



NORFOLK RECORDS COMMITTEE

Date: Friday 14 January 2011

Time: 10.30am

Venue: The Green Room, The Archive Centre
County Hall, Martineau Lane, Norwich

Please Note:

Arrangements have been made for committee members to park on the county hall front car park (upon production of the agenda to the car park attendant) provided space is available.

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



Photograph, from the archive of G. King and Son (Lead Glaziers) Ltd, showing a restored panel depicting the prophet Michael (or Micah), from a Jesse window, now in the west window of Thurbern's Chantry, Winchester College Chapel (Norfolk Record Office, KNG 2/2/9/7/2).

Membership

Mr J W Bracey

Mrs M Coleman

Mr P J Duigan

Mrs V R Gay

Dr C J Kemp

Mr D Murphy (Chairman)

Mrs E A Nockolds (Vice Chairman)

Mr P Offord

Mr R Rockcliffe

Ms S Sands

Ms V Thomas

Dr F Williamson

Broadland District Council

Substitute: Mrs S Hayes

Great Yarmouth Borough Council

Breckland District Council

Substitute: Mrs S Matthews

North Norfolk District Council

South Norfolk District Council

Norfolk County Council

King's Lynn and West Norfolk Borough Council

Norwich City Council

Norfolk County Council

Norwich City Council

Norwich City Council

Norfolk County Council

Substitute: Mr J Joyce

Non-Voting Members

Mr M R Begley

Mr R Jewson

Dr G A Metters

Dr V Morgan

Prof. C Rawcliffe

Revd C Read

Prof. R Wilson

Co-opted Member

Custos Rotulorum

Representative of the Norfolk Record Society

Observer

Co-opted Member

Representative of the Bishop of Norwich

Co-opted Member

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

Kristen Jones on 01603 223053
or email kristen.jones@norfolk.gov.uk

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 meeting of the Norfolk Records Committee held on 26 November 2010.

- 3. Matters of Urgent Business**

- 4. Members to Declare any Interests**

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

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

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

- 5. Norfolk Record Office - Performance and Budget Report, April-November 2010-11.**

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Report by the Head of Finance

- 6. Norfolk Record Office - Service and Budget Planning, 2011-14.**

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Report by the Head of Finance

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Date Agenda Published: 6 January 2011



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Norfolk Records Committee

Minutes of the Meeting held on 26 November 2010

Present:

King's Lynn and West Norfolk Borough Council

Mrs E Nockolds (Vice-Chairman in the Chair)

Norfolk County Council

Mr R Rockcliffe
Dr F Williamson

Breckland District Council

Mr P Duigan

North Norfolk District Council

Mrs V Gay

Great Yarmouth Borough Council

Mrs M Coleman

South Norfolk District Council

Dr C J Kemp

Non-Voting Members

Co-Opted Member

Mr M Begley
Prof. R Wilson

Representative of the Bishop of Norwich

Revd C Read

Representative of the Norfolk Record Society

Dr G A Metters

Custos Rotulorum

Mr R Jewson

1. Apologies for Absence

Apologies for absence were received from: Mr Bracey, Mr D Murphy (Chairman), Dr V Morgan, Mr P Offord, Prof. C Rawcliffe, Mr S Sands and Ms V Thomas.

2. Minutes

The minutes of the previous meeting held on 16 July 2010 were confirmed by the Committee and signed by the Chairman.

3. Matters of Urgent Business

There were no items of urgent business.

4. Declarations of Interest

There were no declarations of interest.

5. Audit of the Statement of Accounts 2009-10

- 5.1 The annexed report (5) by the County Council's Head of Finance was received. The report detailed the outcome of the audit of the 2009-10 Statement of Accounts by the Audit Commission.
- 5.2 A copy of the Audit Commission report was circulated and is attached to these

minutes at Appendix A.

5.3 During the discussion the following points were made:

- The County Archivist explained that the principal reason for considering the Audit Commission's report was to bring it into the public domain. No key issues had arisen.
- Three non-trivial adjustments had been made to the accounts, which were explained at paragraph 2 of the Committee's report.

5.4 Dr Kemp highlighted that he had not been invited, as a member of the Sub-Committee, to consider the reports circulated on the 22 October. However, that did not affect the decision of the Sub-Committee.

5.5 **Resolved**

To note the report.

6. Norfolk Record Office – Performance and Budget Report, April-September 2010

6.1 The annexed report (6) by the County Archivist was received, which provided details of performance against service plans and budget out-turns information for 2010/11 for the Norfolk Record Office (NRO) for the Committee to consider.

6.2 During the discussion the following points were made:

- Performance against service plans to date was good. The NRO continued to increase visitor numbers and attract new audiences.
- The budget had been reduced by £22,000 during the year, due to shared services budget transfers for ICT and the single postal service. These corporate functions were not part of NRO operations.
- There were no changes to reserves and provisions to report. A sum had been set aside for purchasing collections in 2010/11 and the NRO had been very energetic in seeking external funding.
- The NRO was on target to achieve a break even budget position for 2010/11.
- The Manuscript Reserve was a specific amount set aside to purchase manuscripts. That Reserve had now been amalgamated into the Residual Insurance and Lottery Bids Provision, together with the ICT Reserve. Funding had not been lost.
- Residual Insurance was the part of the Reserve used for document conservation after the Norwich Library fire. It was money carried forward from the City Council's settlement from its Insurers and would be used for future conservation work.
- The ICT Reserve was for supporting the NRO's on-going requirements and

additions, such as the sound archive.

- 6.3 The Committee asked what the likely impact of the County Council's budget cuts would be on the NRO. The County Archivist clarified that the 'Big Conversation' consultation was currently taking place. The proposed cuts included a reduction in the NRO's budget of £98,000 over 3 years. This would largely be achieved through staff reductions, but would be subject to ongoing review and using natural wastage wherever possible. The Committee would receive a report at its January meeting explaining the outcome of the consultation.

The Vice-Chairman acknowledged that the County Council needed to make savings but that it was important for individuals to comment on the proposals. She encouraged Committee members to respond to the consultation and submit their views, particularly in respect of the proposed reduction in the NRO's budget. She added that members of the public had been finding it difficult to access the consultation document. The County Archivist reported that he had raised this with the Chief Executive's office and stressed that the public could send in their comments by e-mail, freepost or by contacting their County Councillor. Comments on either the specific departmental proposals or the strategic approach of the County Council would be welcomed.

Mrs Gay highlighted that North Norfolk District Council would be providing a corporate response and that it was supportive of the cultural activities of the County Council.

6.4 **Resolved**

To note the report.

7. **Risk Register**

- 7.1 The annexed report (7) by the County Archivist was received, which set out the latest version of the Norfolk Record Office's risk register, as revised on 11 November 2010.

- 7.2 During the discussion the following points were made:

- The NRO management team reviewed the risk register every quarter but audit requirements meant the committee only needed to consider a report on a half-yearly basis.
- Risk 1 – Prospects for reducing the risk to an acceptable level remained 'uncertain'. There had been a substantial relaxation in the Heritage Lottery Fund's grant conditions but this was not sufficient reason to review the score. The County Archivist was also actively encouraging people to apply for grants and cited the example of the successful local campaign in Diss to raise money to purchase the Diss Town Lands archive.
- Risk 2 – The score remained high but the prospects for reducing the risk to an acceptable level had changed from 'weak' to 'poor' to reflect the current financial situation across the country.
- Risk 3 – The score remained high but the prospects for reducing the risk to

an acceptable level had changed from 'weak' to 'poor' to reflect the fact that new control measures had been put in place. The efficiency programme for Cultural Services required monthly highlight reports to be produced. The NRO's Budget and Efficiency Board was acting as Project Board for the NRO as part of that corporate programme and this was considered to provide a robust degree of control. Efficiency savings had already been identified. Nonetheless, an element of uncertainty remained which meant the risk remained 'poor'.

- Risk 7 – The prospects for reducing the risk to an acceptable level had changed from 'good' to 'weak' to reflect the need for prudence in the current economic climate. Screen East had recently ceased to operate. It had been a major source of funding for the East Anglian Film Archive, which was a significant partner of the NRO. While the EAFA was quite resilient, being part of the University of East Anglia and therefore able to access other funding streams as well as being awarded significant Heritage Lottery Grants, a risk had been posed. The County Archivist would continue to monitor the situation and report any significant issues to the Committee.
- Risk 8 – New security control measures had been put in place as a result of a visit from the County Council's new Cabinet Member for Culture, Customer Services and Communications.
- Risk 11, relating to the Local Government Review Outcomes, had been removed.
- The County Archivist would include a glossary of terms in future Risk Register reports.

7.3 Resolved

To note the latest version of the Norfolk Record Office's risk register, as revised on 11 November 2010.

8. Periodic Report by County Archivist, 1 October 2009 – 31 March 2010

- 8.1 The annexed report (10) by the County Archivist was received, which informed the Committee in detail about the activities of the Norfolk Record Office during the period 1 April to 30 September 2010, giving Performance Indicators and listing the accessions received during the period.

- 8.2 During the discussion the following points were made:

Members asked what the NRO's role was in ensuring that public records from other agencies are preserved. Of particular interest were Environment Agency and Internal Drainage Board (IDB) material, which would be essential for future generations tracing the county's approach to flood defence and include detailed maps. The NRO had an established link with the Environment Agency and the IDB office in King's Lynn following an accession from West Norfolk. However, this had been some years ago and the Principal Archivist agreed that these links should be followed up. The County Archivist added that these type of records were defined as public records under the Public Records Act, 1958 and therefore had to be kept in official places of deposit approved by The National Archives. The Chairman

highlighted that where members of the Committee had a role with other organisations that they should emphasise the importance of record preservation.

- Members discussed the fact that many organisations were downsizing as a result of the current economic climate and were concerned that valuable records might be disposed of. The County Archivist advised that the NRO did have mechanisms for ensuring that public bodies dealt with their records appropriately but agreed that the NRO could undertake a more concerted campaign. He also assured the Committee that the NRO kept an eye on ailing companies and contacted them when appropriate about their records. While Screen East's records were currently required for legal purposes he would ensure the NRO followed this up.
- The consolidation of courts could pose a risk to records being lost. The County Archivist agreed to speak to Dr Kemp outside the meeting and would offer an NRO talk to the Norfolk and Norwich Law Society.
- Members asked whether the NRO's education and outreach programme was likely to be affected by the proposed budget cuts. The County Archivist confirmed that was likely to be a vulnerable area of the NRO's work. The NRO's core mission as an archive service was the preservation of records and to make them accessible. The NRO's view was that outreach and education formed part of accessibility. However, its primary directive was preservation of archives and without that everything else would fail. If the outreach programme were to suffer as a result of the cuts, the NRO's excellent reputation, and therefore its success at winning funding and grants, could be at risk.

Members agreed the county would experience a huge loss if the education and outreach programme suffered. Getting the experience of archives out of the NRO building and beyond Norwich allowed a wider audience an opportunity to enjoy them. The NRO was already generating 'social capital' by bringing forward resources, such as volunteers, and further opportunities for development may present themselves through the Government's 'Big Society' idea.

The Committee thanked the County Archivist and the Principal Archivist and agreed it was extremely important that Members showed their support to the NRO by submitting comments to the County Council's 'Big Conversation' consultation.

8.3 Resolved

To note the report.

9. Exclusion of the Public

- 9.1 The Committee noted the following reasoning for the exclusion of the public and the conclusion in respect of the public interest test:

The NRO bids at auctions and acquires by private treaty sales documents of relevance to Norfolk, which fit within its Collections Policy. The prices of documents are increasing all the time, particularly because dealers' attitudes are

“to charge what the market can stand”. If prices paid by the NRO for documents were to become generally known publicly, this will have the effect of inflating the market. Since public funds are involved in its purchases, the NRO operates a strict value for money policy and strives to pay no more than is necessary, while, at the same time, trying to ensure that no important documents are lost to Norfolk. Releasing information about prices paid for documents would have a significant detrimental impact on NCC’s commercial revenue and might put documents out of the NRO’s financial reach, thereby losing part of the county’s written heritage. It was therefore not in the public interest to release information about prices paid for document purchases.

9.2 Resolved

To exclude the public from the following item.

10. Periodic Report: Appendix - Manuscripts Purchases, 1 April-30 September 2010

10.1 The report gave details of the documents purchased by the Norfolk Record Office during the period from 1 April-30 September 2010.

10.2 Resolved

To note the report.

The meeting ended at 12:10 p.m.

Mrs E Nockolds (Vice-Chairman)



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**Norfolk Record Office - Performance and
Budget Report, April-November 2010/11**

A report by the County Archivist

Executive Summary

This report provides performance against service plans and budget out-turns information for 2010/11 for the Norfolk Record Office (NRO). Section 1 covers service performance information in the context of delivering service plans, and Section 2 covers financial performance.

The main issues for consideration by this Committee are:

- At the end of November 2010, the forecast revenue budget out-turn for the NRO indicates a break-even budget position. A reduction of premises costs in the region of £60,000 is expected due to the action taken to reduce energy consumption.
- There are no capital programme matters to report and the position with Reserves and Provisions is mostly unchanged compared to a year ago.
- Performance indicators for the Norfolk Record Office show that The Archive Centre has continued to increase audience participation compared with the same period in 2009.
- Performance against the 2010-11 service plans has been good to date and is reported in more detail in the accompanying report.

Recommendation

Committee Members are asked to consider and comment on:

- Progress with performance against 2010/11 service plans
- Progress with the revenue budget and reserves and provisions for 2010/11.

1. Performance against Service Plans

1.1 Performance Summary

- 1.1.1 Visitors to the Record Office, to NRO events elsewhere and to exhibitions and events which included NRO items have involved 38,091 people and the service has continued to attract new audiences among all age groups. Among programmes provided for schools is the Sam Bartram Project, in which four Norfolk schools are working with four schools in Bexley, London, Bexley Local Studies and Archives, the Centre for Kentish Studies, the Norfolk Record Office, the 2nd Air Division Memorial Library, Charlton Athletic Football Club and Norwich City Football Club to find out about life in the Second World War, particularly evacuation from London to Norfolk, and the American servicemen in Norfolk. Apart from Outside schools, family activities were among the NRO events staged as part of the Normans season in the BBC's Hands on History series, while four workshops were provided for over 55-year-olds at the 'Days to Remember' event at Gressenhall Farm and Workhouse.

1.2 Norfolk Record Office (NRO) progress

1.2.1 The Records Committee Talks

In October and November, the NRO staged a series of free lunchtime history lectures by some of the eminent historians and expert users of archives who sit on the Norfolk Records Committee. The idea for the series came from the Chairman of the Norfolk Records Committee, County Councillor Derrick Murphy, who also gave the first lecture, about 'Historians and the Origins of the First World War' on 5 October.

Other talks in the series are 'Norfolk and Yorkshire: the Archival Core of an Historian's Career', by Emeritus Professor Richard Wilson; 'Beyond Archives: Other Resources for the Local Historian', by Councillor Dr Christopher Kemp; 'A Seventeenth-Century Miscellany: Lessons from the Norfolk Archives' by County Councillor Dr Fiona Williamson; 'Borough and Port - chasing King's Lynn Merchants', by Dr Alan Metters; and 'The Challenge of Writing about Hospitals', by Professor Carole Rawcliffe.

1.2.2 King Edward VII School, King's Lynn

A Norfolk Record Office facsimile exhibition, *500 Years of a King's Lynn School*, based on documents from King's Lynn Borough Archives, and relating to the origins and history of the Lynn Grammar School and King Edward VII School, has been on show in the Regalia Rooms at King's Lynn since early June and continued until 13 September.

1.2.2 The Francis Hornor Memorial Archive

On 12 October, the NRO received the gift, by Peter Hornor of Brown and Co., of the huge archive of business and estate records from the old-established firm of land agents in Norwich, Messrs Francis Hornor and Son. This magnificent archive, which was deposited at various times between 1963 and 2010, occupies more than 170 linear metres in the NRO's strongrooms, and comprises thousands of business records and estate plans from estates in Norfolk, Suffolk and even in Essex.

1.2.3. The Diss Town Lands Archive

In November, the NRO successfully bid at auction for the archive relating to the Diss Town Lands, fourteenth-eighteenth centuries, at a hammer price of £9,000. The money for the purchase was all raised, within a week of notice of the sale, by a public campaign in Diss, in which local people and the Town Council played a key part. The estimate had been £10,000-£15,000 and there was a suggestion of foreign interest in the archive, thus the people of Diss were determined that the archive should be saved, and so raised a sum which enabled the NRO to succeed at auction. There are now plans to provide copies for display and consultation in Diss and for undertaking a joint project between the NRO and the community in Diss, based on a study of the archive.

1.3 Conclusion

- 1.3.1 Our conclusion is that this has been a good year **so far** for performance and the delivery of Record Office service plans which have benefited the people of Norfolk.

2. Budget Out-turn 2010/11

2.1 Revenue Budget

- 2.1.1 Based on the position at the end of November 2010, the NRO anticipates a break-even budget position. The budget out-turn is summarised in the table below.
- 2.1.2 The budget reduced by £0.025m during the year. This was due to shared services budget transfers for ICT, Procurement and the single postal service.
- 2.1.3 The table below sets out the net revenue service budgets and out-turn for the NRO.

Service	Approved budget £m	Forecast Outturn £m	Forecast +Over/- Underspend £m	Forecast +Over/Underspend as % of budget	Variance since last report £m
Record Office	1.551	1.551	0	0%	0
Corporate Data Protection	0.055	0.055	0	0%	0
Corporate Freedom of Information	0.089	0.089	0	0%	0
Total	1.695	1.695	0	0%	0

2.2 Capital programme

- 2.2.1 There are no capital programme implications to report for 2010/11 for the Norfolk Record Office.

2.3 Reserves and Provisions

- 2.3.1 There are no changes to reserves and provisions to report. The table summarising the forecast 2010/11 position appears overleaf.

- The Record Office reserves and provisions have not changed from £0.375m reported to this Committee in September 2010. This includes sums set aside for the purchase of collections in 2010/11, as previously notified to the Norfolk Records Committee.

Reserves and Provisions 2010/11	Balances at 01Apr10	Forecast Outturn at 31Mar11	Change
	£M	£M	£M
Norfolk Record Office			
Residual Insurance and Lottery Bids	0.375	0.375	0.000
Manuscript Reserve	0.000	0.000	0.000
ICT Reserve	0.000	0.000	0.000
Service Total	0.375	0.375	0.000

3. Resource implications

- 3.1 The implications for resources including, financial, staff, property and IT, where relevant, are set out in Section 2 of this report.

4. Other Implications

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

5. Equality Impact Assessment (EqIA)

- 5.1 The Norfolk Record Office's Service Plan places diversity, equality and community cohesion at the heart of service development and service delivery. It aims to ensure that activities included in the service plan are accessible to diverse groups in Norfolk and that all policies, practices and procedures undergo equality impact assessment. These assessments help the service

focus on meeting the needs of customers in relation to age, disability, gender, race, religion & belief and sexual orientation.

6. Section 17 – Crime and Disorder Act

6.1 There are no direct implications for Crime and Disorder within this report.

7. Conclusion

7.1 The Norfolk Record Office is on target to achieve a break-even budget position for 2010/11. Progress with service plans points to continuing improvement.

8. Recommendation or Action Required

- 8.1 The Norfolk Records Committee is asked to consider and comment on:
- Progress with performance against 2010/11 service plans
 - Progress with the revenue budget and reserves and provisions for 2010/11.

Officer Contact

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

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**Norfolk Record Office
Service and Financial Planning 2011 to 2014**

Report by the County Archivist

Summary

This paper brings the following together for Committee Members:

- Financial and planning assumptions agreed by Cabinet in September to inform the Council's budget proposals which are that the Norfolk County Council has to bridge a budget gap of £155m over the next three years
- An updated budget position for the Norfolk Record Office, based on the local government settlement published in early December
- A detailed list of revenue costs and pressures facing amounting to £0.067m for the Record Office
- A detailed list of proposals for savings amounting to £0.198m together with impact and risk assessments
- A summary of the results of the Big Conversation consultation, including public and stakeholder feedback on the savings proposals.

Recommendation

Members are asked to consider and comment on the following:

- a) The proposed core role and strategy for the County Council, as set out in section 5.
- b) Specific revenue budget proposals and capital programme for the Record Office, as set out in sections 6 and 7.

1 Background

- 1.1 On 26 October, the County Council launched the Big Conversation, a consultation about the future role of the County Council, and about specific budget proposals for 2011-2015.

The context for this consultation is the Council's need to bridge a predicted budget gap over the next three years of at least £155 million. This 'gap' is made up of increasing costs, increasing demand for services, inflation and a reduction in Government funding for local authorities.

This paper brings together for Panel and Committee Members the following:

- Financial and planning assumptions agreed by Cabinet in September to inform the Council's budget proposals
- An updated budget position for the Record Office, based on the local government settlement published in early December
- A detailed list of costs and pressures facing the Record office
- A detailed list of proposals for savings
- A summary of the results of the Big Conversation consultation, including public and stakeholder feedback on the savings proposals.

2 Financial and planning context

- 2.1 The context for the County Council's three-year planning was set out by Cabinet in its report in September. This highlighted some significant policy changes for local government:

- A shift to localism, where as much decision-making and accountability is devolved from national to local government, with an expectation on local government to devolve to local communities and local areas.
- A drive to build capacity in communities to enable groups to take on the ownership of assets, or the running of public services in local co-operatives or social enterprises
- The removal of ring-fencing of some previously specific grants, to allow the public sector more freedom in targeting monies where there is need and making efficiency savings
- An end to a top-down performance regime, and a shift to local self-publishing so local people can scrutinise performance and spending
- A move in the NHS to GPs holding budgets and commissioning healthcare for local populations
- The abolition of Regional Development Agencies, and an opportunity for local areas to establish Local Economic Partnerships in their place

- The abolition of Regional Spatial Strategies, and with them, targets for house-building

2.2 Services were asked to plan on the basis of the following **financial assumptions**:

- Cost pressures for the County Council over three years of some £95m, of which population change accounts for £41m and inflation £37m.
- Inflation – a two-year pay freeze, but with a pay award of £250 for those earning under £21,000 in line with the Chancellor's Budget Statement in June; and 2% for general inflation, with 4% for school and social care transport costs.
- A £60m loss of Government Grant over the next three years.

Taking both cost pressures and loss of grant together suggested a funding requirement for services to stand still for Norfolk over the next three years in the order of £155m.

3 Update on Local Government Settlement

- 3.1 The Government announced a two-year Provisional Local Government Finance Settlement on 13 December 2010, covering 2011/12 and 2012/13. It has been issued for consultation with a closing date of 17 January 2011 for responses. The final Settlement will be announced towards the end of January/early February.
- 3.2 Following the Comprehensive Spending Review in October 2010, the Secretary of State for Communities and Local Government announced some significant changes to the way that funding is to be allocated in future. The provisional funding settlement for the following two years sets out the implications for Norfolk County Council of these changes.
- 3.3 The biggest overall change is that the number of grants has been reduced. From 2011/12 funding that was previously received via 90 grants (including Area Based Grants and specific grants), will be allocated by formula grant plus nine other core grants (of which six will apply to NCC in 2011/12 and 2012/13). Formula Grant for Norfolk is £256.906m in 2011/12 and £239.717m in 2012/12. Based on the adjusted formula grant for 2010/11 (adjusted for transferring grants), this equates to a decrease of £29.449m (-10.3%) in 2011/12 and a decrease of £17.189m (-6.7%) in 2012/13. The total revenue grants announced for Norfolk are:

	Provisional 2011-12 £m	Provisional 2012-13 £m
Formula Grant	256.906	239.717
Early Intervention Grant	29.351	31.164
Learning Difficulty and Health Reform	39.299	40.231
Lead Local Flood Authority	0.199	0.509
	<hr/> 325.755	<hr/> 311.621

- 3.4 One element of the formula that has played a significant part in the amount of funding that Norfolk has received in recent years is the damping mechanism. This has been a feature of the formula since 2006/07 when a new grant formula was introduced. The arrangements were put in place to 'dampen' the financial impact of the new formula on 'losing' authorities. As the damping adjustment is self funding, gaining Councils have their grant abated to support the 'losing' Councils. This

year, the formula has been amended to protect those local authorities that are most dependent on Formula Grant, however, the mechanism continues to feature prominently and Norfolk's grant will be abated by £21.6m in 2011/12 and £22.3m in 2012/13. The Formula grant figures above are after damping.

- 3.5 The Early Intervention Grant is a new core grant created from a number of Area Based and Specific Grants. The Learning Difficulty and Health Reform Grant is also a new core grant, but reflect a previously announced transfer of funding from Primary Care Trusts (PCTs) to upper tier councils.
- 3.6 In addition unringfenced grant is expected via the New Homes Bonus grant; however, the mechanism for this grant will not be confirmed until January 2011. A cash freeze in the amount of Dedicated Schools Grant per pupil has been announced by the Department for Education.
- 3.7 The settlement has seen the cessation or transfer into formula or core grants of all Area Based Grants and most specific grants. All non frontline schools related grants have ceased. With the exception of funding transferring into devolved Dedicated Schools Grant, all funding is now unringfenced.
- 3.8 The Government has confirmed its commitment to provide funding to those Councils who choose to not increase Council Tax in 2011/12. A Council Tax Freeze Grant of £8.532m will be payable to Norfolk from 2011/12 to support a freeze in Council Tax in that year.
- 3.9 We have been allocated £11.357m in 2011/12 to be transferred from the Primary Care Trusts in Norfolk to support joint working on social care between the County Council and Health. Although outside of the Local Government Finance Settlement, the Department for Communities and Local Government has stated that the Department of Health is providing funding in both 2011/12 and 2012/13 through the NHS budget, to support integrated working between health and social care services. For Norfolk, £11.357m will be allocated in total via Norfolk PCT and Great Yarmouth and Waveney PCT. The Government expects that spending decisions around these monies will be made jointly between Councils and PCTs.
- 3.10 The Local Government Finance Settlement also included announcements on capital funding for the next two years. The Government confirmed its intentions within the Spending Review 2010, to include no new supported borrowing allocations in the spending review period. Instead all capital funding will be given in the form of capital grant – the majority of which is non-ringfenced. Capital grant allocations have been received for Highways Maintenance, Integrated Transport, Education and Social Care. Some Government Departments, including Defra and Communities and Local Government, are still reviewing their capital allocations and will make announcements shortly. Further capital grant will be distributed by the Department for Transport on the basis of bids. The Government will also continue to assist capital spending through funding to support Private Finance Initiative (PFI) projects.
- 3.11 From 2011/12, schools will receive a new Pupil Premium grant, which will provide £430 per pupil eligible for free school meals. From 2012/13 the premium will be extended to those pupils who have previously received free school meals. The funding will be devolved directly to schools and will not be ring-fenced.
- 3.12 At Cabinet in September, a financial planning assumption of a 25% reduction in spend and grant over 3 years was approved. This planning assumption was based

on a projected funding shortfall of £155m arising from reductions in government grant and additional cost pressures. Whilst further detailed work is required around elements of the Settlement, for example the impact of some Area Based Grants which have ceased, the initial assessment is that the Council's overall planning assumption is broadly on track over three years. Front end loading of the reductions by the Government has been a little more severe than planned, but in general terms we are still looking to bridge a £155m shortfall over three years.

4 Implications of settlement for the Norfolk Record Office

- 4.1 The general implications for Record Office budgets are contained within Section 3 above.

5 Big Conversation – proposed role and strategy for Norfolk County Council

- 5.1 The Big Conversation sets out a new role and strategy for Norfolk County Council. It confirms that the three strategic ambitions should continue to underpin the council's activities – to make Norfolk:

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

- 5.2 Going forward, the Council's new role would see efforts and money focused on:

- Speaking up for Norfolk – providing strategic leadership and influence sufficient to ensure that Norfolk's voice is heard wherever people are taking decisions that are critical to its future economic prosperity, investment, health and well-being.
- Assessing people's needs and commissioning efficient, responsive and cost effective services to meet them.
- Supporting, developing and maintaining the infrastructure that helps our economy.
- Being a safety net for the most vulnerable people in our county and protecting the public. Signposting people to the services they need and providing good quality information to help people choose services relevant to them.
- Helping and enabling others to build and maintain strong, sustainable and caring communities, giving back community ownership of locally important priorities best tackled through local community action.

- 5.3 In order to balance the books whilst protecting as much of the frontline as possible, the Council will look to:

- Make efficiencies
- Redesign services
- Scale back the scope and volume of some services and have fewer priorities

- Become a smaller council, and look to communities to take on more responsibilities

The full consultation document is attached at Appendix 1

6 Specific proposals for the Record Office

- 6.1 The full list of Record Office pressures and savings is set out in Appendix 2. Section 6 describes the key Record Office budget savings required to meet service and NCC pressures over the next three years and provides further information on the budget context for services, potential impacts and associated risks from 2011/12 to 2013/14. Also included in Appendix 2 are a number of savings proposals for the Record Office that were not included within the Big Conversation consultation. These are separately identified in the Appendix and discussed below.
- 6.2 With the exception of the staffing budget, the Record Office budget mostly consists of fixed costs that cannot easily be controlled. In order to deliver savings, the Record Office is proposing to meet savings targets of £0.098m through staff reductions over the 3 year period. This represents 10.3% of the staffing budget of which £0.036m is proposed to be delivered in 2011/12 from vacancy management and natural wastage. Through stringent management of plant the NRO will be able to make year on year budget savings amounting to £0.070m across the three years – this will also contribute significantly to NCC 25% carbon reduction targets. In addition savings arising from introducing archive storage services and charges will amount to £0.030m.

