner, EDT) will also attend.

Scope of Member Group

1. To receive updates on the project progress and any key issues.
2. To review project details relating to the overall project delivery, but with a focus on the statutory process, procurement/commercial, contract/legal and programme/budget position of the project.
3. To receive updates and comment on any key project risks.
4. To monitor progress of procurement, taking account of the agreed evaluation criteria and experience from the NDR contract.
5. To review and question the details behind and project changes and cost implications and seek further details if needed.
6. To receive and review any audit details when carried out, including any terms of reference.
7. To review overall project delivery with an understanding of issues experienced during the delivery of the construction of the NDR project, identifying best practice to inform ongoing learning.
8. To develop and agree brief update reports to advise Committee.
9. To provide verbal updates at Committee (but taking into account the potential confidential nature of most information).
10. Identify opportunities to highlight the benefits of the project, including for the local communities and businesses.