7 Capital programme

- 7.1 There were no bids for capital from the Record Office.

8 Feedback from consultation

- 8.1 Up until 31 December, a total of around 2,000 comments had been received by the County Council via the on-line Big Conversation site and Have Your Say mailbox; over 250 letters, feedback forms and phone calls; and up to 2,000 more responses through specific engagement led by departments. To date, the majority of responses have been concerned with specific budget proposals. Where residents have commented on the overall direction for the County Council, the majority have wanted the council to make savings in a way which has least impact on services, particularly those for vulnerable people. (Appendix 4 sets out a summary of responses analysed up until 31 December 2010).
- 8.2 One element of the consultation was a series of stakeholder discussions, externally facilitated, designed to gather the views from a range of different groups about the impact of the proposed budget savings. These were delivered in five, two-hour long events held in November and December 2010. The following Norfolk-based groups and sectors were represented:
- Voluntary groups
 - Businesses
 - Healthcare sector
 - Education sector
 - Young People

- 8.3 In general, the County Council's proposal for a smaller, more strategic set of core roles was supported, and stakeholders recognised the rationale behind the proposal and the need to achieve this. There was support for ensuring that communities are engaged and that service delivery should be high quality and targeted at those most in need. A full summary of the findings from these events is included in Appendix 4.
- 8.4 With regard to Cultural Services (of which the Norfolk Record Office forms a part), the specific budget proposals attracted 158 comments from members of the public, service users, volunteers, and key stakeholder organisations.

There was a broad understanding from respondents of the rationale for the proposed savings and that, in the current climate, priorities would need to be made. However, there was also a general consensus that people did not want to see Cultural Services disproportionately affected by any cuts.

- 8.5 With regard to the Norfolk Record Office, it was clear from the responses that the services provided by the office are much valued by their users, and by the community at large, who can see the benefits they bring to themselves and to the wider community.

However, there were some suggestions made about how these services could save money, indicating an understanding of the need for change.

- 8.6 The proposal to reduce staffing in the Record Office attracted a significant response from those who commented. Most people who responded valued the high quality of service they currently received and did not want to see this diminished, emphasising that the Record Office is independently recognised as a first-class service. However, others took the opportunity to suggest some alternative savings.
- 8.7 Appendix 4 includes a table of all comments relevant to Cultural Services' proposed savings. The comments specifically relating to the Record Office are under section C7.
- 8.8 Detailed minutes will be made available to Cabinet from Overview and Scrutiny Panels and Committees.

9 Equality impact assessment

- 9.1 Individual Equality Impact Assessments are being carried out on all the Council's budget proposals that potentially have an impact on identified groups with protected characteristics.
- 9.2 The legislation and statutory codes of practice informing the Council's work on equality impact assessments recommends that consultation with relevant groups should form a core part of the evidence used to prepare an equality impact assessment.
- 9.3 At the time of writing this report, the consultation is still on-going, so this Overview and Scrutiny report provides an interim position on the findings so far. In general these are consistent with the high level impact assessment published by the Council on 26 October at the start of the consultation, which found that if implemented in full, the proposals may significantly impact on disabled residents, young and old, and their carers and families. Because of the association between

disability and old age, older people may also be affected.

- 9.4 It is important to note that whilst some specific issues around ethnicity, gender, sexual orientation and religion and belief are also emerging through the public consultation, the overall impact of the proposals – both individually and collectively – is reported as being on disabled young people and adults, and older people.
- 9.5 The evidence-gathering has identified some positive impact from the proposals – for example, opportunities to relocate some cultural services to more accessible premises.
- 9.6 A full equality impact assessment report will be published alongside the Cabinet budget papers. This is consistent with legislation and will allow Cabinet Members sufficient time to inspect each proposal's equality impact assessment (along with all the other relevant evidence), prior to the Cabinet meeting on 24 January 2011 to agree the recommendations to Full Council on 14 February 2011
- 9.7 In all their decisions and functions public authorities must give due weight to the need to promote disability equality in relation to the six parts of the general duty ¹.
- Promote equality of opportunity between disabled people and other people
 - Eliminate unlawful discrimination
 - Eliminate harassment of disabled people that is related to their disabilities
 - Promote positive attitudes towards disabled persons
 - Encourage participation by disabled people in public life; and
 - Take account of disabled people's disabilities, even where that involves treating disabled people more favourably than others.

Where the Council identifies potential adverse impact on protected groups, it must do two things. Firstly, it must consider whether to go ahead with the proposal, or amend it in some way, with a view to promoting equality and tackling disadvantage for the protected group affected. If it takes the decision to go ahead with the proposal in its current form, it must identify actions to reduce or mitigate the adverse impact.

¹ See: www.equalityhumanrights.com/advice-and-guidance/public-sector-duties/guidance-and-codes-of-practice/codes-of-practice

10 Section 17 – Crime and Disorder Act

- 10.1 There are no direct implications for Crime and Disorder within this report.

11 Staffing implications

- 11.1 The financial implications of reductions in staffing levels for all services is being assessed corporately in the light of latest available information and will be incorporated within the overall budget proposals to be reported to Cabinet on 24 January.

12 Risk Assessment

- 12.1 The main risks and issues associated with these proposals have been highlighted in Section 6. However, given the scale of potential change associated with the budget proposals, there are a series of risks which are generic to all services, and against which each individual proposal is being evaluated. These are:

Service performance: the risk that the scale of change will impact on performance and on user satisfaction with services

Staffing: the risk that skills and knowledge may be lost as people leave or are made redundant, and that staff morale is adversely affected

Capacity for change: the proposals require significant transformation and change to services, and there is a risk that there will be insufficient capacity to re-design services and implement new ways of working

Increasing demand: there is a risk that where preventative services are being scaled back, that there may – in future – be an increased risk in demand, as people's needs become more pressing.

13 Action required

- 13.1 Members are asked to consider and comment on the following:
- c) The proposed core role and strategy for the County Council, as set out in section 5.
 - d) Specific revenue budget proposals and capital programme for the Record Office, as set out in sections 6 and 7.

Officer Contact

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

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

Norfolk's Big Conversation

What it is, why it is needed and how can you join in

Protecting the frontline and meeting the savings challenge

Why we are consulting

Your County Council is predicting a budget gap of at least £155 million over the next three years unless it acts to change things. That is because if things continue as they are, the combination of increasing council costs, increased demand for services, inflation and a cut in Government funding means we would need to spend at least £155 million more than we can expect to receive in income. The reasons for this are:

- Almost 55 per cent of our annual income comes from the Government – and that is being reduced to reverse the national deficit.
- Every year the demand for many of our services increases. We provide locally, services for the whole of Norfolk including services such as fire and rescue, care for vulnerable children, and care for vulnerable older people and people with disabilities. Demand for many of these services continues to rise year on year. For example, the numbers of Norfolk people aged 85 or over are projected to double by 2031 (from 2007), which is much higher than the England average. In addition, a needs assessment forecasts a rise of 71 per cent in the numbers of people with dementia in the 20 years from 2008 to 2028. On current trends, in this area alone, we could face cost pressures of an extra £13 million a year.
- Inflation costs mount each year – and even when general inflation levels are relatively low, inflation on things such as energy and fuel costs are often much higher, affecting the cost of road and transport services especially.
- We have undertaken not to increase council tax for two of the next three years.

So this conversation is about how, with your help, we can help create a new chapter for some of the county's public services.

We are committed to help build strong and vibrant communities in Norfolk where families and businesses thrive, at a price we can all afford, and we have already pledged not to increase our share of your council tax next year to keep residents' costs down.

Our aim is to make every penny work harder and wherever possible, to do more with less. Over the next three years our aim will be to protect the frontline as best as possible by exhausting all avenues of efficiencies and targeting most resources and services to the people who need them most.

The Coalition Government has now announced the results of the comprehensive review of government spending it carried out to tackle the growing national debt.

It will be some weeks before we know the precise impact of this for our Budget, but we intend to play our part by reshaping the way the council does business to deliver high quality, better value services at a more level and at a price we can afford. But we need your help. We need you to tell us what services you value most, and how you would like to see these services delivered.

There are some services we have to provide by law at taxpayers' expense, such as care for children and young people whose families are not able or perhaps willing to care for them, and care for vulnerable older people.

But there are also areas where we have significant discretion over how much we do and what we provide, such as subsidies to various services like Park & Ride, financial grants to organisations and arranging adult education provision.

We know that many of these are highly valued. However, the County Council, like the country, has to balance its books. We would like your views about what the County Council should be expected to do and provide in the future, paid for through your taxes, and what we should support, encourage or expect individuals or communities to do for themselves.

Our view is that over the coming years we should reduce the size of the County Council and streamline its role, and with others, help to grow more active communities. So in this document we set out:

- The County Council's view is that it should reduce its role in the future and with less money to spend, allow space in which a dynamic private sector and flourishing and supportive independent providers can thrive. By doing this, we want to see, and stimulate where we can, more flexible and innovative choices for local people with more provided through greater community enterprise, private or voluntary organisations, or new social enterprises.
- What we think the main role of the County Council should be in future.
- Our proposals so far for helping to balance the books over the next three years.
- The specific savings proposals we have developed to take us on the way to delivering at least £155 million savings over the next three years.
- The areas where we believe the council should now stand back from and cease funding to enable others to step in.

Here is a brief summary of what we are consulting on and what we would like your views on

Our role:

We are proposing a new core role which would see us focus our efforts and money on:

- **Speaking up for Norfolk** – providing strategic leadership and influence sufficient to ensure that Norfolk's voice is heard wherever people are taking decisions that are critical to its future economic prosperity, investment, health and well-being.
- **Assessing people's needs and commissioning efficient, responsive and cost effective services to meet them.**
- **Supporting, developing and maintaining the infrastructure that helps our economy.**
- **Being a safety net for the most vulnerable people in our county and protecting the public.**
- **Signposting people to the services they need** and providing good quality information to help people choose services relevant to them.
- **Helping and enabling others to build and maintain strong, sustainable and caring communities**, giving back community ownership of locally important priorities best tackled through local community action.

What do you think of our proposals for our new core role? Do these fit with your idea of what the County Council of the future should be? If not, please tell us why.

Our proposed strategy:

1. Making efficiencies

We think we should streamline the council, cut council running costs and work with other public services to save money. What are your ideas for how the council could save money?

2. Redesigning services

We think that we should radically transform some of our services to make them better fit for the 21st century. What do you think we could do differently? How can we modernise?

3. Scaling back the scope and volume of some services – fewer priorities

We think that we should stop providing some services that we do not have to provide and that we believe are lower priorities for spending when times are tough. What services do you value the most? What services should we stop providing? What services could be provided by other organisations, for example voluntary organisations or town and parish councils?

We think that we should stop spending taxpayers' money to subsidise some of our services so that people pay more of the true cost of that service. What services do you think we should charge more for?

4. Smaller council – bigger communities

There is a great community spirit in Norfolk, what do you think you or your community could do to help? And what could Norfolk County Council do to help communities?

You can read more about our proposals on page 9 of this document.

With your help, your views and your suggestions we can maintain and improve priority public services. So please, join the conversation now.

Who we are consulting

Local residents, community groups, public sector organisations, town and parish councils, voluntary and community organisations, local businesses and anyone else in Norfolk, or elsewhere, who are affected by our proposals and wishes to have their say.

How we are consulting

This is our written consultation document that we are sending to our stakeholders to ask for their views.

We are holding some face-to-face meetings with different groups to get their views. These include meetings with voluntary and community organisations, businesses, education providers and health providers.

We are also holding some meetings with representative groups and individuals who may be affected by our proposals, such as older people, young people, disabled people and people from Black and Asian minority ethnic communities.

We will be providing a discussion pack, so groups, communities and organisations can hold their own discussions and feed back their responses.

Our proposals will be on our council website at www.norfolk.gov.uk/bigconversation There will be an online discussion forum to share views about our proposed strategy and also a way to comment on any of our individual budget proposals.

There will be the opportunity for residents to feed back their views through Your Norfolk magazine, which will go to all households in December.

At the same time as holding Norfolk's Big Conversation we will be consulting on some specific budget proposals to help us balance our books over the next three years.

When we are consulting

Our consultation starts on **Tuesday 26 October 2010.**

Norfolk County Council would like your views on the proposals set out in this document. We need your views by **Monday 10 January 2011.**

We ask for responses by this date so that we can make people's comments available to the Cabinet by Monday 24 January 2011.

Under our consultation guidelines we generally allow a 12 week period for written consultations. However, the timetable for this consultation is necessarily constrained by the exceptional circumstances we are faced with. We have to gather views to feed into our Cabinet meeting in January so that Full Council can agree a budget on Monday 14 February. In these exceptional circumstances we are having to consult in the time that we have available.

Our approach to Equality Impact Assessments

Our budget proposals will have implications for the future delivery of services. In order to ensure that all potential equality issues are identified and inform decision-making, we have put in place a comprehensive equality impact assessment process. This includes:

- A high-level assessment of the proposals, and their overall impact, to identify whether they will particularly affect any groups of residents, and if so, the implications.
- An individual assessment of each proposal (where it affects protected groups), evidence-based on the views of residents from these groups (for example, disabled people, Black and Asian minority ethnic people, older and young people etc), community and voluntary groups and stakeholders representing diverse communities.
- The production of a final equality impact assessment report, summarising the findings of consultation, and setting out the potential equality issues for consideration along with mitigating actions, to be considered by Cabinet on Monday 24 January 2011 alongside the Budget report.

Our initial, high-level equality impact assessment is available on our website at www.norfolk.gov.uk/bigconversation.

How you can respond to the consultation

Norfolk County Council would like your views on the proposals set out in this document.

We need your views by **Monday 10 January 2011**.

When responding, please state whether you are responding as an individual or representing the views of an organisation.

If you are responding about a specific efficiency and savings proposal please make it clear which proposal your comments are about.

- You can respond online at www.norfolk.gov.uk/bigconversation
- You can email your response to: haveyoursay@norfolk.gov.uk
- Or you can respond in writing to: Freepost Your Norfolk (You do not need to use a stamp)
- However, if you want to help the council save money please use a stamp and send to this address:

Norfolk County Council, Customer Service Centre, North Wing, County Hall, Martineau Lane, NORWICH, NR1 2DH

How we will make our decision and feed this back to you

When the public consultation has closed, these proposals will be considered by Overview and Scrutiny Panels. These panels will be able to review the proposals in the light of the grant settlement, and the views expressed during the consultation.

Views from these Panel meetings will then be fed through to Cabinet for its meeting on Monday 24 January 2011. At this meeting, Cabinet may agree the proposals, amend them or make new ones in the light of what they have heard and will recommend a Budget to Council.

We will report back your views to our elected members at our Cabinet meeting on Monday 24 January 2011. Elected members will take account of these views when agreeing the budget recommendations that they will make to Full Council. You will be able to read these in the minutes from the meeting.

Full Council will decide and agree the budget on 14 February 2011. We will publish our final budget on our website at www.norfolk.gov.uk

Information about responding to this consultation

Responding on behalf of a group

If you are responding on behalf of a group we will ask you to give a summary of the people and organisations you represent and, where relevant, who else you have consulted in reaching your conclusions.

Personal information, confidentiality and data protection

Information you provide in response to this consultation, including personal information, may be published or disclosed in accordance with the access to information laws. This includes the Freedom of Information Act 2000 (FOIA), the Data Protection Act 1998 (DPA) and the Environmental Information Regulations 2004.

If you want the information that you provide to be treated as confidential, please be aware that, under the FOIA, there is a statutory Code of Practice that we have to comply with that deals with issues of confidentiality. Because of this it would be helpful if you could explain to us why you regard the information you have provided as confidential. If we receive a request for disclosure of the information we will take full account of your explanation but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system is not enough, in itself, to be regarded as binding.

We will process your personal data in accordance with the Data Protection Act, which means that we will not give your personal data to any third parties.

Receiving your comments

We are sorry but, given the scale of the responses anticipated and our timescale, we are unable to respond to individual questions or comments. However, we assure you that Cabinet members will consider all the consultation responses we receive very carefully before making their final recommendations.

Your opinions are valuable to us. Thank you for taking the time to read this document and respond.

Where can I go to for more information?

If you have any questions about this consultation, please contact Norfolk County Council on:

Tel: 0344 800 8020

Email: information@norfolk.gov.uk



If need this document in large print, audio, Braille, alternative format or in a different language please contact Anne Tansley Thomas Tel: 01603 222844 Email: anne.tansleythomas@norfolk.gov.uk and we will do our best to help

Protecting the frontline and meeting the savings challenge – our proposals

Our role

Change and renewal to protect frontline services – Norfolk County Council's proposed strategic direction 2011 - 2014

Overarching strategic priorities for Norfolk

We believe our principal purpose is to be ambitious for the whole of Norfolk; helping Norfolk thrive and prosper through good, value-for-money public services, strong community leadership and support, and close working with all those in the public, private and voluntary sectors.

We propose that three strategic ambitions should continue to underpin County Council activities – to make Norfolk:

- An inspirational place with a clear sense of identity
- With a vibrant, strong and sustainable economy
- And aspirational people with high levels of achievement and skills.

A renewed and sharpened sense of purpose

We propose to reduce and simplify our role and size as part of our change and renewal proposals. As a consequence, we want to hear from you about our proposals that in future, our **new core role** should see us focus most of our efforts and money on:

- **Speaking up for Norfolk** – providing strategic leadership and influence sufficient to ensure that Norfolk's voice is heard wherever people are taking decisions that are critical to its future economic prosperity, investment, health and well-being.
- **Assessing people's needs and commissioning efficient, responsive and cost effective services to meet them.**
- **Supporting, developing and maintaining the infrastructure that helps our economy.**
- **Being a safety net for the most vulnerable people in our county and protecting the public.** Signposting people to the services they need and providing good quality information to help people choose services relevant to them.
- **Helping and enabling others to build and maintain strong, sustainable and caring communities,** giving back community ownership of locally important priorities best tackled through local community action.

When we consulted local people through a series of community discussion groups last year, we were told that some of the things we do should be done, or could be done better, by or with others – especially if it helped to keep their taxes down. We put forward some of those ideas in this document so you can tell us what you think about them, but we want to hear your ideas too.

Our strategy

Our proposed approach for protecting the frontline as much as possible and balancing the books 2011 - 14

The proposals set out in this consultation paper take the council to 2014. Many things may change over this period - new priorities for Norfolk may arise, demand for services may increase or decrease and funding arrangements can change. As yet, we do not have the full information from the Government that enables us to be precise about the impact of its Comprehensive Spending Review. But we do know the scale of the challenge ahead and the broad approach we intend to adopt to ensure we live within our means.

The savings proposals here take us a long way forward and we will continue working through the approach set out below, which includes continuing to re-design services to make them more efficient and looking for further efficiencies and savings. We will then consult on further proposals in the future as necessary.

Norfolk County Council is already one of the most efficient county councils in England and has a very strong track record of managing our finance and performance well. So we are confident of meeting the challenge.

See where our current budget comes from and how our income is spent on page 20.

1. Making efficiencies

Our savings proposals aim to direct as much taxpayers' money as possible to the vital frontline services people need. We will focus relentlessly on saving as much as possible by being ever more efficient. We are proposing further action to:

- Streamline the council, simplify processes and systems and reduce staff numbers
- Cut council running costs and management overheads
- Be smarter about the way we buy goods and services
- Join up more with other public services
- Investigate new ways of delivering services
- Benchmark our services against those of other councils to ensure they provide best value
- Rationalise use of assets

2. Redesigning services

Our proposed approach is based on making the very best of the money we do have by taking a hard look at **how** we provide all our services and redesigning them wherever necessary to remove unnecessary processes and get the best we can, for the money we have to spend.

This approach can best be characterised as being more innovative and targeted with the considerable income we will still have to make it work well, rather than simply looking to 'salami slice' budgets to save any given percentage.

3. Scaling back the scope and volume of some services - fewer priorities

Our proposals to stop funding services that are not part of our core functions and reducing the size of the County Council will enable us to direct more of our resources to a shorter list of priorities and keep council tax levels stable. If we are able to keep council tax levels down, families and individuals will be better placed to decide where and how to spend more of their own money on the things that matter most to them. In addition, where we need to, we are proposing to reduce the scope and volume of some service levels to target our money more sharply to the areas of critical need.

For Norfolk County Council, our proposals would mean:

- **The County Council will be smaller in size and more streamlined and efficient in the way it works and we will have reduced management costs and overheads.** By 2014, we expect our own workforce to have shrunk by at least 3,000 and to be continuing to shrink further, and we would welcome ideas on other ways to deliver services. We will use significantly less consultancy and see reduced advertising and travel costs. We will also have reviewed major ICT programmes and the number of offices we use. Pay rises for most of our staff are determined by national pay negotiating bodies. We intend to press hard for a two-year pay freeze.
- **We will be ensuring consistent best value for our services through regular benchmarking and may outsource or re-provide as necessary to achieve this.** We will continue to analyse the cost of our services to see whether others can provide them at better value for our residents. If they can, we will look to outsource or re-provide them. We are currently reviewing our highways services and will either negotiate financial savings or re-tender the service.
- **Cost control will be at the heart of service procurement and delivery.** We will have reduced the unit costs of our services and will be working hard to bring them down further, especially the costs of the most expensive. For example at present it costs taxpayers an average of **£51,000** to support every child who comes into council care. We will be relentless in our efforts to bring such costs down while maintaining quality of care. To help contain ever-rising costs for adult care services, we propose to raise the threshold by which people become eligible for our care from 'critical and substantial', to 'critical' only.
- **More people will be choosing and buying the care they want and need from others using their own personal care budgets.** If we tighten our eligibility criteria for social care we will make sure our own reduced care budget is used to provide an essential safety net for the people most vulnerable and most at risk.

For example

Most social care services in Norfolk are already provided by the private or voluntary sector and we are proposing that, although our social workers and occupational therapists will still arrange care for people in the future, the council will no longer directly provide any care itself. Everyone who is eligible for council funded care will be offered a personal budget with which they can purchase the care service of their choice, either making the arrangements themselves or with help from the council or the voluntary sector.

- **We will be exploring and using a wide range of different options for delivering valued community services**, for example – we will have explored the potential of setting up a Trust for securing and safeguarding the future of the joint museum services.
- **Rather than delivering services directly, council staff will be focused mainly on finding out the needs of local residents** and making sure that the necessary services are available to meet them at good quality and value for money, and providing good quality information to enable more people to help themselves.
- **People will be paying more towards the real cost of providing the services they receive or receiving help and support from others within their neighbourhoods.** Some of the subsidised services that people have come to expect either won't be provided, or will be provided by others, or won't be subsidised to the same extent any more. Instead we will either advise people of where the services are, and who provides them and at what cost, or we will expect more individuals to help pay more of the real cost of the service they get in the future.

For example

Older people who may only need a simple piece of equipment to help in their daily lives, such as a handrail, will be advised what to buy and where they can buy it, rather than having it provided free by the council. Or where we arrange and fund a service like home care for someone we will ask them to pay more towards the cost where they can.

- **We will have reviewed all the assets we own to make them work harder for taxpayers.** We will look to share accommodation where we can and sell or transfer assets where it accords with our priorities.

4. Smaller council – bigger communities

Communities may want to see some of the services we can no longer afford to fund continue in some way. We propose to hand back to Norfolk people responsibilities for things we believe should no longer form part of the core services provided by the County Council and funded by council tax payers. We will also look to devolve more of our services to parish and town councils.

We want to support communities to develop and own sustainable local solutions for keeping their areas vibrant and strong to support local priorities. We also propose to work closely with others to help build the necessary extra capacity locally to meet these changed expectations. We welcome ideas and proposals for how best we can do this.

As a starter, here are some of the ideas we have received so far about services that should, or could be, better delivered by local groups, societies, volunteers or organisations in the future.

- Volunteering for local schools - for example delivering basic road safety or bicycle training.
- Being responsible for helping to stop speeding in local communities – owning local speed watch services.

- Empowering and supporting parish and town councils to take on more highways maintenance working with our highway and community rangers. We intend to consult on some specific ideas and options shortly.
- Giving local young people choices of activities or places to meet out of school hours.
- Keeping footpaths clear and clean.
- Good neighbour schemes or collectives to look out for and support local older and vulnerable people.
- Volunteering to support local libraries.
- Accredited parish or community handyman schemes to support people who need basic help such as gardening, handrail fitting etc.
- Community meals or dining schemes.

Putting the strategy into action

On Monday 14 February 2011, we must set our Budget for 2011/12. So as well as asking for views and ideas about our proposals for re-shaping Norfolk County Council's role and priorities for the future, we also want to hear views about some specific savings proposals for next year and the following two years.

In making these proposals we have used the financial approach we have set out in this document. Here are some of our main efficiency and savings proposals so you can tell us what you think. However, you can see the full list of saving proposals we have developed so far in 'Norfolk County Council's consultation proposals for Budget savings 2011-2014'. Some of these proposals will be the subject of more detailed consultation with people who use our services and key stakeholder organisations, and these are marked on the full list.

We propose to continue use the approach we set out here, to ensure a fully balanced budget year on year.

1. Making efficiencies: Total savings £48 million

Among other things, we propose to:

Cut management overheads

We have already reduced the number of senior managers saving £1.4 million a year and streamlined all support services by bringing them together, which will result in more savings. We have also reviewed benefit packages and redundancy entitlements for all non-teaching staff. Where jobs are concerned, we keep every single vacancy under review and only appoint where it is absolutely necessary. We will continue to review all services on an ongoing basis and expect there to be further staff efficiencies as a result, over and above those that arise from the specific proposals given here.

Save through the smarter buying of goods and services – the way we procure things

We propose to tighten and strengthen the way we buy goods and services and add our buying power to that of others where we can to drive down costs and save money for services.

Cap and cut the cost of borrowing

We propose to review the level of our present borrowing, which we use to fund improvements to the county's infrastructure such as roads and schools. By doing this we will save money from debt repayment costs, but we will have less to invest over the coming few years.

Manage the cost of inflation

We must save millions of pounds to manage the extra pressures and costs on our services, including those of inflation, for example on our heating bills, even though we will have a lot less Government grant to help us. As a consequence we will ask our providers to step up their efficiency and do the same and may not always provide an annual increase to third parties sufficient to cover the full cost of inflation.

Generate more income

We propose to work harder to bring in more income to the council – because every pound we bring into the council helps protect the front line.

Proposals include:

- Offering more advertising and sponsorship opportunities to offset more of the cost of keeping people informed about our services.
- Raising more by reviewing charges and decreasing the level of subsidies. We currently charge for some services and subsidise many, meaning that individuals are able to pay less, because taxpayers pay more. We think we should alter the balance. In particular we propose:
 - Asking some people who currently receive social care services to pay a more realistic charge for their services.
 - Ending the subsidy for secondary school transport for some people who choose to send their child to a denominational school.
 - To end the subsidy for post 16 transport.
 - To reduce and seek to remove the subsidy for Park & Ride.
 - Charging schools the full cost of support services they decide to buy from the County Council.

2. Redesigning services: Total savings £29 million

We propose to radically transform some services to make them better fit for 21st century needs. Among other things, the world has changed from the days when a state taxpayer funded option was the only choice for vulnerable people looking for some types of support in their daily lives.

Many community and commercial organisations now provide options that give people a choice they simply didn't have before. For example, balanced ready meals are now available widely through supermarkets with delivery options at a greater choice and lower cost than the council can provide through its more limited Meals on Wheels service. Similarly, community based leisure options offer a wide choice of daytime activities. Norfolk is blessed with a vibrant community life and voluntary sector, and strong parish and town councils. So we propose to modernise our services to take account of these changes in society and importantly, make sure we are targeting our services to where there is greatest need.

Redesigning services savings proposals include:

To implement new care arrangements for vulnerable older people

Norfolk's older population continues to increase and more people with severe levels of disability can now expect to live much longer and, with support, lead more fulfilling lives than was the case some years ago.

People's expectations about the kind of support they may need to remain as independent as possible for as long as possible also continues to rise.

We are proposing:

- New arrangements for people who will need residential care with more 'housing with care' options and enhanced provision for people with dementia commissioned by the County Council but provided by others.
- To continue to work as closely as possible with the NHS, particularly GPs, integrating services where we can at a local level to ensure people receive joined up care.
- To continue to work with local voluntary groups to help ensure that vulnerable people can receive local, informal support wherever possible through strong and sustainable community networks.

To refocus highways services on maintaining current road networks

We propose to refocus the highways service to maintain and manage the existing highways network, providing a more efficient and responsive service. Our highways and community rangers will respond to routine maintenance requests and we will empower and support parish and town councils to do more themselves, where they want to.

To provide more self-service options for customers so more people can access our services at a time that better suits them - easier access and lower cost

We propose:

- Review and reduce staffing in our libraries.
- Move to 9am - 5pm opening times for our call centre operations.
- Continue to review advice and guidance services – the wide availability of information about and access to County Council services through our Customer Service Centre, our website, all libraries through our Council@yourlibrary service and similar arrangements being put into other venues, for example some parish councils and voluntary organisations, means we are no longer reliant on the small number of joint council information centres to provide these services.

To implement the waste strategy to avoid landfill tax costs

We are currently in the top five of all councils in the UK for reducing waste and continue to work hard with all other Norfolk councils to drive up recycling rates. Every tonne of waste that goes to landfill now costs Norfolk taxpayers' money that would be better spent on frontline services. Landfill tax this year will cost some £11 million – and the tax cost is going up year on year by another £1.8 million. So we are proposing a state-of-the-art power and recycling plant on the Saddlebow Industrial Estate in King's Lynn that will burn left over waste and produce cheap electricity and more materials that can then be recycled. We would like this to be operational in 2015 by which time, supported by Government PFI credits, it will save Norfolk taxpayers £8 million a year.

To implement the rural bus strategy - this will support rural transport with more flexible, well publicised 'book and choose' local transport schemes such as 'dial-a-ride' rather than through direct subsidies to bus companies for scheduled rural services that are underused at heavy cost to taxpayers.

3. Scaling back the scope and volume of some services – fewer priorities: Total savings £73 million

We have looked to re-prioritise spending where we can to shift investment between service areas or stop some non-essential work to help better protect priorities.

As a consequence, among other things, we propose:

- To reduce the budget for countryside access and conservation and explore the scope for voluntary and community organisations to do more.
- To scale back grant funding for the arts. While we want to continue seeing a thriving cultural scene in Norfolk, this means that some arts organisations will need to rely less on council tax payers for funding in future.
- To direct as much funding as possible to meeting the costs of paying for those whose care needs are more critical and reduce the amount of grant we currently provide to voluntary organisations for general support to older vulnerable people.

However we also believe that given the chance, local communities are much better able to arrange more flexible and cost effective solutions to meet local needs and make a smaller grant go further. So we are considering a participatory budgeting pilot project that will devolve to a local level the decisions about where and how this grant should be best spent to meet local need.

- To raise the criteria used to determine who is entitled to receive council funded social care services from 'critical and substantial' to 'critical' only. This means that we will be spending our reduced care budget on the people who really need our urgent help. We will help people whose needs are not critical to find other means of having their needs met. However, before we change the criteria, we want to hear from people who currently care for or support an older or vulnerable person what more the council can do to help them continue to care and help stop or delay the need for further care for their loved ones.

4. Smaller council – bigger communities

We propose to stop funding or providing directly those services we believe are not core to the proposed new role of the County Council and that therefore should not be up to the council taxpayer to pay for. However, in stepping back we will, wherever possible, offer support and advice to communities or social enterprise organisations wanting to develop and implement their own solutions for example, finding different ways of meeting locally important priorities without a call on council tax payers.

Our objective is to help communities become even more resilient and active so they can look after more of their own needs and gain greater control of their own affairs. On page 12 we put forward some of the ideas we have heard from others. In this conversation, we welcome more views and ideas from Norfolk people and Norfolk communities about how best to achieve and support these objectives.

We also believe that as more vulnerable adults are given a personal budget with which to choose their own care, more opportunities will open up for community entrepreneurs and others to provide more innovative and varied choices for these new consumers in the marketplace. Where necessary we will help stimulate and support the development of these new market options.

Conclusion

We are proposing a new core role which would see us focus our efforts and money on:

- **Speaking up for Norfolk** – providing strategic leadership and influence sufficient to ensure that Norfolk's voice is heard wherever people are taking decisions that are critical to its future economic prosperity, investment, health and well-being.
- **Assessing people's needs and commissioning efficient, responsive and cost effective services to meet them.**
- **Supporting, developing and maintaining the infrastructure that helps our economy.**
- **Being a safety net for the most vulnerable people in our county and protecting the public.** Signposting people to the services they need and providing good quality information to help people choose services relevant to them.
- **Helping and enabling others to build and maintain strong, sustainable and caring communities,** giving back community ownership of locally important priorities best tackled through local community action.

What do you think of our proposals for our new core role? Do these fit with your idea of what the County Council of the future should be? If not, tell us why.

Our proposed strategy

1. Making efficiencies

We think we should streamline the council, cut council running costs and work with other public services to save money. What are your ideas for how the council could save money?

2. Redesigning services

We think that we should radically transform some of our services to make them better fit for the 21st century. What do you think we could do differently? How can we modernise?

3. Scaling back the scope and volume of some services – fewer priorities

We think that we should stop providing some services that we do not have to provide and that we believe are lower priorities for spending when times are tough. What services do you value the most? What services should we stop providing? What services could be provided by other organisations, for example voluntary organisations or town and parish councils

We think that we should stop spending taxpayers' money subsidising some of our services so that people pay more of the true cost of that service. What services do you think we should charge more for?

4. Smaller council – bigger communities

There is a great community spirit in Norfolk, what do you think you or your community could do to help? And what could Norfolk County Council do to help communities?

In the meantime we will continue scrutinising and reviewing all our services and every aspect of council spending in our drive to become ever more efficient, save more money and direct as much money as possible to the services people value most.

Your ideas and suggestions can help us.

Remember

Even after we have made savings of this scale, in 2011/12 and beyond, Norfolk County Council will still be investing close to £1.5 billion pounds of your money in priority public services.

Your views will help us continue to spend your money wisely and well.

Here are some of the costs we face

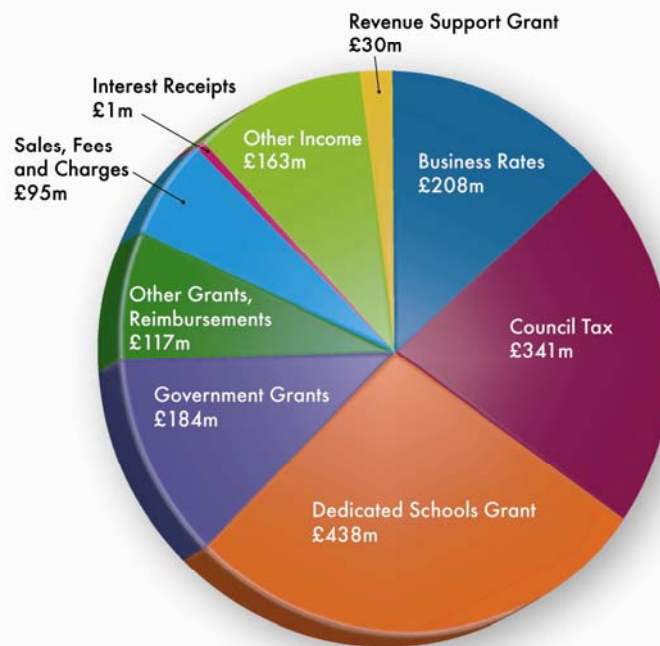
- One fire engine costs £27,000 each year to lease.
- A residential care package for one older person can range between £15,000 and £93,000 a year.
- Providing residential care packages for adults with a learning disability can cost between £16,000 and £206,000 for one adult each year – although the average cost of care is £45,000.
- On average it costs the service £17,368 per year to deliver day care for an adult with a learning disability.
- Average cost of foster care for one child is £550 per week.
- Every tonne of waste that householders bring to our recycling centres costs us £91.
- The cost of subsidising Park & Ride journeys currently costs the council 89p per journey.

Some information about our current budget

Where our £1.577 billion income comes from 2010/11

This chart sets out where we get our money from. You will see that £438 million of the income we get from Government is a grant to support schools. This goes to them and they decide how to spend it.

Where our £1.577 billion income comes from (2010/11)

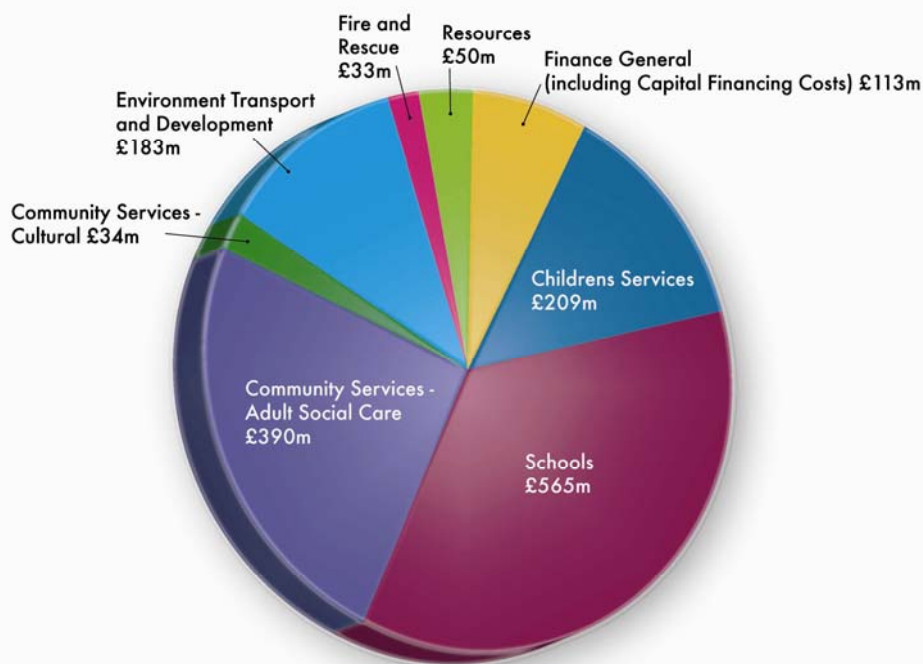


How the income is spent 2010/11

This chart sets out how the council spends its money at present.

If we take out the £438 million of Government grant that goes directly to schools, of the remaining budget, £909 million is spent on just three services - Children's Services, Adult Social Care and Environment, Transport and Development (which includes waste management).

How the income is spent (2010/11)



Thank you for reading our proposals - we now want hear your views.

Find out how to respond to our consultation on page 6.

Appendix 2

		2011-12	2012-13	2013-14
COMMUNITY SERVICES DEPARTMENT NORFOLK RECORD OFFICE		£000	£000	£000
ORIGINAL BUDGET		1,720	1,667	1,627
ADDITIONAL COSTS				
Basic Inflation - Pay (2011-13 -0% plus £250) 1% for 13-14		3	3	10
Basic Inflation - Prices (General 2%, School and social care passenger transport 4%)		14	14	14
Support Services cost neutral recharge adjustments 11/12		9		
Sub total Additional Costs		26	17	24
BUDGET SAVINGS				
Big Conversation proposals				
Norfolk Record Office				
C7	Reduced staffing in Record Office	-36	-17	-45
	Energy savings	-30	-30	-10
	New income from archive storage services	-10	-10	-10
Total Record Office savings		-76	-57	-65
COST NEUTRAL CHANGES (i.e. which do not impact on the overall Council Tax)				
* Depreciation charges		3		
Sub Total Cost Neutral Changes		3	0	0
BASE ADJUSTMENTS				
Corporate Support Service transfers (Planning/Performance)		-4		
Support Services transfers to Corporate HR (shared services)		-16		
Support Services transfers to Corporate Finance (shared services)		-11		
Support Service transfers to Corporate Procurement (shared services)		-3		
Support Services transfers to Corporate ICT (shared services)		-18		
Modern Reward Strategy compensation		56		
Pension savings		-10		
Sub Total Base Adjustments		-6	0	0
PROPOSED BUDGET		1,667	1,627	1,586
* These changes are required to comply with the Local Authority Accounting Code of Practice but do not impact on the Council Tax calculation				

Summary of responses

Appendix 4 brings together a summary of responses to the Big Conversation received by the County Council up until December 31st 2010. Whilst every effort has been made to include all comments received up until this date, given the number of different responses, and the variety of channels for responses, it may be that we have not captured them in this report. However, any additional responses will be made available for each Overview and Scrutiny Panel, covering responses received between January 1st 2011, and January 10th, (the closing date), which should ensure a comprehensive set for all members.

The responses have been summarised as they were submitted, so there may be some comments which are on issues that are beyond the remit of the County Council, or responses which put forward suggestions or alternative that need to be tested for practicality. At this stage, we have taken the view that Members should have the chance to see the comments as presented.

The full text of all responses will be made available for Members in the Members' Room, as soon as is practicable after January 10th 2010.

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Section A

Summary of Responses to Adult Social Services Budget Proposals

Of the targeted mailout to service users (31,000 people) we received the most responses on:

1. Raise eligibility criteria (A14)
2. Reduce scale and capacity of Sensory Support Service (A15)
3. Reduction in prevention (A22)
4. Re-design of day services provision (A11)

Of the proposals not in the targeted mailout we received the most responses on:

1. Reduce scale and capacity of quality assurance service (A3)

And the fewest responses to:

1. Organisational review (A1)
2. Business support review (A2)
3. Reduce spend on training (A5)
4. Rationalising offices and buildings (A7)
5. Reduced and redesigned management and support arrangements as consequence of service redesigns (A20)

Theme or Proposal	Summary of Views
A1 Organisational review Savings arising from Phase 2 of the organisational review undertaken by PwC.	Responses were received from the general public. There were fewer than 5 responses to this proposal. None of those who responded supported the proposal. It was suggested that previous organisational reviews mean the organisation is already at a limit and any further reductions would impact on effectiveness.
A2 Business support review	Responses were received from the general public.

Theme or Proposal	Summary of Views
<p>We aim to make savings of 25% by reviewing levels of business support and administrative processes.</p>	<p>There were fewer than 5 responses to this proposal. Those who responded supported the proposal.</p> <p>It was suggested, however, that senior management wages should be cut instead of making those with lower salaries redundant.</p>
<p>A3 Reduce scale and capacity of quality assurance service</p> <p>This would see a reduced budget for quality assurance work, so fewer quality checks on services provided by the independent sector, including residential homes, and homecare.</p>	<p>Responses were received from the general public, including: carers, staff, and other professionals. Two detailed group responses were received from the Council's Quality Assurance and Safeguarding teams. In addition responses were received from Norfolk Independent Care, which represents all of the independent providers of Health and Social Care services in Norfolk, and from Norfolk Independent Domiciliary Care Group and the North Norfolk and Broadland Carers Group.</p> <p>There were over 25 responses to this proposal. None of those who responded supported the proposal.</p> <p>Overwhelmingly it was felt that the reduction in the scale and capacity of the Quality Assurance Team could lead to significant increased risk for those unable to advocate for themselves. In addition, responses from the provider groups highlighted the role of the current team in improving the quality of care in the independent sector.</p> <p>Concerns were raised that the proposal would put people at risk and allow independent providers to provide poor/inadequate services in the drive for profits. It was felt this would cause an increase in complaints that would have to be dealt with.</p> <p>The Adult Safeguarding Team expressed particular concern that the increased pressure this proposal would place on their team would reduce their ability to service safeguarding referrals and issues reported and would, therefore, impact on their ability to safeguard adults. In particular, concerns were raised about an increased risk of "catastrophic" incidences affecting service users as a result of abuse or neglect. The two teams work closely and the intelligence and relationships between teams and with providers would be lost. There would also be a reduced ability to identify and spread best practice.</p> <p>The Quality Assurance Team pointed out that the proposal is for a reduction across the entire team (essentially it will reduce the team by 50%) and will therefore affect other areas of quality assurance work, not solely work connected to the independent sector. They also raised particular</p>

Theme or Proposal	Summary of Views
	<p>concerns about the monitoring of Direct Payments and day services, which are not regulated by the Care Quality Commission (CQC). Without Quality Assurance monitoring these services will undergo no independent checks. They suggested that there is no capacity elsewhere in the Council to target and progress issues with provider performance including safeguarding and that to outsource such work would end up increasing costs, not reducing them. They also pointed out that by reducing monitoring of social care staff assessment and practice , more inappropriate and expensive packages of care may be commissioned. The Team also warned that accusations of negligence would be more likely if the department has insufficient checks in place on the work of its staff and that of commissioned providers and that if found guilty of maladministration, the Council may have to make financial compensation to the estate of an individual, waive outstanding care charges or carry out extensive procedural and policy changes.</p> <p>It was pointed out that the recently announced reduction of the national regulator's role in inspection and the growth in personal budgets and further outsourcing actually increases the need for quality assurance. In addition, responses highlight recent government proposals suggesting an increased importance for quality systems when holding the Council to account.</p> <p>Suggestions put forward:</p> <ul style="list-style-type: none"> • That there is a future role in self assessment, supporting quality linked payments for services and sharing knowledge with the public that the Quality Assurance Team is best placed to undertake. • That the County Council could slash some of its own internal quality assurance measures instead.
<p>A4 Ensuring all those entitled to free personal care receive it</p> <p>We anticipate that more new users will be entitled to continuing care, which means Community Services does not pay for their care, since it is NHS</p>	<p>Responses were received from the general public, including carers, members of the Norfolk Disabled Parents Alliance and the WRVS (Women's Royal Voluntary Service).</p> <p>There were fewer than 10 responses to this proposal. The majority of those who made a direct response to the proposal supported it.</p> <p>There was a view that this change should not be implemented until personal health budgets are working properly for everyone.</p>

Theme or Proposal	Summary of Views
funded.	
<p>A5 Reduce spend on training</p> <p>This would see a reduction in the scale of training for Community Services staff.</p>	<p>Responses were received from the general public, including staff. A group response was received from the Council's Southern Community Care Team (13 signatories).</p> <p>There were fewer than 5 responses to this proposal. None of those who responded supported the proposal.</p> <p>Concerns were raised that the reduction in training spending will mean staff will struggle to maintain the statutory qualification, which is essential to professional practice. It was felt that this could impact on service delivery.</p> <p>It was pointed out that Norfolk County Council has a commitment to ensure professionals receive the required mandatory training days to maintain their social work qualification.</p>
<p>A6 Limiting inflation uplift to the independent and third sector</p> <p>There would be no uplift for inflation for 2011/12, and an assumed 1% uplift for 2012/13. This would mean providers would need to make efficiency savings to manage any increased costs.</p>	<p>Responses were received from the general public, including voluntary sector representatives and the Holt Area Patient Group. In addition, Norfolk Independent Care, which represents all independent providers of Health and Social Care services in Norfolk, made a detailed response.</p> <p>There were fewer than 5 responses to this proposal. None of those who responded supported the proposal.</p> <p>Respondents were concerned that increases in fees had not kept pace with inflation for several years, widening the gap between what was being paid and the cost of providing good quality care services. Concerns that demand for higher quality alongside more service users, at a time when fees are reducing in real terms, would create real hardship and risk business failures of providers. They were also concerned that this gap will increasingly be bridged by older people who end up paying for the services they need from their own resources.</p> <p>Concerns were raised that the voluntary sector is already suffering from insufficient funding and further pressures will lead to direct service cuts and potentially organisations completely shutting down, not just efficiency savings.</p>

Theme or Proposal	Summary of Views
	<p>It was also felt that this change would impact on the achievement of outcomes for local people and expectations of the voluntary sector would have to be adjusted.</p> <p>It was suggested that the Council should work closely with the voluntary sector to ensure that systems are not so bureaucratic they stifle creativity.</p>
<p>A7 Rationalising office and building costs</p> <p>We are reviewing our offices and buildings and will make savings by rationalising the number of offices, and introducing modern working practices, including more mobile working and maximising the use of technology.</p>	<p>Responses were received from staff. There were fewer than 5 responses to this proposal. Those who responded supported the proposal.</p> <p>Staff who responded are positive about the use of technology to work from home and release office and buildings related savings.</p>
<p>A8 Re-design the assessment service</p> <p>We propose to redesign this service over the next three years and see a shift towards a 'self-service' approach. This would be more cost-effective and would prioritise social work time on people in greatest need.</p>	<p>Responses were received from the general public, including staff and organisations. There were fewer than 10 responses to this proposal, though this included a group response from the Council's Southern Community Care Team (13 signatories), Breckland District Council, Diss Youth Group (6 individuals), the Mancroft Advice Project (4 individuals) and, North Norfolk and Broadland Carers Group. There was roughly an equal split of opinion on this proposal.</p> <p>Those who supported the proposal believed that self service would save money.</p> <p>Those who opposed the proposal (including the Southern Community Care Team) raised concerns about the suitability of self assessment, how accurately users and carers would be able to identify the real level of their needs and how the most vulnerable would cope with this change.</p> <p>Breckland Council expressed concern that self service would lead to greater strain on district councils in relation to DFGs (Disabled Facility Grant) as people could over specify their needs.</p>

Theme or Proposal	Summary of Views
	<p>It was suggested that expert assessment is the Council's responsibility.</p>
<p>A9 Re-design hospital discharge process</p> <p>We propose to re-design the hospital discharge service with a reduced budget.</p>	<p>Responses were received from the general public including carers. There were fewer than 10 responses to this proposal. None of those who responded supported the proposal.</p> <p>Concerns were raised that removal of this service would lead to an increase in readmissions as patients may not be properly supported when discharged. As health colleagues focus on whether a patient is medically ready to be discharged, someone needs to assess whether they are socially ready and provisions are in place to support them on their return home.</p> <p>It was felt that if provisions are not in place when people return home, vulnerable people may suffer and their conditions may worsen.</p> <p>It was suggested that a social work team should be retained in hospitals to assess patients awaiting discharge from a social perspective.</p>
<p>A10 Remove council subsidy for community meals</p> <p>The Council will continue to meet the care needs of people who currently receive meals on wheels, but propose to no longer contribute to the meal itself.</p>	<p>Responses were received from the general public, including: service users, staff and community organisations.</p> <p>There were over 2,000 responses to this proposal (owing to this proposal being in the direct mailout). Slightly more respondents expressed support for the proposal.</p> <p>Those supporting the proposal felt that the quality of the existing service is not good enough and that alternative services are likely to work out cheaper.</p> <p>There was also a strong feeling that meals form part of normal household expenses and people should expect to have to meet these costs themselves, if they can afford it.</p> <p>Some respondents agreed with the proposal subject to the following points:</p> <ul style="list-style-type: none"> • The service is a useful daily check for clients and this loss needs to be taken into account

Theme or Proposal	Summary of Views
	<ul style="list-style-type: none"> • People should have help with meals through their personal budgets • A similar, reliable service must be available elsewhere • Volunteers should pay for their food as well and not get it free <p>Those who opposed the proposal raised concerns about those who will struggle to cook for themselves or pay for alternative services, and the possible risk of malnutrition. Many respondents reported that they themselves would be unable to cook for themselves (this particularly effects those who are registered blind) and this service provides their only hot meals, since help with care at home does not give enough time for help with food. It was felt that this proposal would be a false economy if poor nutrition undermines health.</p> <p>Many questioned the reliability of private providers and some reported that they are not aware of any alternative services being available in their area. Some respondents wished to know how the quality of independent services would be monitored.</p> <p>Many also expressed concerns for isolated people and the loss of social contact that this service provides. There were fears that those that really need the service would not be able to access it e.g. due to difficulties using the internet.</p> <p>Many expressed an opinion that food is essential and that the Council should look for a cheaper way of providing the service instead of removing the subsidy. The following suggestions were put forward:</p> <ul style="list-style-type: none"> • Some users would be prepared to pay more to keep the service • People could pay for food but not delivery • The subsidy could be means tested • People might be prepared to pay for the meals they receive at day services • Families could make a contribution to the costs • The Council could charge 20% of the cost of the meal • The reduction in subsidy could be phased in more gradually e.g. over three years • Smaller portions could be supplied <p>Some other suggestions were also put forward:</p>

Theme or Proposal	Summary of Views
	<ul style="list-style-type: none"> • Other local community groups could help to deliver this service • Those needing meals could offer £1 to neighbours to provide a meal • Local school kitchens could be used • High paid council staff should lose meal expenses too • Hospital food should be paid for • Council tax should be raised instead <p>It was suggested that more details should have been provided with the consultation information so that proper comment could have been made.</p>
<p>A11 Re-design of day services provision</p> <p>We propose that by the end of 2012, the council will not be running in-house day centres. People will have individual budgets and will be helped to choose day services for themselves. We are already working to adapt and re-shape service delivery to meet future need.</p>	<p>Responses were received from the general public, including: service users, staff, other professionals, carers, the voluntary sector and providers. There were also group responses from the staff of the Dementia Day Care Service in Eastern District (18 individuals), the Southern Community Care Team (13 individuals) and North Norfolk and Broadland Carers Group.</p> <p>There were over 1,900 responses to this proposal (owing to this proposal being in the direct mailout). The majority of respondents expressed support for the proposal.</p> <p>Whether they supported the proposal or not, many respondents expressed a view that day services are essential in helping carers cope and in preventing social isolation and that existing Council day services are generally perceived to be of good quality.</p> <p>Overwhelmingly, people supported the idea that there should be a range of choice in day service provision and that a variety of activities should be available to people. The majority believed that the proposal would meet this aim.</p> <p>Some respondents agreed with the proposal subject to the following points:</p> <ul style="list-style-type: none"> • The Council should still be there to help and provide advice • Independent providers should be up and running before any existing provision is removed <p>Many respondents were happy, however, with things the way they are – they value existing day</p>

Theme or Proposal	Summary of Views
	<p>services and are anxious about losing them. Many respondents have been using current services for many years. Those who opposed the proposal raised concerns that independent providers will not be readily available to fill the gaps left by the Council and that those that are available will not be sufficiently monitored, reliable or of the same quality. It is feared that independent providers, particularly those that use volunteers, may not have the know-how to manage people with high levels of need. There were further concerns about the turnover of carers in independent provision and the uncertainty this creates for service users.</p> <p>There were also some concerns about the move to personal budgets and fears that vulnerable people would not be able to manage them. It is felt by some that the bureaucracy of this new system will outweigh the savings and that costs will increase as there is less sharing of activities/transport etc. One provider who responded is concerned that personal budgets would not guarantee income and, therefore, jobs for day carers would not be secure. Other respondents were concerned about the impact of the proposal, and the move to personal budgets, on carers who may not be able to meet any additional support needs, and who rely on the respite provided by current arrangements.</p> <p>Other respondents raised concerns that the proposal will end up costing more in the long run by reducing the independence of service users and that a lack of access to personal transport might prevent some from accessing the new services.</p> <p>Some concerns were raised about the ability of non-statutory organisations to provide enough alternative support in the proposed timeframe. Some respondents felt that the non-statutory sector was well placed to meet this challenge, but would need time to adapt. It was suggested that the Council has a role to play in this case in shaping and stimulating the market.</p> <p>The following suggestions were put forward:</p> <ul style="list-style-type: none"> • Some fair/means tested charging system might help to protect day services • The Council will need to ensure there is help for vulnerable people with managing personal budgets • That people who are second home owners should pay more • Means test all Council services
A12 Savings on transport costs	Responses were received from the general public, including: service users, staff, councillors and

Theme or Proposal	Summary of Views
<p>as a result of changes to day services</p> <p>With the changed pattern of day services, there will be fewer transport costs. We propose that for people who need to travel to services, as part of their assessed care needs, they will use personal budgets to pay for the transport.</p>	<p>providers (including Elizabeth Fitzroy Support and Norfolk Independent Care, which represents all of the independent providers of Health and Social Care services in Norfolk).</p> <p>There were over 1,900 responses to this proposal (owing to this proposal being in the direct mailout). The majority of respondents expressed support for the proposal.</p> <p>Some of those supporting the proposal expressed a view that service users who have Motability vehicles should use their own transport to get to and from services, not County Council transport.</p> <p>Those who opposed the proposal raised concerns about the impact that it would have on people's ability to access the services they need. Some felt that the extra costs would simply lead to service users not attending day care services as they would not be able to afford both the transport and the service charges. This could lead to a deterioration in general health and well-being which would imply a longer term cost to the Council.</p> <p>Some respondents were anxious that, if the increased transport costs did lead to a drop in demand for day services, this could lead to an overall cut in the provision of services locally and impact on service user choice.</p> <p>Some respondents pointed out that there would be a particularly hard impact on service users in rural areas who have to travel further distances and that this would be unfair.</p> <p>Concerns were raised, particularly by providers, that personal budgets may not be able to cover both transport and care services costs.</p>
<p>A13</p> <p>Supporting more people with mental health problems to live independently</p> <p>We will continue our programme which sees people with mental health</p>	<p>Responses were received from the general public, carers and Breckland District Council. Fewer than 10 responded to this proposal. There was a mixture of opinions about the proposal.</p> <p>One respondent agreed with the proposal, subject to service users being able to live safely within the community.</p> <p>The remainder opposed the proposal and raised concerns about it putting vulnerable people at more risk. They felt that it was unfair on individuals and on the communities they live in and that community</p>

Theme or Proposal	Summary of Views
<p>problems currently in residential care moving into homes in the community. This is in line with best practice.</p>	<p>cohesion would be at risk. They expressed a view that individual choice and community safety should be the priority.</p> <p>Breckland Council identified the need for close working with housing authorities as people living in the community would need housing.</p>
<p>A14 Raising the eligibility criteria</p> <p>We propose to raise the eligibility criteria for service to 'critical' only. Currently it is 'critical and substantial'.</p>	<p>Responses were received from the general public, including: service users, carers, staff, other professionals and organisations.</p> <p>More than 1,800 responses were received for this proposal (owing to this proposal being in the direct mailout). More respondents opposed the proposal.</p> <p>Group responses were received from:</p> <ul style="list-style-type: none"> • West Norfolk Befriending • Dereham and District Access Group • Southern Community Care SW Team • North Norfolk and Broadland Carers Group • Norfolk Muscular Dystrophy Campaign <p>Those supporting the proposal felt that they could agree with the proposal subject to the following points:</p> <ul style="list-style-type: none"> • Those who will become critical should also be supported • No one should be left without a service • Carers' needs should be taken into account • All services for those who are 'critical' should be means tested <p>However, many respondents had serious concerns about the proposal. Those who opposed it raised concerns about it being a false economy that would provide savings only in the short term and would lead to more expensive unplanned services down the line. Some felt there was a risk that the change would potentially make people's needs become critical sooner by placing more pressure on carers. This</p>

Theme or Proposal	Summary of Views
	<p>means that more people would be likely to need residential care or other more costly 'crisis' services (Department of Health project analysis was cited as an example of evidence that proves this is the case). Some respondents suggested that the Council would not have the resources to deal with the amount of new people that would become critical quickly. Others thought that potential savings would be negligible compared to the amount the Council needs to save overall.</p> <p>There were concerns about existing service users who will have their support withdrawn. It was felt that other sectors would not be able to meet the gap in provision. There were also doubts about the robustness of Council assessment and, consequently, how rigorous and fair the decision-making about individuals would be.</p> <p>Some suggested that support is already at inadequate levels so it should not be reduced further. Some pointed out that it is generally considered very bad practice to raise the eligibility criteria to critical only and would set us apart as the only authority in the Eastern Region to have done so.</p> <p>Many respondents reflected on the impact that the proposal would have on NHS services. Some felt that it would result in increased long term costs for the NHS as well as Community Services. Others pointed out that the Health Service is continuing to invest in prevention so it does not make sense for the Council to move in a different strategic direction.</p> <p>Many felt that the proposal was morally wrong and that Norfolk would no longer be protecting its most vulnerable citizens. Some suggested the change would isolate many vulnerable people, leaving them at greater risk of neglect and of being abused.</p> <p>Staff identified that they would experience hostility and resentment from the service users they currently work with and some stated that they would no longer be proud to work for Norfolk.</p> <p>A number of respondents questioned the legality of the proposal and suggested that there would potentially be legal challenge that could result in the Council being fined.</p> <p>The following suggestions were put forward:</p> <ul style="list-style-type: none"> • All services should be means tested rather than changing the eligibility criteria • Reviews of people who are critical should not be done by telephone

Theme or Proposal	Summary of Views
	<ul style="list-style-type: none"> • The Council should use more Occupational Therapy equipment
<p>A15 Reduce the scale and capacity of the sensory support service</p> <p>We propose to scale back this service so that it meets only statutory requirements. It would mean the work of the current sensory support team would cease and statutory services commissioned through other providers.</p>	<p>Responses were received from the general public, including service users, carers, staff, doctors and organisations.</p> <p>More than 1,600 responses were received for this proposal (owing to this proposal being in the direct mailout).</p> <p>Group responses were received from (where signatories are identified they have been included):</p> <ul style="list-style-type: none"> • N+N Head of Optometry Department • Optomologists at the James Paget University Hospital (7 signatories) • Norfolk and Norwich Association for the Blind (NNAB) • The Board of Governors of Cromer High School • The Mardler (60 individuals) • The Stroke Association • West Norfolk Deaf Association • Great Yarmouth Visually Impaired Group • Diss Youth Group • Holt Area Patient Group <p>The majority of respondents were concerned that the removal of the Sensory Support Service targets one of the most vulnerable groups in Norfolk. Views were that it would lead to isolation, loneliness, ill health, greater risk and people losing their independence.</p> <p>Users, carers, organisations and health and social care professionals gave high praise to the current services and expressed concerns that the expertise and knowledge of the staff would be lost. There were concerns that as the only service in the County, with no existing adequate alternatives, there would be a void. Making deaf and blind people navigate a fragmented service would be confusing and without expert workers they would not be able to use personal budgets.</p> <p>Doctors expressed the importance of people being supported in the community, particularly the newly</p>

Theme or Proposal	Summary of Views
	<p>diagnosed, and found the current service invaluable. They also highlighted the important role of the current team in identifying and helping people find the right support for other issues e.g. mental health or financial problems.</p> <p>There are views that this would prove a false economy as more people would become critical. This would mean people needing other/more services and would hasten the need for admission to residential care homes. Some felt that this would increase demand on both social care and NHS budgets. This would add to pressure caused by the aging population.</p> <p>The following alternatives for making savings were put forward:</p> <ul style="list-style-type: none"> • Charge for equipment for those who can pay, no fee for those who can't • Reduce the service, don't close it • Focus on the client, not computers • Recruit more volunteers • That it could be provided by the NHS • Increase council tax • Cut council management pay instead • Cut frivolous council spending instead • Council pay rises should be frozen
<p>A16 Reduction in specialist advice</p> <p>This would see some posts removed which currently provide specialist practice advice on disability, direct payments, housing improvements, dementia, supported placements, medicines management.</p>	<p>Responses were received from the general public, including staff, carers, Breckland District Council and the voluntary sector (Norfolk Association for the Disabled). Fewer than 10 responded to this proposal. None of those who responded supported the proposal.</p> <p>Concerns were raised about the impact of this proposal in the longer term. There were views that it could be a false economy as people would lose support in maintaining independence and needs would become more severe sooner. Some felt that a cut in grants for smaller voluntary services could lead to a loss of support that is valued by service users because it is often more human, less distant and more in touch with users.</p> <p>Concerns were also raised that, taken in addition to cuts to training for practitioners, this proposal would</p>

Theme or Proposal	Summary of Views
	<p>lead to a third-rate service to those most in need of expert assistance.</p> <p>One respondent particularly wished to highlight the value of specialist housing work in Learning Difficulties, which meets the Council's aim of moving people on from residential care. While Breckland District Council expressed concern that it would put additional pressure on their advice/support services, particularly around housing and homelessness issues.</p>
<p>A17 End the council's HIV/AIDS service</p> <p>Most support for people with HIV and AIDS is through the NHS. This proposal would see an end to this discretionary service which offers advice and support to some people newly-diagnosed with HIV and AIDS.</p>	<p>Responses were received from the general public, including service users, and from the Grove Genitourinary Medicine Clinic. More than 1,600 responses to this proposal were received (owing to this proposal being in the direct mailout). The majority of respondents expressed support for the proposal.</p> <p>Many respondents expressed a view that this was essentially a medical need and not a social need and that the existing service was duplicating services offered by the NHS.</p> <p>Many agreed with the proposal subject to people being able to get the support they need elsewhere (i.e. the NHS).</p> <p>Those who opposed the proposal felt that the service is needed and that people in this situation should have access to help and advice. There were concerns about the ability of the NHS to pick up this work. Some felt that it would not be cost effective to remove the service.</p> <p>The response from the Grove GUM Clinic expressed concern that stopping the support to people with HIV and their families would compromise their care in the community.</p>
<p>A18 Reduce the scale and capacity of mental health services</p> <p>This proposal would see a reduction in the budget for mental health social care for adults.</p>	<p>Responses were received from the general public, including service users, staff, carers, Elizabeth Fitzroy Support, Norwich and Central Norfolk MIND, West Norfolk MIND and South West London and St George NHS Trust. There were more than 1,600 responses to this proposal (owing to this proposal being in the direct mailout). The majority of respondents opposed the proposal.</p> <p>Those who opposed the proposal raised concerns about the increased pressure that this change would place on families and carers and the potential knock on effect on demand for other services, such as Children's Services. Many did not feel that the voluntary sector would be able to pick up the shortfall in</p>

Theme or Proposal	Summary of Views
	<p>provision, meaning that people's mental health issues will deteriorate. It was felt that this might prove ultimately to be a false economy.</p> <p>Concerns were also raised about the impact of the proposal on NHS services. Some suggested that it will increase pressure on the NHS as more acute beds will need to be provided for the increasing number of people becoming severely ill due to lack of support.</p> <p>Many expressed their distress that this proposal will hit one of the most vulnerable groups within society, who are least well placed to speak up in their own interests. Some pointed out that it is already difficult for those with milder mental health issues but this proposal will exacerbate the situation by removing services from those with all but the most extreme mental health issues.</p> <p>Some respondents were also anxious that the proposal could increase dangers to both those with mental health issues and the communities in which they live.</p>
<p>A19 Reduce the scale and capacity of some learning difficulty services</p> <p>We currently give grants through the Learning Difficulties Development Fund to organisations for specialist work relating to learning difficulties. This includes advocacy and advice, and supports some partnership working. We propose that this service will cease.</p>	<p>Responses were received from the general public, including service users. There were more than 1,600 responses to this proposal (owing to this proposal being in the direct mailout). There was roughly an even split in responses.</p> <p>A significant number of respondents agreed to the proposal subject to the caveat that those with the greatest needs are looked after. Some respondents who supported the proposal felt that services currently provided through the Fund aren't producing any real outcomes anyway.</p> <p>Those who opposed the proposal raised concerns about the future of the voluntary services that these grants support and suggested that they will not survive without the support of the Council. Several questioned who would be able to meet the gap in provision that would be left. Many felt that people with learning difficulties need this support and that there is growing demand for it so this proposal does not make sense.</p> <p>Many feared that the loss of these services may push carers over the edge, creating crises for service users and their families and ultimately leading to increased costs for the Council to bear.</p> <p>A large number of respondents pointed out that the saving takes a very large proportion out of a</p>

Theme or Proposal	Summary of Views
	<p>relatively small budget and felt that this was an unfair distribution of savings.</p> <p>Some respondents commented that there was not enough information provided with the consultation documentation to be able to fully understand the impact of the proposal.</p>
<p>A20 Reduced and redesigned management and support arrangements as consequence of service redesigns</p> <p>The proposals for changes in services represent major impact on management arrangements at all tiers of adult social care services will need to be reviewed and re-scaled as necessary to align with the changes and ensure fit for purpose.</p>	<p>Responses were received from the general public. A very small number of people (fewer than 5) responded to this proposal. None of those who responded supported the proposal.</p> <p>No detailed comments were submitted.</p>
<p>A21 Reduce the scale and capacity of the equipment service</p> <p>The equipment service has been free to all users – not just people who are entitled to social care. This proposed change would limit free equipment to only those who are eligible for</p>	<p>Responses were received from the general public, including service users, staff and other professionals. A group response was received from the Council's Southern Community Care Team (13 signatories) and Breckland District Council. There were more than 1,700 responses to this proposal (owing to this proposal being in the direct mailout). The majority of respondents expressed support for the proposal.</p> <p>There was general agreement amongst respondents that equipment can make a significant difference to quality of life.</p> <p>There was a strong feeling of waste in the current system and many expressed the view that currently people take equipment they don't really need because there is no charge.</p>

Theme or Proposal	Summary of Views
<p>social care, and they will have personal budgets to pay for the equipment. For people not eligible, we would help sign-post to where they can purchase equipment.</p>	<p>A substantial number supported the proposal to charge for equipment, but the majority felt that this should be means related so that only those who can afford to pay are asked to do so. A number of suggestions were made for different ways that costs could be part shared with service users rather than them meeting the full cost (see below). Some felt that all those needing equipment should receive it, regardless of whether or not they are eligible for support.</p> <p>Some respondents agreed with the proposal subject to the following points:</p> <ul style="list-style-type: none"> • Urgent equipment needs should be met • People should be able to get impartial advice on what they need and where they can get it • Equipment should be covered by personal budgets. <p>Many who opposed the proposal expressed concerns about those who need equipment and would not be eligible for help but would also not be able to afford to buy the equipment for themselves – this could lead to increased costs in the long term if individuals' independence is allowed to deteriorate. There were fears that many people will simply go without the equipment they need and put their wellbeing at risk.</p> <p>One staff respondent asked how this proposal would impact on the NHS since they also use the equipment service.</p> <p>There were conflicting views about the quality of the existing service. A few respondents felt that the equipment service is already poor and that to make this change would make it even worse. Other respondents expressed support for the existing scheme.</p> <p>Some suggestions were made for different ways that costs could be part shared with service users rather than them meeting the full cost – including:</p> <ul style="list-style-type: none"> • The Council and service user or family meeting 50% of the cost each • Small donations by each service user • Charges for equipment but free fitting • Charges for equipment rental

Theme or Proposal	Summary of Views
	<ul style="list-style-type: none"> • Help with larger, more expensive items that individuals would not easily afford • Means testing so that only those who can afford it pay the full cost <p>Some other suggestions were put forward:</p> <ul style="list-style-type: none"> • Equipment should be loaned rather than given and returned when it is no longer needed • The Council should try to get businesses to sponsor equipment
<p>A22 Reduction in spending on prevention services We propose to review spending on prevention and community support services which are currently provided, including the Supporting People programme, assistive technology, and prevention commissioned through the third sector. We propose to reduce the overall level of spend for these services.</p>	<p>Responses were received from the general public, including service users, carers, staff, organisations.</p> <p>Norfolk Registered Social Landlords Alliance, Breckland District Council and Norfolk Independent Care) and 57 petition postcards. There were more than 1,600 responses to this proposal (owing to this proposal being in the direct mailout). More respondents opposed the proposal.</p> <p>Those who opposed the proposal raised concerns about it being a false economy, with only short-term savings. Many suggested that a lack of preventative services will lead to an increase in those requiring critical services and higher overall costs for NCC as fewer vulnerable people will be able to live independently and will need costly services such as residential care or psychiatric services. A cut in the Supporting People budget would lead to an increase in the cost of purchasing care so would ultimately not save the Council money. In addition, reduced prevention services would increase demand on NHS services.</p> <p>Some respondents pointed out that this proposal undermines the Council's recent strategic priorities e.g. to increase the uptake of assistive technology. Removal of such services could inhibit our chances of coping with an ageing population.</p> <p>The removal of Supporting People funding would see increased demand in homelessness support and temporary accommodation costs for district councils.</p>
<p>A23 Review of charges for social care</p>	<p>Responses were received from the general public, including service users and staff. There were more than 1,700 responses to this proposal (owing to this proposal being in the direct mailout). The majority of respondents expressed support for the proposal.</p>

Theme or Proposal	Summary of Views
<p>We were already proposing a consultation on charges – this will now be included alongside the current budget proposals.</p>	<p>There was significant support for charges that are means related, subject to an assessment process that is fair and ensures that those on the lowest incomes are protected.</p> <p>Some respondents agreed with the proposal subject to the following points:</p> <ul style="list-style-type: none"> • The financial assessment process must be rigorous and fair • Those on low incomes must be protected <p>Some respondents thought that these proposals were already in operation.</p> <p>Those who opposed the proposal had significant concerns that charging will unfairly penalise those with savings or property.</p> <p>There were also some concerns that the poorest may simply go without services they need and that this could lead to a deterioration in their quality of life, or that they might be pushed into severe poverty.</p> <p>Some respondents believed that services should be free for all, no matter their income level and felt it is unfair that some will pay and some won't for the same service.</p> <p>Some concerns were expressed about the associated administration costs for the Council.</p> <p>The following suggestions were put forward:</p> <ul style="list-style-type: none"> • Service users should be charged at least a proportion of costs that arise when they do not make use of services that are provided for them e.g. do not turn up to day service provision without due notice • The Council should ask the Government to allow for an increase in the admin charge for blue badges • The Council should make more effort to pursue payment from those who are supposed to pay currently and don't • Several respondents want more information about how assessments would work • Means testing should take into account all vital outgoings such as utilities, insurance etc.

Section B

Summary of Responses for Children's Services Budget Proposals

We received the most comments (more than 50) on:

- B3 - End the subsidy for school and college transport for those aged 16 and over
- B4 - End the subsidy for denominational transport; end the funding of transport in exceptional circumstances and make savings through further efficiencies
- B11 - Cease County Council funding for youth services
- B6 - Re-design and re-shape special education needs service, so that fewer statements of special education need are required
- B5 - Review the school crossing patrol service.

And the least responses (fewer than 5) on:

- B14 - Redesign management and support as a consequence of the redesigning of school-focussed services
- B17 - Smarter, more efficient processes for conducting child death reviews and the work of the Local Children's Safeguarding Board
- B19 - Reduced and redesigned management and support arrangements as consequence of service redesigns
- B2 - Staff reductions as a consequence of the scaling back of capital budget for smaller building projects
- B15 - Procurement savings on placements for looked after children.

Theme or Proposal	Summary of Views
<p>B1 No new borrowing to supplement government grant for capital projects in school.</p> <p>After we have completed projects in our 2010/11</p>	<p>A number of responses were received from the public including Norfolk County Council staff, teaching professionals, Diss Youth Group, Family Voice Norfolk, Shout Youth Group, Taverham Youth Club (ages 11-14), Youth Fix and the Mancroft Advice Project. Most respondents disagreed with the proposal.</p> <p>Respondents commented that this could lead to limited access to the full curriculum for disabled pupils, with some unable to attend their local school and remain part of their local community. Some respondents referred to equalities legislation, particularly the new Equality Act and the duty for schools</p>

Theme or Proposal	Summary of Views
<p>capital programme we propose to only carry out building projects funded centrally by the Government. An exception to this could be if it can be proven that capital receipts can cover the funding of a project. This would mean less money for general improvement works, works to make buildings DDA (Disability Discrimination Act) compliant, or changes to mobile classroom arrangements to reflect changes in pupil numbers.</p>	<p>to provide auxiliary aids and services.</p> <p>Specific suggestions were:</p> <ul style="list-style-type: none"> • Ensure positive duty to make reasonable adjustments is maintained • Ensure school Governors are given training on public sector equalities duty • Make this a short term strategy.
<p>B2</p> <p>Staff reductions as a consequence of the scaling back of capital budget for smaller building projects.</p> <p>A smaller service would not need as many staff.</p>	<p>There were very few responses received about this proposal from the public but there was general support for the proposal.</p> <p>Specific suggestions were:</p> <ul style="list-style-type: none"> • The money should be fully devolved to schools • Norfolk Property Services or other private companies should be commissioned to do the work in close liaison with schools - the Children's Services staff input should focus on the commissioning and contracting aspect.
<p>B3</p> <p>End the subsidy for school and college transport for those aged 16 and over.</p>	<p>A high volume of responses were received from the public, including college tutors, head teachers, current sixth formers, high school students, parents and carers of high school and sixth form students, sixth form college student union, teachers, college principals (City College, Easton College, Paston College), student representatives, older people, the Trustees of the Wayland Partnership, Mancroft</p>

Theme or Proposal	Summary of Views
<p>We propose to end the subsidy for post-16 transport. It will mean that all parents and carers will pay an annual cost of transport of £784 per student per year.</p>	<p>Advice Project, Family Voice, Taverham Youth Club, Boom, Diss Youth Group, Shout Youth Group, Youth Fix, Chairman of Federation of Catholic Primary Schools (Waveney Valley), Norfolk Autistic Spectrum Disorder Group, Norman Lamb MP, Henry Bellingham MP, Parish Councils (Blakeney; Hindolveston; Great Snoring) and businesses.</p> <p>Specific group responses were received from UK Youth Parliament; Norfolk's Further Education colleges, sixth forms and UEA (12 institutions); Area Headteacher meetings; Norfolk's 14-19 Strategy Group; parents, carers, teachers, staff, governors and representatives of the Diocesan Board (70 in total).</p> <p>"Stand for you Services" petition against this proposal was received signed by 379 students at City College Norwich and an online version of the petition has 141 signatures.</p> <p>A social networking group was formed with 150 people opposing many of the national post 16 changes including this specific proposal.</p> <p>The majority of responses were against this proposal, with fewer than 20 respondents agreeing with the proposal.</p> <p>The majority commented that the removal of the post-16 travel subsidy will deter young people from continuing their education, lead to an increase in youth unemployment, mean inequality of educational achievement since those in rural areas and families on lowest incomes will be hardest hit, and will be detrimental to the economy of the county. There were also concerns raised about the impact on young people with disabilities and the disproportionate impact on their chances of continuing education.</p> <p>There were concerns about possible connections to a rise in anti social behaviour and rise in the number of young people who are not in employment, education of training and the effect this may have on communities, especially rural ones. Families with more than one child and lone parent households expressed particular concern about not being able to afford further education without this subsidy. There is concern that the proposal, if implemented, could lead to postcode lotteries for Further Education whereby only those within easy travelling distance could attend sixth form.</p>

Theme or Proposal	Summary of Views
	<p>It has been suggested by some respondents that this proposal is not lawful under the Education Act and does not support the government's commitment to have statutory engagement in learning at age 17 by 2013 and age 18 by 2015, and does not support Norfolk's ambitions for greater uptake of post-16 education.</p> <p>Many people were concerned that any changes should not be introduced before 2012 since parents have made choices about schools for 2011 prior to this proposal being known. There is concern that this proposal shouldn't affect those part way through a two year course.</p> <p>There were concerns that the bus routes rely on student trade to maintain their viability and that there would be an impact (reductions) on the wider bus network.</p> <p>Easton College and Downham Market Sixth Form commented on the very significant impact this could have on their future viability.</p> <p>Some people commented on national policies and on services, not provided by the County Council, including:</p> <ul style="list-style-type: none"> • Additional tax for all 45-70 year olds who are in the 40% tax bracket for the benefit of the younger generation • Reconsider free travel for the over 60s instead • Put pressure on the government to raise money from the banks instead • Don't buy plasma TVs for schools • Remove barriers to lift sharing e.g. CRB checks. <p>Specific suggestions were:</p> <ul style="list-style-type: none"> • Look for partnership funding so the subsidy can continue • Stop funding the rural speed initiative • If this goes ahead ensure there is increased parking provision at the colleges • Savings made should never be at the cost of education • Provide an affordable subsidised bus service instead • Increase prices only in line with inflation

Theme or Proposal	Summary of Views
	<ul style="list-style-type: none"> • Cut council pay and pensions instead • Cut frivolous council spending instead • At least make the passes valid at weekends as well • Means test people so the poorest still qualify for the subsidy • Don't charge school pupils the adult fare • Put all road improvements on hold and delay all new buildings • Provide free transport in the winter season • Work with the bus companies to offer a youth card for all 16-19 year olds. This could cost £50 per year and give a 50% discount on all journeys • Since from 2013 students will have to remain at school until they are 17, the payment from parents/carers should be from 17 not 16 • Provide free bus passes for all 16-18 year olds • NCC could bulk buy rail season tickets for students • Students currently in the first year of a two year programme shouldn't have to pay this since they cannot change their course • Apply a charge to all children using school buses to keep the costs for over-16s down • Increase council tax to cover the cost of this • Give young people the information to understand the situation and let them make suggestions for ways to save money • Set up a website (and a phone number for those without web access) to bring together people in similar areas who could lift share • Improve cycle routes to give realistic alternative to young people • Make savings from providing transport for pupils excluded from their local catchment area school. • Rather than doubling the cost of transport for everyone, why not double some contributions on a means tested basis • Institutions are willing to contribute money towards an overall pot of money for transport to help the situation – may be an opportunity to rethink the system and check it is the best value for money possible • Norfolk County Council to continue to organise transport if parents are asked to pay transport costs.
B4 End subsidy for	A significant number of responses were received from the public, including: college tutors, current sixth formers, parents and carers of high school and sixth form students, sixth form college student union,

Theme or Proposal	Summary of Views
<p>denominational transport; end the funding of transport in exceptional circumstances and make savings through further efficiencies.</p> <p>We propose to end the subsidy for denominational transport, and funding of transport in exceptional circumstances.</p>	<p>student representatives, older people, Diocesan Board, Head Teacher of Notre Dame RC VA School, Head Teacher of St Mary's RC VA Primary and Nursery School, East Anglian Diocese's Deputy director of school services, Norfolk Disabled Parents Alliance, Norfolk Autistic Steering Group, Shout Youth Group, and denominational parents and families.</p> <p>Group responses were received from: the Roman Catholic Diocese of East Anglia, the Headteacher, leadership team and Chair of Governors at Notre Dame High School, the Headteacher and Chair of Governors at St Mary's Primary, the Headteacher of St Johns RC VA Infant School and St Thomas More RC VA Junior School, the Headteacher of St Augustines RC VA Primary. A group response was also received from parents, carers, teachers, staff, governors and representatives of the Diocesan Board (70 in total).</p> <p>The majority of comments disagreed with the proposal but a number were in agreement.</p> <p>Respondents commented that ending the subsidy for denominational transport will remove the choice for parents to obtain a faith education for their children and as there is only one Catholic high school in the county, it will be discriminatory against Catholics not living in the Norwich area.</p> <p>Concerns were raised that transport will be outside the financial scope of families and that children's education will be disrupted where families can no longer afford transport costs. Concerns were also expressed about the environmental impact of parents taking children to school by car and safety implications of children travelling on public transport.</p> <p>References were made to the Department for Education Home to School Transport and Travel Guidance, the Education Act 1996, Local Authority Duties, Human Rights and equalities legislation including the 2010 Equalities Act as well as the promises made at the time of the closure of St Edmunds School in Yarmouth in 1987.</p> <p>Views have also been received in favour of increasing contributions from parents whilst retaining the current transport arrangements. Some respondents supported the proposal to end the subsidy, arguing that it is not right to continue to subsidise this transport when severe cuts are being made elsewhere that affect the whole of the Norfolk community. Those who supported the proposal felt that denominational choice should be paid for by families or the Church.</p>

Theme or Proposal	Summary of Views
	<p>Specific suggestions were:</p> <ul style="list-style-type: none"> • Renegotiate prices with transport providers • Promote further services with bus operators • Request higher contributions from parents • Bus operators be allowed to collect fares from occasional users on a 'pay as you go' basis • Protect provision/stability for Looked After Children, including those with SEN • Free transport should not be provided to any schools chosen by parents outside of their catchment • Reduce use of private schools for Special Educational Needs and subsequent transport costs • Decision should be delayed until Michael Gove's review on home to school transport is completed • Would rather pay more council tax than see this service removed • No support for faith schools - if parents want to send their children to non-state schools they should pay for it themselves • If parents want choice then they or the Church should pay • County Council reserves should be used to avoid cuts • Consider increasing the area for free transport from 15 to 25 miles • Do not implement changes before 2012 as parents have already made choices before this proposal was made.
<p>B5 Review the school crossing patrol service.</p> <p>We propose to review school crossing patrols against a set of safety criteria. This is likely to see patrols retained at most sites, particularly at those where there is most traffic danger. However there may be sites where there is</p>	<p>A number of responses were received from the public, including headteachers and governors, Taverham Youth Club (young people aged 11-14), Shout Youth Group (young people aged 11-21), Youth Fix, Diss Youth Group, Parish Councils (Taverham; Hellesdon) and the Mancroft Advice Project.</p> <p>A response made at the area headteachers meeting was that schools have, in the past, tried to garner community involvement in the crossing patrol service with little effect.</p> <p>Responses were quite evenly split between being in favour or opposed to the proposal.</p> <p>Respondents commented on both the availability and suitability of volunteers to provide the service and whether cutting road crossing patrols would lead to accidents. Those who agreed with the proposal felt this was a role parents/volunteers could adequately perform.</p>

Theme or Proposal	Summary of Views
<p>considered to be less danger and pedestrian traffic controls are in place. In such cases, we would consider ceasing Council funding, but enable community volunteers to step in where there is felt to be a strong local need that patrols should continue.</p>	<p>Specific suggestions were:</p> <ul style="list-style-type: none"> • Vital to retain in rural areas for safety • Must be retained where there are dangerous road features (eg. Aylsham Road, Buxton) • Parents could operate a rota.
<p>B6 Re-design and re-shape special education needs service, so that fewer statements of special education need are required.</p> <p>We propose to consider devolving to schools the full budget for special educational needs, to meet their pupils' needs in a more cost-effective way than the current service, continuing our policy aim of reducing the number of statements issued.</p> <p>In the short-term, it is likely that the service would focus on delivering its statutory responsibilities only but we will conduct a full service re-</p>	<p>A number of responses were received from the public, including: parents of children with special needs, Special Educational Needs administrators, Special Educational Needs Co-ordinators, the Access Through Technology Team, Diss Youth Group, Sutton Infant School, Voluntary Norfolk, governors, the Mancroft Advice Project, Taverham Youth Club (11-14s), Shout Youth Group (11-21s), Norfolk County Council staff, Family Voice, senior educational psychologists, and Special Educational Needs caseworkers</p> <p>Group responses were received from the Learning Difficulties and Disabilities Programme Board, Norfolk Family Voice, Norfolk Autistic Spectrum Disorder Steering Group and from the area head teachers meeting. The majority of responses were from people who disagreed with the proposal.</p> <p>There was agreement from a small number that the money should be given to schools; that the current system needs to change and that Special Educational Needs services need reconsidering especially with regard to dyslexia and better use of research in policy making.</p> <p>Some respondents were not clear what exactly was being proposed and how it would work in practice. Others commented that there is a government green paper expected on this issue in 2011 so perhaps the 2011/12 cuts should be delayed and taken along with the 2012/13 cuts when the national policy picture is clearer.</p> <p>Respondents commented on the potential loss of specialised advice and support from trained specialists in Special Educational Needs; there is concern that schools do not have this expertise</p>

Theme or Proposal	Summary of Views
<p>design to re-balance the time that staff spend on statementing and advice and support to schools.</p>	<p>themselves so rely on the Special Educational Needs support service. Special Educational Needs support is seen as vital for offering early intervention and helping to ensure children with special needs are integrated into mainstream schooling. Equality of educational opportunity for disabled children is seen to be at risk.</p> <p>Specific suggestions were:</p> <ul style="list-style-type: none"> • A contingency fund for short term unexpected support e.g. after an accident or surgery • A flexible and responsive funding system • Ringfence the money for Special Educational Needs when devolved to schools • Keep funding a central service for all • Needs careful auditing • Schools to have in-house version of a statement with format facilitated at County Council level but managed within schools • Need a way to ensure schools are using their budget wisely • Reduce bureaucracy of the statementing process where possible • Use email to send documents around to save money • Schools to fund the remaining 40% of the psychological service • Funding directed to where need is best met e.g. maintained or special schools • Special schools to undertake outreach work • Schools to share skills and knowledge through their cluster • Some special schools could become Special Educational Needs teaching schools • Increasing governors' knowledge on Special Educational Needs • Communicating the reason for these changes to parents.
<p>B7 Reduce the scale and capacity of the attendance service.</p> <p>We propose to re-design the scaled-down service within a smaller budget to</p>	<p>A small number of responses were received from the public, including: Taverham Youth Club (young people aged 11-14), the Mancroft Advice Project, Diss Youth Group, Norfolk Disabled Parents Alliance, Youth Fix, Boom and the Norfolk Autistic Spectrum Steering Group. Responses were received from the area head teachers meeting.</p> <p>This proposal was supported by the majority of respondents; attendance was seen as a parental issue, not a school one.</p> <p>Respondents commented that the service contributed to reducing truancy in Norfolk, the support that</p>

Theme or Proposal	Summary of Views
<p>be more strongly focused either on working with schools to develop interventions to prevent pupil absence or focusing on prosecuting parents whose children persistently fail to attend school.</p>	<p>its intervention work provides to schools and that children who are not in school are at greater risk of harm.</p> <p>Specific suggestions were:</p> <ul style="list-style-type: none"> • Use Sure Start employees, nursery staff and primary school staff or reintroduce the Education Attendance Assistants. • Devolve the budget to schools
<p>B8 Reduce the scale and capacity of improvement and intervention services for schools.</p> <p>A smaller, re-shaped service would be refocused and would develop capacity within schools to work collaboratively with others to improve school performance. This would mean fewer staff to intervene early to support schools at risk of failing, and fewer to improve standards in core subjects. This would mean targeting work to where most difference could be made to children's learning.</p>	<p>Several responses were received from the public, including: staff, Diss Youth Group, Shout Youth Group (young people aged 11-21), Youth Fix, Family Voice Norfolk, Voluntary Norfolk, Taverham Youth Club (young people aged 11-14) and the Mancroft Advice Project. Responses were received from the area headteachers meeting. The majority of respondents disagreed with the proposal.</p> <p>A few respondents in agreement of this proposal commented that schools should be made accountable for their own performance. Much improvement work is carried out by schools in collaboration with each other and the role of County Advisers should be removed. Poor-performing heads removed from posts or to be mentored with high-achieving headteachers.</p> <p>Respondents commented that this will impact on the ability to help struggling schools and result in a loss of oversight of good practice across the County and the ability to share. It would result in a smaller service that would only be able to fire-fight and would not be able to identify and rectify issues before they grow too large.</p> <p>Implications for Norfolk Schools Library Service – if the school improvement budget funding for schools library service was cut completely, this would force the service to close, but a recognisable and attractive service offer could continue at 50% of current school improvement budget funding levels. For many of the most rural schools where there is no access to public or mobile libraries, the school library service is the only opportunity for children to access a diverse range of books. Although the public library service caters for children's leisure reading, it can not provide multiple copies of curriculum-related materials. The service also supports literacy advisors and sensory support team in their work.</p>

Theme or Proposal	Summary of Views
	<p>Specific suggestions were:</p> <ul style="list-style-type: none"> • Use high-performing heads as mentors to raise standards • Ensure school improvement partners and governors meet regularly to discuss good practice • Perhaps it could be done more effectively via independent consultants • Remove poor performing head teachers of their posts if unable to improve performance • Make schools accountable for their own performance • Retain at least 50% of the schools improvement budget funding for the schools library service.
<p>B9 Re-design and re-shape the service that helps plan the supply of school places.</p> <p>We propose to reduce and scale back this service so that it delivers its statutory responsibilities.</p>	<p>A small number of responses were received from the public, including: the Mancroft Advice Project, Taverham Youth Club (young people aged 11-14), Shout Youth Group (young people aged 11-21), and Youth Fix.</p> <p>The majority of responses were in disagreement with the proposal and expressed concern as to how school places would be allocated under a new system.</p> <p>No specific suggestions were received.</p>
<p>B10 Reduce the Council's contribution to the funding of the schools music service and performing arts service, and outdoor education service.</p> <p>Though these services generate some of their own income, the County Council also funds some aspects of their work. We propose to reduce the level of our</p>	<p>A small number of responses were received from the public, including from Taverham Youth Club (young people aged 11-14), Sutton Infant School staff and governors, the Mancroft Advice Project, and Shout Youth Group (young people aged 11-21), governors, Norfolk Disabled People's Alliance and Youth Fix.</p> <p>The majority of respondents disagreed with the proposal, believing the services to be valuable. There was concern that without the provision of this service, children from less well off backgrounds would not have opportunities to develop their talents.</p> <p>Specific suggestions were:</p> <ul style="list-style-type: none"> • Teach instruments in groups in schools to save money • Outsource this work completely to a specialist organisation.

Theme or Proposal	Summary of Views
<p>funding but re-shape and support these services to become fully self-funding. We would need to determine how to apportion the council funding reductions across the different disciplines.</p>	
<p>B11 Cease County Council funding for youth services.</p> <p>The vast majority of youth activities e.g. sports, brownies, guides, after-school clubs is already provided by a vibrant community sector. In this proposal the county youth service, which currently has about 17,000 to 20,000 users a year, would cease as would council funding for discretionary activity programmes for young people – such as community and assertive outreach work and the Duke of Edinburgh Award programmes carried out in partnership with district councils or the police. We would also look for another</p>	<p>There was a high number of responses received from the public, including: Voluntary Norfolk, a retired police officer, parent governors, parents of young carers, Duke of Edinburgh (DofE) award group leaders and volunteers, Director DofE (East Region), professionals working with young parents, Taverham Parish Council, youth magistrate, college tutor, psychologists, Whitlingham staff, youthworkers, youth work qualification co-ordinator, trustees of Exchange2 in Harleston, young people, South Norfolk Youth Symphonic Band, service users, parents, social workers, staff, the Benjamin Foundation, Diss Youth Group, Norfolk Disabled Parents Alliance, Norfolk Autistic Spectrum Disorder Steering Group, Hellesdon Parish Council, Norfolk Wildlife Trust, Shout Youth Group (11-21s), Taverham Youth Club (11-14s), Family Voice Norfolk, Mancroft Advice Project, Youth Fix, Sutton Infant School, the Matthew Project and Breckland Council.</p> <p>Group responses were received from the DofE award scheme leaders (15 people), Norfolk voluntary youth services (8 people), and from Whitlingham Charitable Trust.</p> <p>The majority of responses disagreed with this proposal.</p> <p>Respondents commented that the withdrawal of funding for youth services will lead to an increase in low levels of crime and anti-social behaviour, that vulnerable children – particularly those in rural areas – will lose vital channels of support and advice. And that those young people with mental health issues not qualifying for Child and Adolescent Mental Health Services resources will lose support and advice, as will those with problems (mental health, anger management, drug, alcohol, crime) who do not wish to discuss them with parents, teachers, GPs etc. There were concerns that the special needs youth groups which provide both social interaction for the young people as well as respite for parents and carers will be affected.</p>

Theme or Proposal	Summary of Views
<p>provider for the County Council's Whitlingham Activity Centre.</p>	<p>Respondents commented that without the funding and in particular, the support and expertise of the youth work service, voluntary organisations will be forced to close. Respondents commented that many voluntary organisations rely on Norfolk County Council youth services for training such as safeguarding of children and young people and that voluntary sector workers rely on professionals for guidance and support.</p> <p>It was commented that children and young people will lose their voice in the county – youth work was seen as one of the only ways they have of making their opinions / views known.</p> <p>Concerns were raised at the potential loss of the DofE award in Norfolk – this is seen as the UK's leading youth programme for personal development and as very good value for what it costs with its valuable outcomes for all (including the vulnerable), supporting large numbers of volunteer workers across the county (who in turn support large numbers of young people) – offering a huge cost benefit for the Council. Without the central support many of the DofE schemes will fold. It currently only costs £4200 to have all the schools in Norfolk covered by one licence through the central office, whereas each award group would have to pay £1000 per year, meaning many of the 40+ groups would fold. DofE points count towards university – removing it will disadvantage Norfolk students competing for university places. Research has proved that doing DofE improves the employability of young people and delivery of this award fits with the model of Big Society.</p> <p>Norfolk's voluntary youth services commented that many larger voluntary organisations have multiple contracts with Norfolk County Council making the impact of this severe. Infrastructure organisations, such as Momentum, which provide training and support to hundreds of small voluntary youth groups, deliver excellent value for money for NCC. Nationally there is a shortfall in volunteers with scouting and guiding organisations leading to a waiting list of 30,000 unable to access these services, and volunteers are less likely to come forward if they are expected to carry the financial burdens of training etc themselves.</p> <p>The Whitlingham Trust commented that they are happy with the current arrangements and wish to maintain a model that includes NCC involvement and that sees the centre run for educational and public benefit not commercial gain. They request that other management models and partnership options are explored before a decision is made to assign the lease to an alternative provider. They</p>

Theme or Proposal	Summary of Views
	<p>point out that it is unlikely that the centre would attract a large provider due to its small size and lack of residential facilities and that if the lease is assigned elsewhere, NCC would have to bear the costs of this and that the land is owned by Crown Point Estate (the Colman Family) whose permission would be required.</p> <p>Specific suggestions were:</p> <ul style="list-style-type: none"> • Support voluntary groups with the expertise they need – safeguarding training, training volunteers, advising trustees on young people related matters • Help groups work together efficiently on such issues as recruitment of trustees and volunteers • Young people who are in need of activities that are delivered using youth work methods are not deprived of these, either through actual youth worker support to voluntary groups or by making funding available to help third sector provision • Abandoning one sector altogether cannot be wise • Very difficult area to get volunteers for • There must be a compromise to stop the most vulnerable from losing the most • Save DofE – it costs £60,000 to run the office and the value for money is very high • Off centre counselling service to be saved • Consider the impact on other services offering targeted provision – they cannot take up the slack and become universal • More staff and services are badly needed in this area, not less • Do a fundraiser • Where will condom services (like C card) be delivered from to young people? • What safe places will there be for young people without their youth clubs? • We should prioritise protecting and supporting vulnerable children and young people – Integrated Youth Service contributes directly to child protection and is essential • We don't know what the effects of cutting an entire service could be – if this happens and in the future NCC wants to re-establish a youth service there won't be any expertise left. • Cut spending on roads/buildings to save the youth service – people matter more • Reduce pay for senior managers and social workers • Do a cost/benefit analysis of DofE • Need to recognise and utilise the value partnership work can bring – very cost effective way to support young people e.g. Outdoor Learning partnership and Creative Projects partnerships

Theme or Proposal	Summary of Views
	<ul style="list-style-type: none"> • Make Whitlingham more efficient by restructuring roles and responsibilities, introducing a simple on-line booking system, re-introducing full public access hire of all craft, monthly open weekends and more concise public-focussed marketing strategy • Charge more for bus passes • Privatised the police • Stop providing services to children who choose not to go to school • Raising the threshold for adult care to critical could see more young children acting as primary carers – they need proper support and provision • Should be taking community based budgeting approach to find savings, not working in silos (Breckland District Council).
<p>B12 Efficiencies from a re-shaped connexions service.</p> <p>The re-shaped connexions service will, like many other services, be required to continue working more efficiently to produce savings sufficient to cover cost pressures such as inflation.</p>	<p>A small number of responses were received from the public, including from Norfolk Family Voice, Taverham Youth Club (young people aged 11-14), Boom, the Mancroft Advice Project, Norfolk Autistic Spectrum Disorder Steering Group, Shout Youth Group (young people aged 11-21), Voluntary Norfolk, the Benjamin Foundation, Youth Fix, and North Norfolk Health Consortium.</p> <p>The majority of respondents disagreed with the proposal.</p> <p>Concerns were raised about how the service would continue to support those most vulnerable young people, especially those with learning disabilities. The service is seen as a much needed service and used both as a universal as well as providing a more targeted support for young people. Those who agreed with the proposal felt one universal service to support all people of all ages who are looking for work would suffice.</p> <p>Specific suggestions were:</p> <ul style="list-style-type: none"> • Provide information on how to contact the service and what it can/will do if asked, but leave it to families/young people to decide whether to use the service or not. • Norfolk County Council should consider the recent statutory guidance (Implementing Fulfilling and Rewarding Lives) for local authorities to implement the Autism Strategy – section C is pertinent for the changes being planned to the Connexions service. Responsibility for the delivery of the transition plan will still fall to the Local Authority without Connexions in place. • Young people with autism need specialist, not general, support. Full equality impact assessment for autistic young people needed.

Theme or Proposal	Summary of Views
	<ul style="list-style-type: none"> Reshaping of Connexions service to be done in partnership with health & community bodies to ensure young people do not become more excluded, especially in rural areas.
<p>B13 End local authority contribution to study support community learning projects.</p> <p>The Government funds a number of programmes and projects that help support young people with literacy and numeracy outside school. They include 'playing for success' (in partnership with Norwich City Football Club, North Walsham Rugby club and others) and study support. At present, the County Council provides money to help with their running and infrastructure costs. Removing this funding may see some of these programmes scaled back. If the Government grant is ended, then the programme will end.</p>	<p>A number of responses were received from the public, including from Norwich City Football Club Study Centre; The Benjamin Foundation and Mancroft Advice Centre, Youth Fix, Taverham Youth Group, Shout Youth Group, Diss Youth Group, Youth Fix, Sutton Infant School and teachers. The majority of respondents disagreed with the proposal.</p> <p>Respondents commented that the end of the local authority funding would result in the loss of successful resources providing alternative environments for pupils' learning. The impact of the study support centres having been highlighted including improving attainment and the building of pupils' confidence and social skills.</p> <p>Specific suggestions were:</p> <ul style="list-style-type: none"> Schools clusters could consider supporting these in future from cluster grants.
B14	A very small response was received to this proposal with just one respondent who disagreed with it.

Theme or Proposal	Summary of Views
<p>Redesign management and support as a consequence of the redesigning of school-focussed services.</p> <p>Given the scale of changes within these proposals, and the impact on the work of the schools-focused teams, there would need to be a further review and re-scaling of management arrangements to align them with the changes and ensure they are fit for purpose.</p>	<p>There was concern expressed that this proposal would have a negative impact due to the loss of much-valued support for schools from Norfolk County Council. Schools Human Resources is raised as a valuable service, helping schools to address issues which would otherwise affect the quality of teaching/learning. Concern was raised about how many of the smaller schools will be able to afford to procure services.</p> <p>No specific suggestions were received.</p>
<p>B15 Procurement savings on placements for looked after children.</p> <p>We propose to improve our commissioning of placements for looked after children that would reduce the unit cost per placement.</p>	<p>A very small number of responses were received to this proposal and all were in disagreement with the suggestions.</p> <p>In general it was viewed by the respondents that removing £10m from this budget without understanding the full implications seems wrong. For Norfolk County Council to deliver only the minimum statutory duty to these children gives the message to looked-after children that they are only valued at the very minimum.</p> <p>No specific suggestions were received.</p>
<p>B16 Reduce the scale and capacity of services that provide support for looked after children.</p>	<p>A small number of responses were received from the public, including from Taverham Youth Club (young people aged 11-14), Shout Youth Group (young people aged 11-21), Diss Youth Group, Voluntary Norfolk, high school governors, professionals working with looked after children, Mancroft Advice Project, Boom and Youth Fix. All of the respondents disagreed with the proposal.</p> <p>Concerns were raised that the full implication of removing this money from the budget may not be</p>

Theme or Proposal	Summary of Views
<p>This proposal would mean a reduced level of service because of reduced capacity in the social work, reviewing service, leaving care support, adoption and special guardianship service. We will undertake an impact assessment to understand the full implications and avoid being in breach of our statutory duties.</p>	<p>understood, especially since looked after children are known to be very vulnerable and overrepresented in the Criminal Justice System, and need more care later in life. Others commented that for Norfolk County Council to deliver only the minimum statutory duty to these children gives the message to looked-after children that they are only valued at the very minimum. Others mentioned that early intervention has proven effective and actually saves money, while improving quality of life. Many of the responses focussed on Norfolk County Council's role as the parent of these children/young people and, like any parent, should support them for as long as needed.</p> <p>There was concern regarding the leaving care service – implications for caseloads and management oversight. Concern that if the service is outsourced, other organisations may not have the appropriate training/standards for this task. Some respondents felt more information was needed as to the detail of the changes.</p> <p>Specific suggestions were:</p> <ul style="list-style-type: none"> • Make foster carers pay for all transport for children/young people out of the allowance they are paid • May be difficult to reconcile these savings with the wider savings proposed in B15.
<p>B17</p> <p>Smarter, more efficient processes for conducting child death reviews and the work of the Local Children's Safeguarding Board.</p> <p>These are efficiency savings from reviews of process and administration and should not impact on service users.</p>	<p>Only one general comment was received which stated that they would prefer this proposal to say "will not impact on service users."</p>
<p>B18</p> <p>Reduce the scale and capacity of family support</p>	<p>A small number of responses were received from the public including from Taverham Youth Club (young people aged 11-14), Norfolk Family Voice, Norfolk Autistic Spectrum Disorder Steering Group, Shout Youth Group (young people aged 11-21), the Benjamin Foundation, Diss Youth Group, Norfolk</p>

Theme or Proposal	Summary of Views
<p>services.</p> <p>This includes home care, equipment and adaptations, transport, teenage pregnancy reduction work. It would require re-designing how we deliver these services with a reduced budget, and re-prioritising what we do. We will undertake an impact assessment to understand the full implications and avoid being in breach of our statutory duties.</p>	<p>Disabled Parents Alliance, parents and young carers, governors, Boom, Learning Difficulties and Disabilities Programme Board and Youth Fix.</p> <p>Responses were fairly evenly split between agreeing and disagreeing with the proposal.</p> <p>There was concern expressed that this would impact on a high number of families who benefit from the current levels of service, and that the work includes supporting families to improve attendance – something which could not be provided by volunteer groups. Other concerns were raised about the impact on families with disabled children who already have a high incidence of poverty, and a feeling that cuts should not be made in areas that impact on outcomes and life chances for the most vulnerable children. There was particular concern about cuts to support for teenage parents and the work to reduce teenage conceptions.</p> <p>One respondent commented that it was not clear from the proposal if this funding include health funding or Children’s Services funding alone.</p> <p>Specific suggestions were:</p> <ul style="list-style-type: none"> • Produce an easy read guide to the Council’s statutory duties so the public can better understand them • Cut spending on libraries and pot holes but don’t make changes that impact on the most vulnerable • Businesses could help to support by offering financial help – these issues are everybody’s business. • Norfolk County Council needs to find a way to continue the excellent work of the teenage pregnancy strategy unit
<p>B19</p> <p>Reduced and redesigned management and support arrangements as consequence of service redesigns.</p> <p>The proposals for changes</p>	<p>A very small number of responses were received from the public and from Norfolk Family Voice. All respondents disagreed with the proposals.</p> <p>Concerns included that this would put additional strain on social workers and result in poorer services for looked after children. There was a request to retain Schools Human Resources.</p> <p>Specific suggestions were:</p>

Theme or Proposal	Summary of Views
<p>in services would have a major impact on management arrangements at all tiers of children's services. These would need to be reviewed and re-scaled as necessary.</p>	<ul style="list-style-type: none"> • Statutory duties to be eased by as much use of excellent IT facilities as possible.
<p>B20 End of clothing grant.</p> <p>We propose to remove the discretionary policy to provide financial support to some families for buying school uniforms.</p>	<p>A small number of responses were received from the public, including governors, Diss Youth Group, Shout Youth Group (young people aged 11-21), Taverham Youth Club (young people aged 11-14), and Youth Fix.</p> <p>The responses were evenly balanced between agreeing and disagreeing with the proposal. Those who disagreed felt this would impact on the most vulnerable in society and that it would lead to an increase in bullying for young people and have a negative psychological impact on them.</p> <p>Specific suggestions were:</p> <ul style="list-style-type: none"> • Adopt a countywide uniform – same for all schools which will bring down the price of uniforms and make them more affordable.

Section C

Summary of responses for budget proposals for Cultural Services

We received the most comments on:

- C12 – Reduce arts grants (32 comments)
- C1 – Increase admission charges for museums (26 comments)
- C8 – Reduced staffing in libraries (17 comments)

And fewest responses on

- C14 – Strategic Review of Adult Education Service (3 comments)
- C4 – Changes to museums in King's Lynn (4 comments)
- C10 – Changes to mobile library visits (5 comments)

Theme or proposal	Summary of Views
<p>C1</p> <p>Increase admission charges for museums</p> <p>Admission prices would rise above inflation, although there will still be concessions for some users.</p>	<p>26 responses were received for this proposal, the majority via the Big Conversation website. They came from service users, 2 people who do voluntary work in local museums, and one child aged 6 years.</p> <p>All respondents emphasised the value of museums to the local community – for education and for preserving our local heritage. The most frequently raised concern (5 people) was that a rise in admission fees would have the greatest impact on low-income families and other disadvantaged groups and that they would be discouraged from visiting museums altogether. Others felt that there was a risk that an increase in prices would deter people in general from visiting, thereby exacerbating the financial problem as revenues fell. 2 respondents said that if the prices rose too high in Norfolk then they would take their children to free museums in Cambridge and London. It was also suggested by one respondent that young people in particular were at risk of being disadvantaged if schools also stopped visiting due to the cost.</p> <p>10 respondents agreed with the proposal, as long as the rise was at a rate that would not deter people</p>

Theme or proposal	Summary of Views
	<p>from visiting and children could continue to visit for free. These respondents felt that the museums currently offered good value for money and could take a price increase for adults. One respondent wanted to see any concessions clearly displayed and easily applied to ensure that those who were entitled to them made use of them.</p> <p>Respondents also made suggestions for other options that could be considered:</p> <ul style="list-style-type: none"> • All people under 25 years of age to get 'buy one get one free' tickets • To look at days when museums are quiet and have a free admission day – thereby increasing revenue in the café/shop on those days and enabling people on low incomes to visit • Other cities offer a residents' price and a visitors' price to museums – making local taxpayers feel valued • Have free entry on a Sunday once a month • Promote the savings offered by purchasing a season ticket
<p>C2</p> <p>Increase income from retail and catering</p> <p>We aim to increase the turn-over of catering and retail.</p>	<p>6 responses were received for this proposal. One respondent felt that there was not enough detail on the proposal to comment. The other respondents supported the proposal and made suggestions for further improvements:</p> <ul style="list-style-type: none"> • that retail outlets and cafes could be added to libraries as well as museums to generate additional income • To keep the café in the Castle Museum open for longer on busy days • To update the stock in the Castle Museum shop and bring back craft events where local people can sell their goods and the museum takes a commission • To make the shop and café available to people not visiting the museum (as they do at garden centres, for example)
<p>C3</p> <p>Changes to costumes, textiles and regimental collections</p> <p>This proposal would see the costumes and textiles</p>	<p>9 responses were received for this proposal – these included the minutes from a meeting with the Royal Norfolk Regiment Museum Trustees and a letter from the Costume and Textile Association for Norfolk Museums. Most of the respondents supported this proposal.</p> <p>The response from the Royal Norfolk Regiment Museum Trustees was that they understood why the move was needed, and that – if handled properly – they could see that it would be potentially beneficial, with greater accessibility to the Regimental collections being displayed in the Castle</p>

Theme or proposal	Summary of Views
<p>collections and services moved from Carrow House to the Shirehall. Regimental displays would transfer to the Castle – making them accessible to all Castle Museum visitors. The Regimental enquiry service would remain in Shirehall.</p>	<p>Museum. Their concerns were that:</p> <ul style="list-style-type: none"> • Communications with the museum’s supporters, including donors, veterans, supporters of the Regiment and the wider Army family, needed to be handled with care • That the Regimental Museum retained a “Regimental brand” during and after the move to the Castle Rotunda, and that part of the Museum’s collection should be kept on public display throughout the transition • That the research and inquiries service continued to be available <p>Similarly the Costume and Textile Association understood the rationale for the proposal, but emphasised the educational and cultural value of the costume and textile collections. They sought reassurance that suitable accommodation for the collections would be retained, as well as the appropriate staffing to preserve the collection and serve the needs of students and visitors.</p> <p>One respondent felt that the move of the Regimental Museum to the Rotunda in the Castle Museum would mean less space for other, more important, collections and not all visitors would be interested in the display.</p>
<p>C4</p> <p>Changes to museums in King’s Lynn</p> <p>Funding for the Town House museum in King's Lynn would no longer be required.</p>	<p>4 responses were received for this proposal, 2 in support and 2 against.</p> <p>2 respondents opposed the closure of the Town House museum, concerned about the impact on heritage and culture in King’s Lynn.</p> <p>1 respondent felt that there were possibly too many museums in Norfolk, and that what was offered at the Town House museum could be done in other ways and in other locations. However, they wanted to ensure that core collections continued to be preserved and accessible.</p> <p>Alternative suggestions to this proposal were to open the museum on a part time basis or to use it as an education resource for local schools.</p>
<p>C5</p> <p>Review of Museum opening hours</p> <p>We propose to review opening hours for all museums with a view to</p>	<p>9 responses were received for this proposal, including 2 from volunteers at Gressenhall and the Ancient House museum in Thetford.</p> <p>5 of the respondents expressed their concern that the value that museums add to communities – through education and preserving local heritage – was at risk if any changes were made to the current service. These respondents all valued the museums for providing activities for children, families and pensioners – and felt that they played an important part in bringing communities together. They also offered opportunities for retired people and people with disabilities to volunteer. They commented on</p>

Theme or proposal	Summary of Views
closing at less busy times.	<p>the contribution that museums make to tourism in the county, and therefore the local economy.</p> <p>3 respondents supported the proposal and felt that it was a good idea to close at quieter times, for example the Castle Museum closing for one weekday per week. They also suggested that museums could generate additional revenue by offering themselves for children's parties, catering facilities, unusual wedding venues etc, and that we should ask the public when they would like museums to be open.</p>
<p>C6</p> <p>Reduced staffing in museums service</p> <p>This would be through a combination of reviews and vacancy management.</p>	<p>This proposal received 14 responses, including 2 from volunteers at Gressenhall and a letter from the Aylsham Local History Society.</p> <p>The majority of respondents commented on the value that museums bring to the local community – providing important opportunities for children's learning and activities for families and older people. They felt that Norfolk's identity and heritage would be threatened by any diminution of the museum service. They also commented on the role museums play in attracting tourists to the county and benefits this has for Norfolk's economy. Gressenhall was noted in particular for preserving traditional countryside management skills and rare breeds.</p> <p>6 of the respondents noted in particular the skills and expertise of the museums staff, not only in curating and safeguarding collections, but also in communicating with visitors and bringing history and culture to life.</p> <p>By way of suggestions, one respondent said that there were useful lessons that could be learnt from the success at Gressenhall in recruiting and retaining volunteers, which could be shared with other places.</p>
<p>C7</p> <p>Reduced staffing in record office</p> <p>This would be through a combination of reviews and vacancy management.</p>	<p>13 responses were received for this proposal.</p> <p>The majority of respondents felt that a reduction in staffing would have a detrimental effect on our ability to continue to offer what is currently a first class service. They emphasised that the Norfolk Record Office (NRO) is an independently and nationally recognised world class facility, which attracts many visitors from outside the county. They value the research facilities offered there, the conducive environment, and the knowledgeable staff. In their view, the staff are vital to make the collections accessible and their expertise and knowledge was a valuable asset that should not be lost. They also commented on the risk that collections would not be properly preserved if staffing levels were reduced.</p> <p>One respondent felt that the savings proposed were reasonable as they appeared to correspond to a relatively small number of staff.</p>

Theme or proposal	Summary of Views
	<p>A number of respondents made alternative suggestions of how money could be saved at the NRO:</p> <ul style="list-style-type: none"> • A system of charging to use the archive could be introduced (and also for parking) • That NCC could do more to publicise the service and think of more imaginative ways to use the facility, thereby generating income • To discontinue Saturday opening for 3 hours as this was not well-used and costly in terms of staff, heating etc • Close on one weekday each week and open all day on a Saturday to improve access for users who work full time • To close the Norfolk Heritage Library at the Millennium Library and move the books to the NRO – freeing up space at the Forum and reducing staffing costs • To enhance the NRO by making newspapers and other books available there
<p>C8</p> <p>Reduced staffing in libraries</p> <p>This proposal would include savings from reduced staffing in libraries, and further savings from 'self-serve' ways of working. We would also explore the possible use of volunteers to support the library service.</p>	<p>We received 17 responses to this proposal, including from the St. John's Ambulance Hospital Library Service and a group of young people from the Mancroft Advice project.</p> <p>All respondents were opposed to this proposal, giving the following reasons:</p> <ul style="list-style-type: none"> • They valued the library service – for research, nursery rhyme groups, advice and guidance services etc • That the libraries they used were always busy places • That they offered a safe and warm place for young people to go • That staff needed to be knowledgeable and trained in order to help users, not volunteers • That libraries were a major resource for disadvantaged groups, particularly in difficult economic times • That more people needed to have access to the internet, and those without the internet at home would be disadvantaged • That there could be a drop in child literacy if the service was degraded <p>However, some respondents did offer alternative suggestions:</p> <ul style="list-style-type: none"> • To levy a charge for downloading e-books

Theme or proposal	Summary of Views
	<ul style="list-style-type: none"> • To charge young people a modest fee for using computers to do anything other than schoolwork • To cut the book budget rather than the staff budget – newspapers and monthly magazines can often be accessed online • To stock fewer copies of books • To raise more income by charging for photocopying, internet and computer print outs • Not every library needs a manager – they could share. Likewise, the number of locality managers could be reduced. • Close earlier as there are few users after 6.30 p.m. and turn the heating down • Make more use of relief staff, who are cheaper but well informed about the service • Give more decisions – like ordering books – to local managers rather than managing centrally. • Reduce the number of courses that staff have to attend • Launch a campaign to attract volunteers to work in libraries
<p>C9</p> <p>Reduced staffing in adult education service</p> <p>We propose to review staffing to continue to make efficiencies and keep over-head costs down.</p>	<p>This proposal received 6 responses.</p> <p>All respondents felt that there were improvements that could be made to this service. 4 respondents noted that there had already been a staffing review, and that the service should be financially viable with charges for courses also rising.</p> <p>One respondent felt that the service did not provide the courses that people wanted or at times that they could attend as they were mostly during the day. And one respondent felt that the management of the service was too ‘top heavy’ and was not in proportion to the number of learners.</p> <p>Alternative suggestions were to:</p> <ul style="list-style-type: none"> • Look at the accommodation rather than staffing – look for better venues for courses to be run from • Allow the deliverers (course tutors) to meet the funders, and reduce a layer of bureaucracy currently used to manage processes • Review the service to provide courses that people want and when, and at a price they can afford • Encourage younger people to attend – most users are retired

Theme or proposal	Summary of Views
<p>C10</p> <p>Changes to mobile library visits</p> <p>This proposal would change the frequency so that people who have a visit from the mobile library every three weeks would have a visit every 4 weeks instead. Users of the service have already suggested this to us.</p>	<p>We received 5 responses to this proposal.</p> <p>4 people thought this was a good idea, particularly if service users had already suggested it. They felt that people in rural areas already have to drive or use public transport to access other services, so why not libraries as well. One respondent questioned the need for the service to continue at all – it is useful but not essential and alternatives are available (i.e. Books on Wheels service run by the Women’s Royal Voluntary Service).</p> <p>However, the other respondent disagreed with the proposal. They were concerned that this service was relied upon by rural communities because the nearest library was too far away, or there was no public transport available. They were concerned that this would have a devastating impact for some people.</p> <p>Other suggestions were:</p> <ul style="list-style-type: none"> • To not stop in places where only a small number of people use the service • Changes to providing the service to traveller sites to make them more efficient • To go out at more convenient times, i.e. later in day when families and working people can access them
<p>C11</p> <p>Reductions in the book fund</p> <p>We propose to reduce spending on the book fund which would mean fewer new books are purchased each year.</p>	<p>There were 8 responses to this proposal.</p> <p>Three respondents thought that this was a good suggestion, and that the budget for magazines, newspapers, DVDs, and CDs should also be looked at. They also suggested that spending on highly specialised text books should be appraised and the purchase of large numbers of newly published fiction should be reduced. Another suggestion was to double the fee for reserving a book from another branch and to increase the number of subscriptions.</p> <p>The other respondents disagreed with the proposal, saying that this would “take the heart out” of a popular service and that it is important that people can read new books that they can’t afford to buy. One respondent suggested delaying selling off used library books until they were in a really bad condition.</p>
<p>C12</p> <p>Reduce arts grants</p> <p>We propose to reduce the grants we give to arts</p>	<p>There were 32 responses to this proposal, including responses from the following organisations, as well as members of the public:</p> <ul style="list-style-type: none"> • Norwich Arts Centre Board

Theme or proposal	Summary of Views
organisations.	<ul style="list-style-type: none"> • Sheringham Little Theatre Board of Trustees • Norfolk Arts Forum Executive Committee • Norfolk Cultural Forum Board • Norfolk and Norfolk Festival • King's Lynn Festival • King;s Lynn Literary Festivals Committee • Breckland District Council <p>The majority of respondents were against this proposal (only one respondent supported it), giving the following reasons:</p> <ul style="list-style-type: none"> • Most understood the rationale for the cuts, but did not want to see the arts sector in the county disproportionately affected • Relatively small grants from the council can go a long way in the arts sector – particularly in providing leverage for applying for funding from other sources. The grants from NCC are important to organisations to make them sustainable going forward and a number of respondents said that their future would be at risk if the grants were cut. • The proposal therefore needs to be considered alongside other reductions in potential sources of funding for arts organisations. In particular Arts Council cuts in the West of the county are already having an impact on arts organisations there. A number of respondents noted that the cultural offer needs to be widespread, not just concentrated in Norwich. • The arts play an important role in improving the quality of life for people in Norfolk. They help to make it an attractive place to live and several respondents said that they had moved to area specifically because of the cultural life in the county. The arts can help to build a sense of pride and belonging to an area. • The arts can also improve people's well-being by enriching people's lives and improving people's mental and physical health. • The arts (and sport) bring communities together and help to promote cohesion and regeneration in an area. They are a blueprint for the idea of the 'Big Society' – demonstrated by the number of volunteers they attract.

Theme or proposal	Summary of Views
	<ul style="list-style-type: none"> • The arts make a valuable contribution to tourism and the economy in Norfolk. Norfolk has a reputation for having a vibrant cultural life, which attracts visitors from the UK and abroad – particularly to its arts festivals, which have an international reputation (the Norfolk and Norwich Festival generated income of £9.2m to the county during the 2010 festival) • Arts organisations offer opportunities for local talent to be nurtured and provides apprenticeships and work experience opportunities for young people wanting a career in the sector. • The Norfolk Arts Service and the expertise and knowledge of its staff was valued, and people did not want to see this disappear • That the reduction in funding by the County Council would increase pressure on district councils to fill the gap and that a co-ordinated public sector response was needed. <p>Finally, that there was a great deal of goodwill and determination among organisations and in communities to keep centres for the arts open and organisations have and will continue to find efficiencies and work in partnership to deliver even better value for money.</p> <p>The response that agreed with this proposal was from Taverham Youth Club, who wanted to see youth services protected instead.</p>
<p>C13</p> <p>Review charging for adults education classes</p> <p>We propose to increase charges for some adult education courses. We would seek to make the level of increase such that these courses would be delivered at no cost to the County Council.</p>	<p>There were 6 responses to this proposal. 4 were against the proposal and 2 were in support.</p> <p>The respondents against the proposal commented that it would affect the most disadvantaged people, who need the service most to improve their job prospects etc. They felt that learning was an important part of community life and that the courses were already too expensive for some and would be out of many if the prices rose. They commented that a knock on effect would be even lower attendance and a consequent further drop in revenue.</p> <p>Alternative suggestions made were:</p> <ul style="list-style-type: none"> • To deliver computer training for older people at local primary schools as an intergenerational programme • Reassess the accommodation for the service and consider viable alternatives to venues such as Wensum Lodge
<p>C14</p> <p>Strategic Review of Adult</p>	<p>3 responses were received for this proposal.</p> <p>One respondent was in favour of the proposal, saying that NCC should not be subsidising this service -</p>

Theme or proposal	Summary of Views
<p>Education Service</p> <p>This could mean a ceasing of budget support for adult education so that it would be fully dependent on external funding.</p>	<p>suggesting that the budget should be removed completely and used to support the most vulnerable.</p> <p>The other 2 respondents were opposed and felt that it was important that there were opportunities for people to learn new skills and boost their confidence.</p>

Section D

Summary of responses for Communication and Customer Services

Theme or proposal	Summary of Views
<p>D1</p> <p>Reduce the customer service development budget</p> <p>The Council has completed the main infrastructure elements of its customer access strategy and this element of the budget that helped support major change is no longer required. Customers should not experience any adverse impact.</p>	<p>No responses were received for this proposal.</p>
<p>D2</p> <p>Reduce marketing expenditure</p> <p>We propose to make greater use of online options for our communications to staff and council residents and exploit more options for shared communication arrangements and for supplementing more</p>	<p>We received 1 specific response to this proposal, from Breckland District Council, which said that Breckland had a first class communications team and would be willing to enter into discussion to provide this service for the County.</p> <p>In commenting on the general themes of the Big Conversation in Section I, there was support for fewer publications.</p>

marketing expenditure through income. There would be a reduction in the number and frequency of council publications and in the scale of the county council's presence at some county events, such as the Royal Norfolk Show.	
D3 Efficiency saving Ending of statutory requirement to conduct a Place Survey.	No responses were received for this proposal.
D4 Continue to roll out more widely options for residents to contact the authority and access its services through 'council@your' arrangements We have implemented these arrangements at all council libraries and a number of other locations – we propose that by 2014, all face to face access will be delivered through this route. As a consequence we will close all the Council Information Centres currently owned and managed by the County	No responses were received for this proposal.

Council, and end our contributions to those managed by others.	
<p>D5</p> <p>Change core opening hours for our Customer</p> <p>We propose to move the centre's core opening hours to 9am-5pm (from 8.00am to 6pm) – this would impact on some residents and may result in a small increase in waiting times, however we would aim to mitigate these through greater marketing and promotion of the online, self-serve options which are available 24 hours a day.</p>	No responses were received for this proposal.
<p>D6</p> <p>Organisational review</p> <p>Staffing efficiency through the redesign of its service arrangements.</p>	No responses were received for this proposal.
<p>D7</p> <p>Increased income from advertising and sponsorship</p> <p>The authority proposes to develop and agree a more robust and targeted</p>	No responses were received for this proposal.

approach to its advertising and sponsorship policy that will secure increased income to help support other priorities.	
General comment	One respondent commented that they were glad to see that there were no proposals to close tourist information centres in Norfolk. In their view they played a valuable role in supporting tourism in the county, an important part of the Norfolk economy. They commented that tourist information centres could be self-funded through sales in the shops and advertising revenue.

Section E

Summary of responses for Environment and Development Budget Proposals

For Environment and Development we have received the most responses on:

- E11 - Re-focused, more targeted Public Rights of Way service (41 responses)

For Environment and Development we have received fewest responses on:

- E8 - Increase income from Trading Standards metrology calibration services (0 responses)
- E15 - Re-shape and reduce trading standards work on farming issues (0 responses)

Theme or Proposal	Summary of Views
E1 Reduce closed landfill pollution treatment costs More efficient management of landfill pollution treatment and monitoring.	One response was received which said 'More efficient but not reduced...' in relation to the proposal.
E2 Business support review We aim to make savings by reviewing levels of business support and administrative processes.	One response was received which commented upon the lack of information available on this proposal.
E3 Organisational review Savings arising from Phase 2 of the organisational review undertaken by PwC.	Two responses were received for this proposal. One respondent requested that delivery of nature conservation objectives and footpath and access provision was safeguarded. One respondent, a member of NCC staff, questioned whether this review had already taken place.

Theme or Proposal	Summary of Views
<p>E4 More efficient Environment service</p> <p>Reducing legal costs by using technical experts instead of barristers at enquiries, reducing management costs and overheads.</p>	<p>One response was received in support of this proposal and the respondent stated that expertise will be available elsewhere.</p>
<p>E5 Improved waste procurement</p> <p>This would be through better procurement and joint working with district councils on waste services.</p>	<p>Three respondents commented on this proposal.</p> <p>One respondent said that the join up of services should go ahead.</p> <p>One respondent suggested that local residents could form agreements to assist with residual waste collection by sharing bin space.</p> <p>Breckland Council said that this was 'An early example of potential cost shunting and increasing costs to the tax payer.'</p>
<p>E6 Civil parking enforcement</p> <p>We propose to make savings in the running costs of this service, and to make it self-funding through maximising income.</p>	<p>Five respondents commented on this proposal.</p> <p>Respondents were generally not supportive of this proposal.</p> <p>One said that it could cost the authority more as a result of enforcement of unpaid fines and would be unpopular and seen as a 'money raising venture'.</p> <p>The respondent that supported the proposal said that street parking infringements should be enforced.</p> <p>Breckland Council asked what impact will this have on our market towns.</p>
<p>E7 Maintain third party recycling payments at current level and redesign the way we give advice to</p>	<p>Five respondents commented on this proposal.</p> <p>Two respondents were not supportive of the proposal. Their main area of concern was the proposal to reduce the level of assistance given to business in relation to recycling, which they said should not be reduced.</p>

Theme or Proposal	Summary of Views
<p>businesses about recycling</p> <p>We pay third party organisations, such as voluntary and community groups, for recycling. For 2011/12 we propose to not increase the amounts for inflation.</p>	<p>A third respondent expressed concern over the potential loss of recycling credits and asked if it was the intention to give the local authorities the power to decide whether to charge charities for collection, as well as disposal costs.'</p> <p>One respondent made a general statement about the importance of recycling in general.</p> <p>One respondent who is a member of staff who stated that the proposal was badly worded with a lack of detail. It was suggested that for this reason, it was misleading to the public.</p>
<p>E8</p> <p>Increase income from Trading Standards metrology calibration services</p> <p>By improved marketing, we propose to increase the use of this service and increase income to the County Council.</p>	<p>No comments have been received to date about this proposal</p>
<p>E9</p> <p>Management savings in public protection services</p> <p>Through changing the way we work, we will look to make further savings on management costs and general expenditure.</p>	<p>One response was received to this proposal which supported a rationalisation of management numbers.</p>
<p>E10</p> <p>Streamline public protection through better joint working</p>	<p>Two respondents commented on this proposal.</p> <p>One response received from Hellesdon Parish Council; another respondent said that the proposal had</p>

Theme or Proposal	Summary of Views
<p>Through improved collaboration we aim to cut out duplication between the County Council and District Councils.</p>	<p>potential to work.</p> <p>Breckland Council expressed interest in a conversation with Norfolk County Council to see how this proposal could be progressed in relation to Breckland.</p>
<p>E11 Re-focused, more targeted Public Rights of Way service</p> <p>We propose to re-design access to the Countryside around a core network with a substantial reduction in path cutting, and change how we respond to issues including enforcement, in line with the Big Society. We would carry out limited promotional work and end funding for health walks project.</p>	<p>Forty responses were received for this proposal.</p> <p>Generally respondents were not supportive of this proposal. Areas of concern included;</p> <ul style="list-style-type: none"> • An inadequate and consistent number of volunteers being available • The potential for NCC to fail to carry out its statutory duties • Concern that some of the maintenance work required for Public Rights of Way can be undertaken by 'unskilled' labour • The current Public Rights of Way network is an important part of meeting the health agenda – encouraging individuals to walk through the health walks scheme and adds to the appeal for Tourists • Volunteers and Parish Councils may not have the capacity or ability to deal with issues requiring enforcement or legal work • The level of proposed reduction in the current proposal is too high • Once maintenance is ceased on individual paths they will become more costly to clear. <p>Suggestions of how this service could be maintained included</p> <ul style="list-style-type: none"> • Increasing the amount of information to Parishes/Communities so that they can where possible carry out some maintenance and look after PROWS. • One respondent felt that Parish/Communities could take over the promotion of routes. • The business community could be asked to undertake sponsorship of routes on the lines of the healthy walks which have been successful within the county (this would include the promotion and advertisement of the routes).

Theme or Proposal	Summary of Views
	<p>Responses were received from Bacton and Edingthorpe , Wiggenshall St Germans, Southrepps, Antingham, Runcton Holme and Hindolveston Parish Councils;</p> <ul style="list-style-type: none"> • Expressing concern at the proposal in particular in relation to funding • The availability of skilled labour • The potential detrimental affect to the community. <p>A Parish Councillor from Antingham also responded in a personal capacity saying ‘Stop wasting time on questionnaires’.</p> <p>The proposal received responses from organisations including the Broads Local Access Forum (BROADSLAF), Norfolk Local Access Forum (NLAF), the 45th Norwich Scout Group, Taverham and Diss Youth Groups and the Stragglers, Walkers and Amblers of North Norfolk Walking group (Horstead SWANN'S). A response has also been from two members of the Ramblers Association.</p>
<p>E12 Community ownership of nature reserves and areas and end some grant funding</p> <p>Encourage schools and community groups to take ownership of local nature areas and reserves, reducing landscape work, and withdrawing from the Wash Estuary Management Group, the Norwich Fringe and the Brecks Partnership.</p>	<p>Eight responses were received for this proposal.</p> <p>Respondents included Blofield District Conservation Group (BADCOG), Norwich Fringe Project, Taverham and Diss Youth Groups and Breckland Council.</p> <p>Two respondents (BADCOG and Norwich Fringe Project) expressed interest in continuing their involvement with community projects.</p> <ul style="list-style-type: none"> • The Norwich Fringe Project have suggested an alternative to withdrawing funding by exploring the potential for ‘joint funding’ between their current partners in order to continue their work. • BADCOG wished to register an interest in continuing to manage their existing sites (Howes Meadow and Walsham Fen) should they be offered by NCC <p>One respondent expressed concern at the availability and ability of volunteers to assist with such projects.</p>
<p>E13 Re-shaped planning service</p>	<p>Four responses were received to this proposal including one from Hellesdon Parish Council and one from Breckland Council. All responses with the exception of Breckland Council commented upon the lack of detail in the proposal</p>

Theme or Proposal	Summary of Views
<p>We propose to review current and future arrangements, continuing to drive out efficiencies and looking at the scope for sharing services.</p>	<p>Breckland Council said that they would welcome a conversation on providing planning services to the County through their existing partnership with Capita Symonds.</p>
<p>E14 Integrate "Your Rubbish Your Choice" into Council magazines</p> <p>Previously separate Your Rubbish Your Choice magazine would become a part of existing Council magazines including Your Norfolk.</p>	<p>Nine responses were received in relation to this proposal.</p> <p>Generally respondents were supportive of the proposal with some requesting that we review all magazines and publications produced by the authority.</p>
<p>E15 Re-shape and reduce trading standards work on farming issues</p> <p>This proposal would see less preventive and proactive work, while maintaining capacity to deal with emergency incidents.</p>	<p>No comments were received to date about this proposal</p>
<p>E16 Re-shape and reduce trading standards activities for consumers and businesses</p>	<p>One response was received in support of this proposal.</p>

Theme or Proposal	Summary of Views
This proposal would see a shift away from preventive work, to focus on compliance, enforcement and prosecution.	
<p>E17</p> <p>More efficient management of Gypsy and Traveller permanent sites</p> <p>We propose to explore options for managing these sites at less cost in future years.</p>	<p>Nine responses were received for this proposal.</p> <p>Respondents included Youth clubs from Taverham and Diss and the SHOUT Youth Club and Breckland Council.</p> <p>The SHOUT group commented that sites should either be sold to Gypsy and Traveller groups the rent from them should cover the cost of any maintenance as is with any other council and social housing scheme.</p> <p>Breckland Council did not support this proposal on the basis that transferring the cost of the service to Districts would not offer a benefit to the Council Tax payer.</p> <p>One respondent (a teacher with experience of the Traveller and Gypsy community) said ‘Please consult as much as possible with the communities themselves and with the services that support these families. Gypsy Romany Traveller (GRT) families are a very vulnerable section of our society and GRT children in particular need increasing support in schools to enable them to engage fully with the curriculum. Any change in circumstances which would further disadvantage these families would be to the detriment of the community as a whole and may well exacerbate existing tensions between the Traveller and Settled communities. In financial terms, increased tension costs money (police, community workers, meetings etc) so promoting harmonious relationships and the wellbeing of the GRT population is a financially prudent option.’</p> <p>A response was also received from a special meeting held with Gypsy and Travellers Services which contained the following key points should be considered in relation to the proposal:</p> <ul style="list-style-type: none"> • What sort of management is required • What are the thoughts of not having a resident site manager? • What would the implications be? • Discussions with the Parish Councils and Town Councils would be required to ascertain whether

Theme or Proposal	Summary of Views
	they could take on the management of sites. Travellers would also require further information on the prices of sites, and how this could work theoretically and practically.
<p>E18 Review historic building work and end some grant funding</p> <p>As part of a wider review of our work for the historic environment, we propose to reduce the work we do on historic buildings and review grant funding for the Churches Trust and Norfolk Historic Buildings Trust. We also propose to review the arrangements with the Norfolk Windmills Trust.</p>	<p>Seventeen responses were received to this proposal.</p> <p>Respondents were generally not supportive of the proposal. The main areas of concern were:</p> <ul style="list-style-type: none"> • Withdrawal of funding would have a detrimental effect on maintenance leading to the eventual loss of important heritage • The potential detrimental effect on the Tourist Industry <p>One respondent, an employee from Historic Environment Services (HES), said 'it is imperative that the Historic Environment Service continues to be supported in its current form, as we provide a phenomenal amount of archaeological data which goes towards the upkeep of the Historic Environment Record database, which informs planning and mitigation, Farm Environment Plans (FEPs) and Designations, and generates income from commercial users, as well as being a vital research tool and a flagship system for other local authorities.'</p> <p>Responses received from Taverham, Diss and SHOUT Youth Clubs.</p> <p>The Chairman of the Norfolk Historic Buildings Trust did not supportive of the proposal with regard to the work undertaken by the Trust which currently receives an annual £40,000 grant from the Council. The Chairman said 'The Trust is working hard for its money, and it would be enormously disappointing if its vital Grant support from the Council were to be reduced.'</p> <p>The Chairman of the Windmills Trust said 'there is already essential work planned for 2011/12 amounting to around £50,000. Without a grant from the County Council, the Trust will be in a crisis situation over the next two or three years and windmills will be lost forever.'</p> <p>One respondent in favour of the proposal expressed the view that buildings in receipt of such funding should be open to the general public.</p>

Theme or Proposal	Summary of Views
<p>E19 Reduce opening hours at recycling centres</p> <p>We propose to open recycling centres one hour later, as part of a review of service standards. This would allow the bins to be emptied before public opening time which will help ease congestion.</p>	<p>This proposal received 18 responses.</p> <p>Respondents were generally not supportive of the proposal.</p> <p>Four respondents were employees working on site for the contractor in charge of Household Waste Recycling Centres all of whom expressed concern at the practicality of the proposal given their experience working on site.</p> <p>The following were alternative proposals specifically in relation to opening times:</p> <ul style="list-style-type: none"> • opening hours linked to the seasons i.e. longer in the summer, shorter in the winter with the potential to close sites for an hour over the lunch break to allow bins to be attended. • a standard 8.00 am until 4.00 pm day all year around to avoid confusion for customers <p>Main areas of concern from other respondents reflect individuals' circumstances and the need to use centred around working hours. The potential for increased fly tipping was felt to be a concern.</p> <p>Several respondents stated the likely reduction in pay for workers on sites would be a concern.</p> <p>One respondent felt the proposal was a good idea.</p>
<p>E20 Reduce contributions to economic development projects</p> <p>We propose to focus on our strategic role and over the three year period to 2013 will cease funding economic development projects or interventions (£570k). This would allow an extended notice period of up to 18 months for those projects externally commissioned</p>	<p>Eight responses were received for this proposal. Respondents included the Norfolk Playing Fields Association, Taverham, Diss and SHOUT Youth Clubs, Breckland Council, Brecks Partnership and Langham Parish Room.</p> <p>Respondents were generally not supportive of this proposal however in the case of the Norwich Playing Fields Association, Langham Parish Room and the Brecks Partnership this mainly related to the potential for their own funding to cease rather than a comment about the proposal.</p> <p>Breckland Council asked what affect the withdrawal of funding would have on projects within their area such as Moving Thetford Forward (MTF). They also responded to say that they intend ending their support for the Brecks Partnership.</p> <p>The Brecks Partnership responded by saying that they were exploring new ways of financing the partnership independently of local councils. However in order to do this they request a 'transitional period', proposing two thirds of current funding in 2011/12 and one third in 2013/13.</p>

Theme or Proposal	Summary of Views
from the voluntary and community sector.	
<p>E21</p> <p>Cease asbestos disposal at waste disposal sites</p> <p>People can currently pay to dispose of asbestos and reclaim the cost from the Council. This service will remain, but the Council will not refund the costs.</p>	<p>Eight responses were received for this proposal.</p> <p>Three respondents (including Breckland Council) did not support the proposal on the grounds of health and safety implications should waste not be disposed of properly and the potential of increased illegal dumping or fly-tipping.</p> <p>The remaining respondents asked questions in relation to clarity of the proposal as this wording has been interpreted as the disposal service being removed.</p>
<p>E22</p> <p>Cease 'real nappy' payments</p> <p>We currently give a sum to new parents if they buy 'real nappies' instead of disposable nappies. We propose to cease this programme.</p>	<p>Seven responses were received to this proposal.</p> <p>Generally respondents were not supportive of this proposal on the grounds that it will increase the amount of waste needing disposal.</p> <p>One respondent commented that the problem of waste needed to be solved at source, not by the tax payer.</p>

Theme or Proposal	Summary of Views
Other issues	<p>Whilst not in response to a specific proposal, seven comments were received voicing concerns about the proposed power and recycling plant in King's Lynn</p>

Section F

Summary of Responses for Fire and Rescue Service Proposals

Theme or Proposal	Summary of Views
<p>F1</p> <p>Reducing use of resources across all parts of the Fire and Rescue Service including energy, losses and breakages, consumables, travel and transport.</p> <p>Part of a project already underway to make efficiencies across the board.</p>	<p>Four comments were received in relation to this proposal.</p> <p>Two said they were unable to comment as insufficient details were provided, with one of these (Norfolk Fire Brigade Union) asking if the consultation process will be run again when further detail is available.</p> <p>The Norfolk Fire Brigade Union also highlighted a conflict between CLG and the County Council's proposals on what, when and where savings should be made. Their view was that Norfolk FRS is the lowest funded service in the country and that most of the budget is spent on frontline services, therefore any cuts will affect the frontline's ability to maintain the current position.</p> <p>A third respondent questioned if there were really any further savings that could be wrung from the service.</p> <p>The fourth response, said resources had been wasted on inefficient equipment for fire fighters.</p>
<p>F2</p> <p>Changing how the service responds more effectively and efficiently to emergencies.</p> <p>This proposal would involve more proactive screening of calls, including automatic fire alarms - meaning that not all alarms would receive an automatic response. The consultation on this proposal has ended</p>	<p>No comments received.</p>

Theme or Proposal	Summary of Views
and the Fire Safety Plan is awaiting approval at Full Council on 29 November 2010.	
<p>F3 Making changes to how staff work their shift duties</p> <p>We propose changes be made to shift working arrangements of fire fighters, but with no impact to front line service delivery.</p>	<p>Two responses were received. One wanted additional information and the other agreed that it was time to change working practices.</p>
<p>F4 Savings from improving the way we buy and use large and small vehicles within the whole fleet</p> <p>This is a procurement efficiency and would not impact on the service provided. The consultation on this proposal has ended and the Fire Safety Plan is awaiting approval at Full Council on 29 November 2010.</p>	<p>No comments received.</p>
<p>F5 Using fire stations and other resources in ways that ensure they are used</p>	<p>Two responses were received. One suggested that this was aspirational and not a firm proposal and the other stated that they never understood why Police, Fire and Ambulance are not co-housed thus</p>

Theme or Proposal	Summary of Views
<p>to the full and reduce costs to the Fire and Rescue Service</p> <p>This is part of an ongoing project to achieve efficiencies.</p>	<p>sharing facilities and reducing costs.</p>
<p>F6</p> <p>Savings from redesigning and transforming the way the service operates.</p> <p>This will be managed by an established efficiency and policy development programme called 'Fire Ahead'. The areas of focus will include training, staffing structures, operational response, procurement, use of service resources, energy savings, sponsorship, cost reduction and income opportunities. This could mean change to current service levels.</p>	<p>One comment was received. It stated that this proposal seemed to be generic with ideas bunched together and that to achieve £841,000 in year 2, and then year 3, there should surely be a more concrete proposal.</p>
<p>F7</p> <p>Implementing the services Safety Plan for 2011/14</p> <p>This is an established plan that has been widely consulted upon and has recently received NCC Cabinet approval. The</p>	<p>No comments received.</p>

Theme or Proposal	Summary of Views
<p>service will be reshaped to provide the right resources to manage the risks that have been assessed within the County. The consultation on this proposal has ended and the Fire Safety Plan is awaiting approval at Full Council on 29 November 2010.</p>	

Section G

Summary of responses for Resources

We received one comment for each of the following proposals: G5, G7, G8, G12, G22, G34, and two comments for proposal G29.

Theme or proposal	Summary of Views
<p>G1</p> <p>Streamlining management structures through Organisational Review project</p> <p>This relates to the second phase of the Organisational Review project and includes reductions in management costs within Planning, Policy and Performance, Human Resources and Finance. Review work is in progress within teams in order to deliver savings by 1 April 2011.</p>	<p>No responses were received for this proposal.</p>
<p>G2</p> <p>Reduction in business support within Resources Directorate</p> <p>The Resources Directorate element of the wider business support rationalisation project. The savings relate to the Democratic Services team, which currently includes a</p>	<p>No responses were received for this proposal.</p>

Theme or proposal	Summary of Views
business support function.	
<p>G3</p> <p>Reduction in support service posts</p> <p>Planned changes within the service resulting in reduction in posts required within ICT and Programme Management Office.</p>	No responses were received for this proposal.
<p>G4</p> <p>Human Resources – Business Process Reengineering – increased use of self service</p> <p>This is one element of the HR Shared Services Project, some of which has already been delivered and some of which is included within the Organisational Review figures above.</p>	No responses were received for this proposal.
<p>G5</p> <p>Reduction in costs of Coroners Service</p> <p>Minor change that will not impact on the service.</p>	One response was received to this proposal, which raised the difficulty of responding when there was limited information available to comment on.
<p>G6</p> <p>Planning Performance and Partnerships – service</p>	No responses were received for this proposal.

Theme or proposal	Summary of Views
<p>transformation project</p> <p>Savings relate to the next stages of transforming this function and its processes. The service has already been reorganised and further savings are included within the Organisational Review savings above.</p>	
<p>G7</p> <p>Procurement Shared Services Review and business process reengineering</p> <p>Initial forecast savings for reviewing opportunities to work with and share services with other organisations.</p>	<p>One response was received for this proposal, from Breckland District Council, which would be willing to explore shared services with the County Council.</p>
<p>G8</p> <p>Finance Shared Service Review and business process reengineering (BPR) of service functions</p> <p>Next stages of the Finance Shared Services Review - this reflects the estimated savings from BPR, staffing review, income generation and developing opportunities to work with/share services with other organisations.</p>	<p>One response was received for this proposal, from Breckland District Council, which would be willing to explore shared services with the County Council.</p>

Theme or proposal	Summary of Views
<p>G9</p> <p>Rationalisation of postroom service</p> <p>Full year effect of change to single postroom, which are being made in 2010-11.</p>	<p>No responses were received for this proposal.</p>
<p>G10</p> <p>Review of Democratic Services staffing structures</p> <p>Review of structure across the service including removal of posts within Democratic Services that are currently held vacant.</p>	<p>No responses were received for this proposal.</p>
<p>G11</p> <p>Reduce the frequency of replacing desktop computers</p> <p>Change to current policy for desktop computer replacement - reducing the frequency.</p>	<p>No responses were received for this proposal.</p>
<p>G12</p> <p>Scrutiny Support - Shared service review</p> <p>Savings from shared service review of scrutiny support.</p>	<p>One response was received for this proposal, from Breckland District Council, which would be willing to explore shared services with the County Council.</p>
<p>G13</p> <p>Reduction in budget to support Private Finance</p>	<p>No responses were received for this proposal.</p>

Theme or proposal	Summary of Views
<p>Initiatives</p> <p>The reduction in support will be in line with the completion of current PFI funded projects.</p>	
<p>G14</p> <p>Adjustment to reflect previous one-off cost for Council Chamber public address system</p> <p>This one-off cost in 2010-11 can be removed in 2011-12.</p>	<p>No responses were received for this proposal.</p>
<p>G15</p> <p>Adjustment to reflect previous one-off cost for outsourcing of management contract for County Farms</p> <p>The new County Farms Policy required that the management contract for County Farms be outsourced. The one-off costs of tendering this service in 2010-11 can be removed from the budget.</p>	<p>No responses were received for this proposal.</p>
<p>G16</p> <p>Reduction in budget for election costs</p> <p>Reduced budget based upon only one by election per</p>	<p>No responses were received for this proposal.</p>

Theme or proposal	Summary of Views
year.	
<p>G17</p> <p>Savings through increased use of electronic publication of committee papers</p> <p>Reduced spend on committee printing through use of electronic publication.</p>	No responses were received for this proposal.
<p>G18</p> <p>Efficiency savings within Democratic services</p> <p>Identified reduction achievable within the training budget and through a reduction in the use of outside venues for appeal panels.</p>	No responses were received for this proposal.
<p>G19</p> <p>Property services efficiency savings</p> <p>Planned reduction in the cost of managing the Council's property assets.</p>	No responses were received for this proposal.
<p>G20</p> <p>Removal of shared Director's post and related support costs</p> <p>Cessation of arrangements for the joint director with</p>	No responses were received for this proposal.

Theme or proposal	Summary of Views
Great Yarmouth Borough Council.	
G21 Rationalisation of printing facilities Savings from a project to streamline printing facilities across services.	No responses were received for this proposal.
G22 ICT savings Reduction in spend on ICT projects.	One response was received for this proposal, from Breckland District Council, which considered whether there may be options / opportunities to work with district councils.
G23 Reduction in Member training costs Identified efficiency for providing member training.	No responses were received for this proposal.
G24 Reduction in Learning and Development Reducing the learning and development provision for managers and staff. This will be mitigated as far as possible by the provision of e-learning and self help guides.	No responses were received for this proposal.
G25	No responses were received for this proposal.

Theme or proposal	Summary of Views
<p>Reduction in Human Resources Shared Services</p> <p>The shared service will be in place from November 2010 and the impact will be reviewed after the first 6 months of operation. This will assess and identify further opportunities for cost reductions. However, the reduction may impact on the capacity of the service to support organisational priorities.</p>	
<p>G26</p> <p>Further review of management structures</p> <p>Identification of further savings across Resources through review of management structures.</p>	<p>No responses were received for this proposal.</p>
<p>G27</p> <p>Staffing reductions from use of electronic Criminal Records Bureau (CRB) checking system</p> <p>Staffing reductions due to implementation of electronic CRB checking system.</p>	<p>No responses were received for this proposal.</p>
<p>G28</p>	<p>No responses were received for this proposal.</p>

Theme or proposal	Summary of Views
<p>Upgrade to Office 10</p> <p>This will mean that desktops are updated with Office 10 but then procurement savings can be made.</p>	
<p>G29</p> <p>Removal of Long Service Awards for employees</p> <p>Financial saving of proposal to remove the current practice of giving long service awards to Council employees.</p>	<p>Two members of staff responded to this proposal. They felt that this was a relatively small amount of money that could be saved given the potentially damaging impact this could have on staff morale, and that it signalled that staff were not valued. Staff needed a token of appreciation after loyal service and there was already little recognition of the commitment of front line staff.</p>
<p>G30</p> <p>Savings on IT and telephone costs through improved procurement</p> <p>Reduced spend through new contract arrangements.</p>	<p>No responses were received for this proposal.</p>
<p>G31</p> <p>Savings on muscular skeletal rehabilitation scheme contract</p> <p>Savings through changes to the contract.</p>	<p>No responses were received for this proposal.</p>
<p>G32</p> <p>Modernisation of Registrar's service</p> <p>Expected increase in the</p>	<p>No responses were received for this proposal.</p>

Theme or proposal	Summary of Views
level of income that could be generated from registration services.	
<p>G33</p> <p>Additional income from new Norfolk Legal shared services</p> <p>Net additional income to be received from the new shared legal service.</p>	No responses were received for this proposal.
<p>G34</p> <p>Review of Registrar's service provision</p> <p>Review of Registrars service including development of other options to access the service and review of existing offices, which could include closure of some offices.</p>	One response was received for this proposal. The respondent felt that the service could be managed better, but that offices should not be closed. In their experience the service is very busy and with charges made for most services they were surprised that it was not financially viable.

Section H

Summary of responses for Travel and Transport budget proposals

For Travel and Transport we have received the most responses on:

- H13 - Reduce subsidy for Park and Ride in Norwich (83 responses)
- H15 - Close the travel information desk at Norwich Bus Station and reduce opening hours of the travel centre (145 responses)

For Travel and Transport we have received the fewest responses on:

- H2 - Business efficiency and general expenditure savings (1 response)
- H6 - Better procurement of vehicles (1 response)

Theme or Proposal	Summary of Views
H1 Organisational review Savings arising from Phase 2 of the organisational review undertaken by PwC.	Two responses have been received for this proposal. Both respondents seek clarity on the proposal rather than expressing a view.
H2 Business efficiency and general expenditure savings of 5% This will be through reducing general spend through the Travel and Transport group by around 5%, cutting back further on temporary staff, travel and tightening up on all	One response has been received for this proposal stating that good management should be expected.

Theme or Proposal	Summary of Views
purchases and activities that are not core business.	
<p>H3 Additional efficiency savings with our private sector partners</p> <p>Through our partnership with Mott McDonald and May Gurney, we will continue to make efficiency savings on top of the £1.7m existing target for savings.</p>	<p>Two responses have been received which do not support this proposal.</p> <p>One respondent said that the budget should be reduced by a further 50%.</p> <p>The second respondent asks 'How much saving will be achieved?'</p>
<p>H4 Business support review</p> <p>We aim to make savings by reviewing levels of business support and administrative processes.</p>	<p>Two responses have been received against this proposal.</p> <p>One respondent said 'Why only 'aim to' when you are cutting from other services – quantify'.</p> <p>One member of staff replied to say that there was insufficient detail in the text and the text was not in accordance with what they had been told.</p>
<p>H5 Better procurement of footway surveys</p> <p>By better procurement we can reduce the cost of surveys we have to undertake.</p>	<p>Three responses have been received for this proposal.</p> <p>Respondents were generally supportive of the proposal including Hellesdon Parish Council who said that they conducted their own surveys and that maybe other parish councils could do the same.</p>
<p>H6 Better procurement of vehicles</p> <p>We propose to review the</p>	<p>One response has been received for this proposal which said 'Just do it if it saves money'.</p>

Theme or Proposal	Summary of Views
<p>specification of our vehicle fleet and make savings through rationalising the number and type of vehicles, and not replacing vehicles so frequently.</p>	
<p>H7 Strategic review of Environment, Transport and Development</p> <p>The strategic review, led by members of the Strategic Review Board, is undertaking a comprehensive review of the services ETD delivers. The scale and method of delivery are being scrutinised in detail and we anticipate the review will produce savings which are a combination of efficiencies, service redesign, procurement changes and service reductions.</p>	<p>Five responses have been received for this proposal.</p> <p>Two of the respondents commented on the Northern Distributor Road which is covered in a separate section within this paper.</p> <p>One respondent said that road safety improvements should be protected in the proposals due to the wider impact on society due to accidents.</p>
<p>H8 Increased income from planning services</p> <p>We propose to make a small charge for advice to</p>	<p>Two responses have been received in support of this proposal.</p>

Theme or Proposal	Summary of Views
developers seeking to make a planning application.	
<p>H9 Rationalisation of highway depots and offices</p> <p>We are reviewing the depot and office requirements and will make savings by reducing the overall number of buildings and offices.</p>	<p>One response has been received in support of this proposal.</p>
<p>H10 Changes to street lighting</p> <p>We have already consulted and agreed a changed approach to street lighting which sees some lights in some locations turned off during the night. These savings are as a result of the implementation of this new approach which is already underway.</p>	<p>Ten responses have been received for this proposal. Generally respondents are supportive of this proposal.</p> <p>One responder expressed concern that it would lead to more crime</p> <p>Two respondents requested information about specific locations.</p>
<p>H11 Re-shaped public transport network, with a shift towards demand responsive transport services ('dial-a-ride')</p>	<p>Fifteen responses have been received for this proposal.</p> <p>Two respondents were supportive of the proposal. However caveats to these included:</p> <ul style="list-style-type: none"> • The need to support creation of local community car schemes by physically approaching communities which would like them/need them and support them in setting up and running the scheme.

Theme or Proposal	Summary of Views
<p>This proposal would see a reduced core bus network remain, but with much greater reliance on demand responsive transport replacing buses elsewhere. Overall, we would be spending less on subsidising public transport.</p>	<ul style="list-style-type: none"> • Should use school minibuses which sit idle in the day time more e.g. taking people to luncheon clubs etc? <p>Respondents that did not support the proposal were mainly on the grounds of a perceived reduction in service including comments such as 'No rural buses in Norfolk, just as they are starting to get good' and 'Dial-a-ride services are usually not accessible, so you would be withdrawing services from people needing wheelchair access or using a pram.'</p> <p>Two respondents said that fares could be increased to decrease the subsidy required. However two respondents who did not support this expressed concern about the possibility of those holding bus passes being charged more.</p> <p>Some respondents questioned the validity of 'dial a ride' services and how they work; one respondent felt that more should be done as far as hard infrastructure, suggesting that engineers visit 'low countries' to learn how to design a more sustainable network for cyclists etc.</p> <p>The respondent also said that charges for concession fares should be increased to subsidise more services and that maybe NCC could obtain part of the fuel duty to assist with maintenance of the network.</p>
<p>H12 Scaling back of safety camera partnership work and transfer of responsibility to the police</p> <p>The existing government grant which funds the safety camera partnership and a range of community safety work has been withdrawn by government. We propose to redesign the safety-camera work and the community safety camera work to significantly</p>	<p>Eight responses have been received for this proposal.</p> <p>Two respondents queried the continuation of the £50k spend, one said 'NCC should with draw completely and save the further £50k.'</p> <p>Four respondents did not support the proposal on the grounds of safety and the potential for increased accidents.</p> <p>Hellesdon Parish Council suggested that companies could be created to deliver such Council services in the future, to make a profit in the form of dividends for the Council.</p>

Theme or Proposal	Summary of Views
<p>reduce the cost and increase income, to leave a net cost to the County Council of no more than £50k.</p>	
<p>H13 Reduce subsidy for Park and Ride in Norwich</p> <p>We aspire to remove our subsidy to Park and Ride so it is run at no cost to the Council. We will be working to understand the full impact of this which could include closure of the waiting areas, closure of toilet facilities, reduction in frequency, increased fares, and possibly the closure of some sites.</p>	<p>This proposal received 79 responses. Responders included Taverham, Hindolveston and Hellesdon Parish Councils and Taverham and Diss Youth Clubs and Larking and Gowen who have carried out a survey with their employees with at least thirty of their staff using Park and Ride on a daily basis. One respondent has gathered 28 signature petition (however the details of the signatures are not given).</p> <p>In general the proposal was not supported with the following being the main areas of concern:</p> <ul style="list-style-type: none"> • All of the responses from the Parish Councils expressed concern with regard to the proposal which mirrored the general feedback. The main areas of concern include: • Wasted public money as a result of the investment made in Park and Ride • The potential threat to the local economy by removing these assets or reducing their appeal. • The potential increase in traffic congestion in the city leading to increased pollution • Vandalism of the existing sites and concerns with regard to safety of patrons without staff manning the sites • Lack of facilities (11 respondents stated the lack of toilet facilities as being a major issue) <p>The following were suggestions taken from respondents in order to keep the sites operating:</p> <ul style="list-style-type: none"> • Creating double or triple rates of council tax for second and third homes would greatly benefit Norfolk's permanent residents. • Charging for concessionary fares (9 respondents suggested this); increasing fares (6 respondents) and three respondents suggested charging for facilities. One respondent felt that charges should be per person (including children) at all times of the day. With those using bus passes being restricted to when they can use the service. • Reduced service but generally only outside of peak times to allow individuals to get to work. <p>Other suggestions included: using the normal bus network to include park and ride sites rather than using a separate service</p>

Theme or Proposal	Summary of Views
	<ul style="list-style-type: none"> • Linking sites so that the number of buses could be reduced. • Removing some late night services and asking local businesses to fund routes/sites especially as their employees may benefit. • Changes to the type of tickets available is also mentioned with one respondent asking for a 'no frills' commuter ticket which just enables them to travel during working hours Monday to Friday. • Also turning off the lights on sites is mentioned as a money saving activity. <p>In addition a number of responders felt that NCC employees should not be able to use the sites for free.</p>
<p>H14 End funding for transport partnerships</p> <p>We have funded the Wherry and Bittern Line Community Rail Partnerships (£65k) but propose to look to other sources and funders to step in.</p>	<p>Sixteen responses were received to this proposal.</p> <p>Respondents included two National Express East Anglia responses (from the Managing Director and the Stakeholder Manager), Wherry Line, Taverham and Diss Youth Clubs.</p> <p>Generally the proposal was not supported.</p> <p>One respondent said 'I do not drive and have been considering a permanent move to Cromer because of the brilliant public transport enhancing both leisure and employment prospects. I know of many people who use the line for similar reasons. It is not a luxury for the area, it is an absolute necessity!'</p> <p>The main area of concern included the ability of the rail lines to continue without funding. Respondents say that this would have a detrimental effect on the local economy through a loss of tourism, the loss to volunteers and the general community.</p> <p>One respondent in support of the proposal felt that alternative funding sources would be available such as the tourist board.</p>
<p>H15</p> <p>Close the travel information desk at Norwich Bus Station and reduce opening hours of the travel centre</p> <p>This proposal would see the Bus Station waiting</p>	<p>145 responses have been received to this proposal</p> <p>In addition to the information gathered through the 'Big Conversation', comment cards that were available at the Bus Station have resulted in an additional 906 responses.</p> <p>These response cards were split into the following categories as the main concerns of users should the Information Desk be closed (numbers show the number of respondents who saw the category as an issue):</p>

Theme or Proposal	Summary of Views
<p>area open during the day only – from 7 am to 6.30 pm. The travel information desk would close.</p>	<ul style="list-style-type: none"> • Loss of Ticket Sales facility – 216 • Face to Face Service Local Knowledge - 533 • Loss of Travel & Visitor Information - 206 • Security - 127 • Recognised demand for a service desk - 110 • No computer access / experience – 231 • Other - 130 <p>From the information gathered as part of ‘Big Conversation’ three respondents agreed with the proposal with regard to the information desk. However two respondents included a caveat to say that this was only as long as it was replaced with a suitable alternative.’</p> <p>Most responses did not support the proposal, and had the following concerns:</p> <ul style="list-style-type: none"> • The lack of flexibility with the use of electronic services both for individuals who don’t have access to a computer or are not IT literate and also should an emergency situation arise that is outside of the normal operating system. • Reduction in safety for passengers • Damage to the image of the city for first time visitors, students and tourists. <p>Alternative suggestions to keep the service included:</p> <ul style="list-style-type: none"> • Using volunteers to man the desk. • Charging booking fees for some tickets in order to increase income • Expanding the remit of the desk in order to become an agent for other forms of travel such as trains and the airport. • One respondent suggested that the information desk could become more like the Tourist Information Office • It could become a library. • Reducing office opening hours • Asking the local bus companies that use the station such as National Express to contribute to its funding. <p>Many responses commented that the bus station offered a good service, vastly improved from what was there before. There was praise for the staff and a general consensus that this proposal would not</p>

Theme or Proposal	Summary of Views
	be a good idea.
<p>H16 Savings from carrying out fewer transport studies</p> <p>Government grant cuts mean that we will not be carrying out as many road and transport projects as in previous years, so we will need fewer studies and strategies to support these. This will mean cost savings can be made.</p>	<p>Two responses have been received for this proposal.</p> <p>One respondent supported the proposal and one does not.</p>

The following have been received as part of the Big Conversation but do not form part of any of the specific proposals but are relevant to the areas of service delivery covered by them (please note that responses to 'Maintaining the Street scene and Public Rights of Way – could your Council and community play a bigger part?' at the end of this section bears relevance to Environment and Development (section E) of the proposals.

Norwich Northern Distributor Route

Twenty two respondents have commented on the Norwich Northern Distributor Route (NNDR) in answer to the Big Conversation (including two in response to proposal H7).

- Twenty respondents are against the continuation of work towards the NNDR in favour of funding services such as public transport and two are supportive of continuing with the project.

Free Bus Passes

There were comments about the provision of free bus passes (see also H13 and H15 which also contain reference to bus passes).

- One response suggested free bus passes should only be issued in line with the new retirement pension ages.

<ul style="list-style-type: none"> • One response commented that the system should be changed since currently people could park cars, bus to Kings Lynn and then on to Peterborough, Norwich and Hunstanton. • One response suggested a similar approach to rail cards should be introduced.
Highways Maintenance
One respondent commented that highways maintenance was currently poor value, and lessons could be learned from industry to make it more efficient .
Street scene
<p>Although not a specific proposal, Breckland Council submitted a response with regard to Street Scene which said:</p> <p>‘No specific mention in the consultation but we are led to believe that there will be a reduction in the standard of Street Scene maintenance e.g. the cutting of grass on highways verges. Breckland already carry out this service in part on behalf of the County and subsidise it but providing a standard above that which the County pay for. We will be under pressure to continue with the standard but may not be able to afford to do so.’</p>
Gritting of pavements in rural areas
One respondent has submitted a feedback card from an ‘Older People’s event which said that bins should be provided in strategic areas in villages to enable individuals to grit their own areas.
Maintaining the Street scene and Public Rights of Way – could your Council and community play a bigger part?
<p>The Environment, Transport and Development Department wrote to all Parish and Town Councils in Norfolk in November seeking views on whether parish and town councils could take on more services. Similar expressions of interest were sought from senior officers at District and Borough Councils.</p> <p>The response to date has been as follows;</p> <p>North Area - 16 responses; Aylsham Town Council, High Kelling PC, Foulsham PC, Sculthorpe PC, Blakeney PC, Ashmanhaugh PC, Old Catton PC, North Walsham PC, Ryburgh PC, Blakeney PC, Taverham PC, Wells Town Council, Sheringham TC, Bacton and Edingthorpe PC, Old Catton PC and Melton Constable PC</p> <p>East Area - 4 responses; Filby PC, Barton turf and Irstead PC, Ludham Parish Council and Fritton and St Olaves PC</p> <p>South Area - 16 responses ; Cringleford PC, Ditchingham PC, Walpole and West Walton PC, Yaxham PC, Chedgrave PC, Hedenham PC, Hethersett PC, Dereham PC, Wicklewood PC, Harleston PC, Bunwell PC, Wacton PC, Wheatacre and Burgh St Peter PC, Loddon PC, Ashwellthorpe and Fundenhall PC,</p> <p>West area - 7 responses; Lt Cressingham and Threxton PC, Leziate PC, Walpole PC, Watlington PC, Hunstanton TC and</p>

Heacham PC

Of these responses several are seeking further detailed information, eleven indicate they wish to consider taking on paid or voluntary service provision and thirteen have indicated that they wish to take on voluntary footway gritting/ clearance operations; Aylsham, Blakeney, Chedgrave, Barton Turf, Diss, Wells, Holt, South Wootton, North Wootton, Watlington, Downham Market, Wymondham and Swaffham.

Following further clarification of the insurance issues those Councils which have expressed an interest in undertaking voluntary footway gritting/ clearance have started the process so that we are able to delegate this voluntary service provision.

So far Wells and Diss Town councils have returned signed agreements and will commence operations in January 2011, we also have indications that Aylsham and Holt Town Council and others will follow suit in the coming weeks.

As detailed above so far there has still been a relatively small scale response; all enquiries have been responded to either by phone or email, some responses have indicated they will respond in more detail following January meetings.

No responses have, as yet, been received with regard to Public Right of way voluntary clearance work.

Norfolk County Council has arranged separate meetings with Parish and Town Councils to discuss opportunities to take on services. Further information can be found in Appendix 4, Section K.

Section I

Summary of responses on the general themes

The responses summarised in this section were mainly from individual members of the public and staff, via the Have Your Say Website, and letters to the Council. They cover the Council's general approach to its future role. In all, up until 31st December there were around 130 responses on general themes, many of which commented on more than one theme or issue. Most comments were received about ways the Council could save money through efficiencies.

*(Note: The numbering is not related to any specific budget proposals, but included to help discussions)

Number *	Theme	Summary of comments
I.1	Council's proposed strategy	<p>Some responses commented on the overall approach of the Council. Views expressed included:</p> <ul style="list-style-type: none"> • The Council should be launching a high profile public campaign to safeguard essential services. They should be focusing on the Council Tax Grant that makes it difficult for local authorities to increase council tax as an alternative to cuts. The Council Tax Grant should be part of core funding as has been agreed by the Welsh Assembly. • The deficit does need to be reduced but the speed, scale and manner in which the reduction is taking place is not based on economics, but ideology. The Council should be challenging Government about the basis for the cuts • Do not support the whole strategic direction of NCC. Public services should remain public. Happy to see cutting of waste in offices and buildings, pay freezes for senior managers, councillors claiming just travel expenses. Would support any economies which do not adversely affect the delivery of frontline services or impact the most needy. Would welcome increase in higher council tax band, levy on empty homes and full council tax on all second homes • Council's proposals represent a withdrawal of responsibilities toward residents. The case for change has not been made <p>Breckland District Council responded on specific budget proposals and those comments are captured under the relevant proposal. There were three general comments on the</p>

Number *	Theme	Summary of comments
		<p>consultation:</p> <ul style="list-style-type: none"> Breckland notes opportunities to reduce costs through other Councils providing certain services on the County Council's behalf. Examples within the document being public protection and planning although we would suggest there may be additional opportunities in culture, leisure and youth. Breckland is willing to engage in meaningful discussions as to how this transfer might operate. The document identifies other areas where a shared service approach might produce beneficial savings for both parties. Examples mentioned are finance and procurement. Again Breckland is willing to enter into meaningful dialogue on this. Breckland is most concerned that some proposals result in cost shunting between various organisations in the public sector. These are at best cost neutral to the tax payer and at worse result in higher overall costs to the tax payer and cannot be justified. At a recent "Norfolk Summit" there was general agreement that cost shunting in the public sector would be avoided, and an approach adopted similar to the place based budgeting approach which is being advocated by the Local Government Association. Breckland believes that in a number of areas including youth work, waste and supporting vulnerable people cost shunting will be a consequence of your proposals and instead an approach following community based budget principles should be adopted. <p>Unison Retired Members Committee wrote with detailed criticism of the proposed roles and approach of the Council, and summed up their views as:</p> <ul style="list-style-type: none"> We do not believe that any of these five suggested future roles {for the Council} will result in better services for Norfolk people; indeed for many people such as those with sensory impairments they will be worse. We do not believe people will be willing to part with their council tax to fund such vaguely described functions. We do not believe people will be willing to part with their council tax to fund such vaguely described functions. We do not accept that you have made a case for change. Indeed, there is no attempt to describe what is wrong with currently [and previously] provided services. None of these proposals has a stated, measurable outcome to enable council tax payers to make a judgement on likely success or failure.

Number *	Theme	Summary of comments
		<p>Runton Parish Council felt the Council should regard itself as a ‘facilitator’ rather than a provider of services</p> <p>Aylsham Local History Society commented that the Council should give proper attention to the needs of the most vulnerable groups; we are saddened to see, for example, proposed cuts affecting the elderly and children.</p>
I.2	Priority for essential services	<p>Some people felt it would be helpful to understand what were essential services for the county council, and what were not essential, and then the council should prioritise only the essential services. However, one respondent accepted that it was a matter of ‘fine judgment’ and that everyone responding would have their own partialities.</p> <p>Aylsham Local History Society felt the consultation papers did not make clear which are statutory and which are discretionary services. Council should give appropriate priority to statutory duties</p>
I.3	Commissioning and externalisation	<p>Respondents voiced concerns about the implications of becoming a more commissioning council, and externalising more services and what they saw as privatisation. Comments made included:</p> <ul style="list-style-type: none"> • Experience in another county of the externalisation of highway services showed the importance of retaining an in-house service in order to control prices. If not, you have outside contractors who can raise prices over a short period and you have no in-house service to fall back on. It would also be a big mistake to stop training and recruiting young road workers • Hope that no children’s services will be privatised. Concerns voiced about foster carer service, and that if the service were privatised then quality of care could drop to the detriment of vulnerable children. • Focus of council should be on maintaining as many front-line services as possible. Some services must stay in the public sector as the council is the best provider of those services. Need a mix of both public and private services – with the council keeping some in-house

Number *	Theme	Summary of comments
		<ul style="list-style-type: none"> • Oppose the whole strategic direction in which NCC is moving. Public services should remain public, and under the control of NCC. Support the cutting of waste in council offices and buildings, pay freezes for senior managers. Would like to see County Councillors espousing the 'big society' and performing their roles as unpaid volunteers, claiming only actual travel expenses. • Council should not outsource – respondent had experience in from the Ministry of Defence where outsourcing had resulted, in the respondent's view, in an inferior service that cost more in the long run. • Do not outsource everything – example of the railways. In the long run it does not save money and outside agencies take short-cuts to deliver it cheaper. • Trying to save money by privatising would lead to a worse service • Commissioning services from external provides limits flexibility to dispense with providers who are unsatisfactory • Outsourcing at a time when funding is being cut for service providers does not augur well <p>Aylsham Local History Society said when considering outsourcing - the Council should carefully consider any cuts to quality control, as it would seem that further out-sourcing will necessitate a greater level of vigilance.</p> <p>One respondent said the private sector should be brought in to deliver services as cost effectively as possible – and example would be planning.</p> <p>One respondent suggested having a few credited providers who were 'licensed' to provide certain services. This would ensure quality and value.</p> <p>Alternatives - One respondent suggested the county council could expand community services by providing trained gardeners, tree surgeons for the ageing population. People would pay a reasonable price for these services and would not get exploited by rogue traders.</p>

Number *	Theme	Summary of comments
I.4	Council Tax	<p>There were comments about Council Tax. Those that did comment suggested that they would be prepared to pay more council, if it meant more services were protected. Specific points raised were:</p> <ul style="list-style-type: none"> • Raising money by raising council tax would limit the need for cuts and redress the balance of the impact of measures to tackle the deficit • Residents should be asked to consider an increase in council tax, since the decision to freeze it was probably made before the full extent of cut back in funding was announced • An additional £60-£100 increase in council tax, spread over a year, on those that could afford it would go a long way to meeting the shortfall. The vast majority of people would grudgingly, or willingly pay this to avoid loss of services. • The freeze is a gloss which while attractive to residents, is likely to cost them more in the long run • Council should lobby for a modest increase in County tax to spread the cost of cuts evenly instead of targeting vulnerable • Double or triple the rates of council tax for second or third homes • In previous situations Norfolk people have preferred council tax increases to cuts but they are not being consulted on such an option this time. The respondent would be willing to pay 4% extra per annum for the financial planning period to avoid the need for the cuts and suggested there should be ways to arrange lower rates of increases or even freezes for Band A properties. <p>One respondent said whilst the council should try and be more efficient, if money was needed for important services, then council tax should be increased. This should be 'progressive' – which meant people should pay progressively more, the richer they were.</p> <p>One respondent said council tax paid should reflect the value of services each householder receives.</p>
I.5	Charging for services	<p>Respondents suggested charges could be levied. Examples were:</p> <ul style="list-style-type: none"> • Support the principle of 'user pays' • Charge for computer use in libraries • Charge for reserving e-books • Charge for using re-cycling centres, eg 10 visit ticket for £15, or £2 per visit

Number *	Theme	Summary of comments
		<ul style="list-style-type: none"> • Charge more for blue badges – raise costs in line with other councils • Charge for all Occupational Therapy equipment and be more rigorous about returning equipment when it is no longer needed • Realistic charges for libraries, museums and school transport <p>One respondent felt the Council already charged too much for some services – any help for the elderly should not be targeted for charging.</p> <p>One respondent felt the council should not charge for any, but should only provide services it had a statutory obligation to provide.</p> <p>Respondents made suggestions of where the Council could charge more for some services. Specific suggestions were:</p> <ul style="list-style-type: none"> • charge householders for the amount of non-recyclable waste they produce • make a small charge for fitting equipment such as handrails in people's homes • ask some people who receive social services to pay a more realistic charge for them • pay more for a better Park & Ride service
I.6	Services that could be cut or scaled back	<p>As well as the savings suggested above, there were services people felt the Council could reduce or stop. These included:</p> <ul style="list-style-type: none"> • Newsletters, leaflets and flyers to residents, including Your Norfolk and the staff publication (included Runton Parish Council) • Communications, media monitoring and marketing • Large-print and talking books in libraries • Heating costs • Membership of Local Government Association and saving £50,000 a year • Business managers in primary schools • Reduced street lighting – could remove every other bulb • Turning off traffic lights on roundabouts at night, for example Thickthorn • Libraries could be closed, and mobile library service ended if not well-used • Free cultural concerts and events • Funding for the arts

Number *	Theme	Summary of comments
		<ul style="list-style-type: none"> • Some grants should be cut – although should not cut back grants to voluntary groups that will be expected to take on services • Cutting grass verges and let them be natural wildlife areas. • Providing support to faith schools • Cultural services • Investing in roads should be cut – people services are more important • Teleshopping since it is not well used • Stopping Medicines Support Service for pharmacists • Council Information Centre Service desks <p>One respondent said any majority future expenditure on projects should be halted until the financial position improved. Priority should be given to projects for the older generation</p> <p>Runton Parish Council commented that on balance it was better to abandon an activity altogether rather than trim it until it was too small to work well.</p> <p>Wymondham University of the Third Age agreed that streamlining and cutting costs needed to be put place, but suggested it was important to do this in an holistic way – working with other public services so that the whole picture could be seen.</p> <p>Others wrote specifically about some services they think the Council should continue to provide, these included:</p> <ul style="list-style-type: none"> • maintaining the number of staff in libraries and the local libraries • provision of day centres for the elderly • Adults and Children’s social services • Support for people with mental health needs • Youth services supporting the most vulnerable young people • Parks and play spaces for children • Transform the collection of unwanted household goods and fly-tipping would stop • Road maintenance, including salting of roads and pavements • More car parks • More public transport for all villages • Services required by law and especially those supporting children and the old

Number *	Theme	Summary of comments
		<ul style="list-style-type: none"> Services for the rural environment <p>Wymondham University of the Third Age suggested that libraries could become central information centres for other public services. The Group said the most valued services were libraries, bus passes, winter fuel payment and the Citizens Advice Bureau</p> <p>Some comments referred to services, not exclusively provided by the county council, including:</p> <ul style="list-style-type: none"> Movement of sand around on the beach when the wind and tides change the beach on a daily basis (specific reference to Great Yarmouth beach) Resources for the Outer Harbour Dog warden services Reducing duplication involved in handling planning applications
I.7	Providing subsidies	<p>Services respondents felt the Council should no longer subsidise highlighted were:</p> <ul style="list-style-type: none"> Park and Ride services Subsidies for the arts sector – if it was a choice between this and support for the most vulnerable However, some respondents were worried about any reductions in subsidies for travel – particularly young people.
I.8	Re-designing services	<p>One respondent commented that the council should not force elderly people to cope with ‘modernisation’ in services – eg self-service at libraries. Take great care before alterations are made with IT technology that the public has to deal with.</p> <p>One respondent commented that re-designing and modernising services invariably involved spending money which was not needed if things were already working well.</p>
I.9	Efficiencies - pay costs	<p>We received comments about reducing the pay of senior staff. Specific suggestions put forward were:</p> <ul style="list-style-type: none"> Instead of reducing the workforce, reduce the pay of the chief executive and other

Number *	Theme	Summary of comments
		<p>Directors</p> <ul style="list-style-type: none"> • Reduce the pay of all employees earning more than £50,000 • Control salary, expenses and pensions • Re-negotiate terms and conditions to make salaries more affordable • Offer to all staff to reduce their hours • Managers to offer up a small percentage of their pay to save money. This would help prevent redundancies • Ask employees to donate a week's salary per year or have annual salary reduced by a week's pay per year. • The proposed two year pay freeze should apply to all staff, not just some
I.10	Efficiencies – staff reductions	<p>Respondents identified that some staff – particularly executive posts – could be cut or reduced. Specific suggestions were:</p> <ul style="list-style-type: none"> • 'non-jobs' should be cut – for example – corporate policy, climate change, emergency planning, continuity, performance, diversity, well-being. • Executive and department head should be reduced, with some working on a 'volunteer' basis. • Chief executive should be cut • Chief Officers should be cut • Make cuts in staff who are paid over £45,000 • Support services should be reduced – HR and finance • Political assistant posts should be cut • Uneconomic agency staff should be cut • External consultants should not be used • External solicitors should not be used, when there is already a legal team • County council should only provide direct services – not managers • Share senior staff across services, and have more co-operation between services • Share staff and facilities with neighbouring authorities
I.11	Efficiencies - Councillor expenses	<p>We received comments about councillor allowances and expenses. Views ranged from giving no expenses – but just working on a voluntary basis – to reducing expenses. Specifics were:</p>

Number *	Theme	Summary of comments
		<ul style="list-style-type: none"> • Reduce allowances and expenses to those who are county and district councillors • Cut the budget for the Chairman's civic and ceremonial role • Cut the costs of Blackberry phones for councillors and the annual line rental allowance. • It is expensive to have 84 councillors agreeing a budget – have smaller less expensive meetings • Reduce the number of councillors to 50 or less for the 2013 elections • Reduce travelling, time and meal costs by using Skype conferencing • Take out a tier of councillors so that parish and county work more closely together
I.12	Efficiencies - Savings from different ways of working	<p>Staff members put forward suggestions for reducing costs by working differently. These included:</p> <ul style="list-style-type: none"> • Make the most of remote working (ie from home), by allocating people cases and work in their local geographic area to save on mileage and travel costs. The respondent did acknowledge that some people do not want case work in the same area where they live • Stop providing lunches for people on training courses • Make more use of video-conferencing • Get rid of water dispensers • Stop providing diaries for staff • Stop subsidising the canteen and shop for staff and Members • Make using county-hall meeting rooms cheaper – rather than booking external rooms • Let county hall rooms at a more competitive rate • Encouraging service users to use public transport wherever possible, rather than home support staff cars • Questioning and challenging whether vacancies need to be filled • Savings on mail, print and telephone costs • Car sharing for meetings, and travel planning for home visits • Specific suggestions about improving use of, and marketing of, Great Yarmouth museums, including £1 admission at weekends, advertising cafes more widely, developing a lettings policy so the buildings are used more creatively, seeking sponsorship, developing supporters clubs on social networking sites • Some specific suggestions about savings in adult social care in the West of the county. The detailed has been forwarded to relevant head of services.

Number *	Theme	Summary of comments
		<ul style="list-style-type: none"> • Consult staff about ways of saving money • Look for environmental savings – heating and energy <p>One respondent suggested savings could be made by establishing an East of England Councils central purchasing authority for all equipment and stationery.</p> <p>One respondent suggested the Council should move out of County Hall into a more cost-effective, environmentally friendly building</p> <p>Two comments were received suggesting that sickness absence should be reduced and more rigorously managed</p> <p>One respondent questioned the level of reserves the Council kept, and asked why half of the cuts needed to be made in one year.</p> <p>One respondent questioned why the Council had a holding in Norwich Airport.</p> <p>One respondent suggested giving more staff at middle management the freedom to do their jobs without unnecessary bureaucracy</p> <p>One respondent suggested land at County Hall should be sold off for affordable housing or 'starter' manufacturing units</p> <p>There were a range of views about charging staff for car parking. Those who did comment (mainly staff) felt some sort of charges for car parking for staff should be introduced. Some felt everyone should pay, others felt County Hall staff should pay (£30 -£40 a month), but it should stay free for non-county hall based staff.</p> <p>There was a view that County Hall staff should pay a contribution, but Park and Ride should stay free for staff</p> <p>Runton Parish Council suggested the way in which finances were managed required a thorough review and suggested there was duplication of effort with similar organisations, for example other counties and other councils.</p>
I.13	Big Society and	Comments reflected the view that a great number of people already volunteer in the county,

Number *	Theme	Summary of comments
	Volunteering	<p>and that there were a number of issues that would need to be overcome if volunteering was to increase to take on more public services. Specific issues raised were:</p> <ul style="list-style-type: none"> • the continuing need to provide support for volunteer bureaux • volunteering is more appropriate in some sectors (such as libraries) than in others (such as adoption services) • volunteers need to be given sufficient training in risk awareness, health and safety, manual lifting etc • many volunteers will need to be CRB checked – this may become expensive if there is a high turnover of volunteers • Some people are put off volunteering due to fears about being sued if they were involved in an accident, example • Recruiting and retaining large numbers of new volunteers will be difficult and costly • Most volunteers tend to be retired people, who may also be adversely affected by reductions in services • Small voluntary services need subsidies from the Council to make them viable, if these subsidies are cut the services cannot continue <p>Some respondents said that a consequence of other proposed cuts in services may be an increase in volunteering to fill the gap.</p> <p>Another respondent said that they would be willing to keep footpaths in their area clear on a voluntary basis if this was co-ordinated by the Parish Council.</p> <p>One respondent commented that the public should not have to help, given the amount people already have to pay in council tax.</p> <p>One respondent felt the Big Society was a retrograde step when only the well-off had services and others had to rely on 'self-help'</p> <p>One respondent suggested local communities are allowed to impose speeding fines and keep the revenue. This could fund some of the additional services they will be asked to provide and solve a speeding problem at the same time.</p>

Number *	Theme	Summary of comments
		<p>Wymondham University of the Third Age saw difficulties in recruiting and co-ordinating volunteers. The group commented that given that most volunteers were themselves retired, the proposals could bring about a 'double whammy' – where ageing people were losing services, and then needed as volunteers to fill the gap left by service providers.</p> <p>Some head teachers fed back specifically about a suggestion to use volunteers to provide cycle training in schools, as an example of an opportunity for increased volunteering. Their specific comments were:</p> <ul style="list-style-type: none"> • it has proved to be very difficult to recruit parent volunteers to help out with existing schemes in some schools – time being the most significant barrier • this is a responsible role, currently undertaken by trained professionals, and has a direct impact on children's safety – and therefore not a role that should be taken on by parent volunteers • this is a valuable life-skill, which reduces accidents and injuries, and builds confidence and self-esteem <p>The Mancroft Advice Project facilitated a discussion with young people aged 16 – 25 who use MAP services. There was a unanimous feeling amongst the group that relying on communities to fill the gaps in services to vulnerable people left by the cuts (such as scrapping youth services and the sensory support team, reducing services for the elderly and day centres for adults with learning difficulties etc.) is both unrealistic and unfair.</p>
I.14	Community ownership of services	<p>One respondent said that encouraging community ownership of local issues was simply another way of saying 'fend for yourself'.</p> <p>Another resident was interested in his local community being able to use a disused school as a community centre. They saw the Big Conversation as a good opportunity for communities to voice their opinions on local matters, but needed the County Council's support to make the project happen.</p> <p>A number of respondents observed that the 'mind set' of communities would need to change as they were going to take on a more proactive role in dealing with issues in their area. Some respondents felt that they were alone in trying to do things in their community such as picking up litter or keeping communal areas clean and tidy.</p>

Number *	Theme	Summary of comments
		<p>One respondent thought that Adult Social services should consider employing trained community development personnel to work with communities to develop self-help services, as this would prevent people needing to seek assistance from social services.</p> <p>The Residents Group for the Sedges and Marsh Lane in North Wootton responded with some specific examples of where local action by the Group , in liaison with council staff had got problems solved and jobs done – for example – pot holes filled, manhole covers made safe, lights fixed, hedges cut.</p> <p>Runton Parish Council observed that while ‘Good neighbour schemes’ are admirable in principle, they require a ‘mixed’ community where there are reasonable proportions in each age group. Many areas are now predominantly populated by retired people who often need help themselves. Family support needs at least as much encouragement.</p> <p>Runton Parish Council welcomed the proposals to enhance the part played by parish councils but were concerned that whilst the role could be increase the resources would not be</p>
I.15	Other, general	<p>There were some respondents who did not comment in detail, but put in some general views.</p> <p>Kettlestone Parish Council said it was not in a position to say what should be cut, but requested that local libraries and museum services were protected from cuts. The parish council was also concerned about the provision of a sensible public transport system in rural areas. When it came to devolving services to parishes, there were difficulties for small parish councils about insurance, man power and administrative structure to implement devolved powers.</p> <p>Four responses were received supporting any expansion of car clubs, and encouraging car sharing.</p>
I.16	Big Conversation process	<p>Responses were received commenting on the Big Conversation process. Issues raised were:</p> <ul style="list-style-type: none"> • Difficulty of navigating the on-line information • Lack of detail about some of the proposals, including financial detail • Document is too woolly and difficult for people with limited literacy or other vulnerable

Number *	Theme	Summary of comments
		<p>groups to understand</p> <ul style="list-style-type: none"> Concerns that the consultation is meaningful and that decisions have already been made Language used was too vague to give a clear picture of what was proposed Council should define exactly what it will provide for the income it receives, what it will subsidise and what it intends to privatise. <p>Voluntary Norfolk hosted three events to enable Norfolk's voluntary organisations to engage with the Big Conversation consultation. At those three meetings, the following comments were made about the process:</p> <ul style="list-style-type: none"> The lack of contextual background information on some of the proposals makes it extremely difficult to take an informed view of long-term consequences. The absence of financial detail – especially relating to 'whole service costs' – hampers a proper understanding by providers and service users. Not enough attention has been given to Impact Assessments – not just in relation to Equality Impact Assessments but the wider impact on individual service users and carers. The consultation about and preparation for the application of cuts should ensure that unintended consequences of the proposals are minimised. The capacity of NCC to deal effectively with all the responses in a very short frame. The proposals will result in risk transference from local authorities to the voluntary sector. The need to apply cost/benefit analysis to decision-making process – especially in relation to prevention services. Targets for reductions are unrealistic and unlikely to be achieved within the timescales shown. <p>Wells-next-the-Sea Town Council commented that an enormous amount of money was spent on consultation, and gave three recent examples from Wells which had taken time and resources but not led to any change.</p>
	Your Norfolk magazine responses	<p>Your Norfolk magazine, distributed to Norfolk households in November, included an opportunity for people to feedback comments on the general themes of the Big Conversation. At the time of writing, 97 responses (400 individual comments) had been received and the key messages emerging were:</p> <p>Future role of the Council - many people saw supporting the vulnerable as a key</p>

Number *	Theme	Summary of comments
		<p>responsibility citing the need to protect services to the elderly, disabled, those with learning difficulties and special educational need. Scaling back the scope of services, delivering less with the community doing more was also a common theme.</p> <p>Some felt the private sector were not best placed to deliver lower cost services and that the Council should continue to be the most important delivery agent. Others saw the council playing a key role in avoiding duplication.</p> <p>The responses on making efficiencies were weighted in favour of cutting costs, although there was significant support to maintain current levels of service and associated spending. A reduction of Council staffing levels and reductions to higher scale salaries were commonly cited as a way to bring costs down.</p> <p>Ideas to scale back services included: reducing the number of council funded publications; increasing fees for some services including making charges at libraries, museums and increasing parking fees; and reducing verge and hedgerow cutting to promote wildlife. A number of respondents felt that the universal receipt of services was not always appropriate and the some degree of means testing was required.</p> <p>On the theme of 'Smaller Council, Bigger Communities,' many respondents were supportive of the idea to reduce the scale of what the Council does presently and allow communities to do more locally. Responses were evenly weighted on whether the Council should be maintained at its current level, or be smaller. Where respondents favoured the latter, the value of communities doing more for themselves and volunteering was cited. The concept of 'Big Society' was evident in many such responses with recognition of the role of Town and Parish Councils in the coordination of activity such as verge cutting, gritting and street cleansing issues.</p>

Section J

Big Conversation Stakeholder Events

Overview

The 'Stakeholder Group Discussions' were one element of the Norfolk Big Conversation and were designed to gather the views from a range of different groups about the impact of the proposed budget savings. They were delivered in five, two-hour long events held in November and December 2010.

The following Norfolk based groups and sectors were represented:

- Voluntary & Community Sector (VCS) groups
- Businesses
- Healthcare sector
- Education sector
- Young People

A further two events were organised by the Council for Parish and Town Councils, each hosted by Norfolk Association of Local Councils.

Whilst key differences in opinion emerged from each group, a number of universal themes were in evidence:

The future role of NCC

In general, the County Council's proposal for a smaller more strategic set of core roles was supported and stakeholders recognised the rationale behind the proposal and the need to achieve this. There was support for ensuring that communities are engaged and that service delivery should be high quality and targeted at those most in need.

Representatives in the health sector felt that this was a welcome opportunity to define the Councils 'core / non core' role.

A good number felt that the Council should encourage outsourcing of services, whilst others saw the Council as a coordinator of activity between sectors, promoting joined up working and reducing duplication.

Many stakeholders thought the Council would need to play a strategic and enabling role in driving the 'bigger communities' concept forward and encouraging and enabling volunteering on the scale required to fill gaps in service provision.

Awareness of the wider issues and communication

Many taking part were out of sync with the Council as to the wider reasons for the proposed savings. The realities of the financial pressures on the Council and the very challenging timescales for these were not fully understood.

A number of stakeholders were aware that the cuts in funding from central government would have a negative impact and that to some extent (and because of the wider economic climate) this was unavoidable and not the fault of the Council. However, fear of the unknown is driving a high level of concern and dissatisfaction, leading many to assume that the published list of proposals were in fact firm plans.

Many stakeholders welcomed the conversation and expressed a desire to maintain a dialogue with NCC and continue discussing the proposals and implications with a view to playing a continuing role where possible.

Reactions to Strategy and Proposals

1. Making efficiencies

The concept of making efficiencies within the Council met with approval with good opportunities to cut waste and duplication, but concerns were expressed that a number of barriers may exist in the form of silos leading to duplication.

To those in the business sector, the tone of the message about making efficiencies appeared frustrating as they felt it came across as a new thing that the Council had just started doing.

2. Redesigning Services

Overall, people received well the proposals about the re-design of services, especially if they would allow services such as libraries to remain open. The moves to implement the waste strategy were widely applauded for tackling what could be a future problem. Many acknowledged the challenge of transport in rural communities and saw this as an area where individuals and communities could play a more active role.

3. Scaling back the scope and volume of some services

The proposed savings were considered appropriate in the context of making cost savings and though expressed as a great shame, many were seen as non-essential and most likely to be picked up by individuals, communities or other voluntary groups. Where services are scaled back, for example libraries, a number of stakeholders felt volunteering could assist in plugging the gap.

4. Smaller Council – bigger communities

The objectives around supporting communities to do more and for individuals to have more choice over the services received with Personal Budgets received a mixed response. People expressed concern that the most deprived communities would find it very difficult to self-organise. A suggested solution was to adapt the process of implementing services within communities according to the demographic profile and need. People saw the need for a patchwork set of delivery tools as the key - that could deliver more intensive work in communities that need it most, but see a lighter touch approach in others.

Stakeholders acknowledged the value of community leadership in helping to excite and support volunteer activity. They identified the need for cross fertilization of skills and resources across the agencies to help develop bigger communities.

A large degree of scepticism existed on the viability of the 'Big Society' concept with some concerned that council tax payers may question what they are paying for if more services are handed over to communities. Others suggested that putting the onus on parishes or communities may make the value of services more visible and increase the potential to play a role, but questioned whether funding would be available to accompany these expectations.

Main Findings in summary

Business Sector

Concerns:

- Many voiced concern that spending at NCC had been increasing over the last five years and at a time when most businesses had been cutting costs and overheads
- Concern about what would happen with local enterprise partnerships
- Concerned about how the cuts per se would affect local businesses, and that this might be driving a reluctance to get involved
- High cost services that yield the greatest savings and should be looked at more closely
- cutting transport benefits to under 16s could compound the issue with low skills in the region
- Red tape and associated costs still seen as excessive e.g. CRB checks

Opportunities and ideas

- Businesses getting involved with elements of children's services;
- Archaeology and Historic Buildings either delivered by voluntary sector, or sponsored by local business;
- Tourism should be self-funding;

- Advice to retailers to be a paid for service;
- Consumer advice delivered by the CAB;
- Joining up with local business where synergies exist (waste services)
- Sea-change in attitudes to paying for services people use rather than receiving universally was now possible
- Outsourcing was seen as a key activity in meeting the challenge
- Expansion of companies sponsorship / advertising opportunities

Voluntary and Community Sector

Concerns

- Prevention cuts could easily be counter-productive leading to greater expense in long run
- Not enough notice will be provided around contract renewal / decommissioning to allow organisation to plan accordingly – communication will be key to effective reorganisation
- The voluntary sector picking up the delivery of services for little or nothing as part of 'Big Society' is not a realistic option

Opportunities and ideas

- Sectors cutting preventative budgets should divert funds to VCS
- Identify and act to reduce areas of duplication
- Continue positive relationship between NCC and the voluntary sector
- Good communication and reassurance to the sector will be key to maintaining positive relationships
- Increased outsourcing to the voluntary sector for example, assessment of social care needs; recovery services for mental health; looked after children services; assessments of carers needs; youth services
- Businesses could provide incentives to volunteer, especially for young people
- Make use of capital property that might freed up
- Centralising services around information and advice
- Reviewing sheltered housing stock
- Improving the working relationship between the NHS / PCT
- Place the voluntary sector in the heart of the restructuring / re-design process
- Allow libraries to deliver a greater volume of services with the Millennium Library becoming a volunteer hub
- Encourage volunteer help for example grandparents in schools
- Deliver services from locations that people visit for example Mecca Bingo and services for older people

Health Sector

Concerns

- High level of 'gate keeping' that goes on with the different public sector organisations will be barrier to achieving cost effect assessments of service user needs
- Personal budgets may not deliver the required savings and knock on impact on hospital care budgets. Loss of cost efficiencies may result
- Predicting outcomes of making cuts to frontline services is difficult

Opportunities and ideas

- Reduce overlap between NCC and other organisations, and to work 'smarter'
- The budget reductions give an opportunity to sift and prioritise which are the most essential services - to re-define 'core and non-core' services
- Health sector has opportunity to work alongside other agencies in a more coherent way for example: coordination over hospital discharge process; integration of health / social care commissioning at GP group level
- Cuts may be the only way to truly gauge the need for some services by observing if and how they are taken up in other ways – this is potentially an opportunity to reset the baseline allowing innovation to come through
- Reduce more minor services and see where communities can pick these for example road gritting or grass verge cutting
- Day care services could be joined up with local amenities e.g. pubs, community halls
- Meals on wheels joined up with hospital food provision
- GPs, health visitors, Sure Start visitors could take on responsibility for giving parent information / advice on childcare
- Reduce number of buildings in Norfolk's health sector
- Charging for non-critical services to reduce spending and drive the sense of value for these services

Education sector

Concerns

- Cuts in funding to transport of over 16s

Opportunities and ideas

- More services can be outsourced and placed in private sector

- Engage with end users to produce more cost effective services
- Improved targeting of services for those who need them e.g. free bus travel only for those on low incomes
- Join up adult education / guidance with existing education institutions
- Schools providing vital services e.g. post office
- Bolster NCCs strategic role by encouraging schools to become academies
- Join up school dinners and meals on wheels provision
- Schools delivering early years, attendance and truancy, and youth services
- Cutting staff and encouraging volunteers to run libraries
- Youth services delivered in partnership with schools
- Charging under 18s for extra education courses
- Greater organisation and clarification of roles for school volunteers
- Out of hours use of school premises

Young People

Concerns

- Decisions have / continue to be made without consulting young people and that communication is often not directly with young people
- A desire that services for the most vulnerable should be retained
- Youth workers can be vital in turning some young people's lives around

Opportunities and ideas

- Outsource services to the commercial sector e.g. park and ride, tourist services
- Young people may be willing to volunteer more for example, in libraries
- Extra education should be paid for
- Voluntary apprenticeship opportunities could be increased by use of Face Book
- More schools could become academies / be freed up to secure other funding sources
- Schools grouping together to provide paid for services such as pre-school / after-school clubs
- Use school / college buildings to supply other services for example libraries, GP surgeries
- Increased use of volunteers
- Scrap professional qualifications for youth workers to drive down costs
- Join youth clubs together

- Provide incentives for young volunteers to help deliver basic adult social services for example older people in need

Section K

Key themes from consultation meetings

To ensure the widest possible engagement in Norfolk's Big Conversation a series of 40 consultation meetings was held during November and December. In particular, we targeted hard to reach groups for whom other methods of consultation may be less accessible, to ensure that they had an opportunity to have their say. 20 of these meetings were organised by NCC, the remainder were organised by other bodies to which members and officers were invited to attend.

This report provides an overview of the range of meetings that were held and summarises the key points that were made at each meeting. Full notes or minutes taken at the meetings are included in the full set of responses in the members' room.

(Please note that this report does not reflect meetings arranged by departments as part of the consultation with stakeholders and users on specific budget proposals.)

1. Norfolk's Big Conversation roundtable discussions

To facilitate an in-depth discussion on the key themes of Norfolk's Big Conversation, we held a series of roundtable discussions with small groups of key stakeholders:

- Voluntary organisations
- Local businesses
- Healthcare sector
- Education sector
- Young People

A planned meeting with community groups was cancelled due to poor weather however 2 invitees were interviewed by phone.

The discussions were independently facilitated and allowed participants to think in new and more complex ways about public services and explore ideas for how to respond to the substantial cuts NCC will need to make.

A full report of these discussions has been produced by Discovery East, who facilitated the groups and a summary is included elsewhere in Section J of this Appendix.

2. Older people

Consultation meetings were held with Older People's Forums in Norfolk, the attendance at which was as follows:

- Norwich (19 November) – 100 people

- Great Yarmouth (15 December) – 70 people
- King's Lynn (14 December) – 30 people
- North Norfolk (10 December) – 13 people
- South Norfolk (13 December) – 50 people
- Broadland (3 December) – 20 people

In addition, a meeting was held with the Council for Ageing, which was attended by a further 50 people. NB. Breckland does not currently have a Forum.

The Forum discussions were wide ranging and the following is a summary of the common issues that were raised:

NCC providing less services directly

- There is an ongoing role for the Council to help people to access the services they need
- People were concerned that the burden of care was being transferred to friends and family members, and that they would be left without any support
- It was noted that many informal carers are older people themselves, and often receive no support
- There was concern that there would not be a sufficient range of providers for day services, particularly in Great Yarmouth

Quality assurance

- There was concern about how NCC will quality assure service that it has outsourced to external providers, particularly as it is proposed to reduce the quality assurance team as part of the budget proposals
- It was suggested that the Older People's Forum could inform the quality assurance of services
- It was noted that there should be a clear and responsive complaints procedure in place for complaints about tendered services to be handled

Role of the voluntary sector

- A commonly expressed view was that the voluntary sector were already stretched and their own budgets were under pressure
- Other concerns were that:
 - There would be inconsistent levels of service

- That voluntary organisations didn't have the capacity to tender for these services without support
- That volunteers cost money (in support and training)
- That there are some practical limits to what volunteers are able to do (i.e. lifting, emptying commodes etc)
- There was some interest in older people taking on roles as volunteers, but needed greater understanding of the what these roles could be and how they would be supported by NCC, e.g. gritting footpaths, providing meals, libraries etc
- There was a sense that people / community activists needed low-level support to enable local volunteering and action to take place. For example, a low cost venue (public sector owned), minimal start up funding and some officer support would enable luncheon clubs and many other community resources to be developed.

Personal budgets

- There was concern that older people would be forced to use personalised budgets as NCC gradually withdrew from direct service provision
- A frequently raised issue was that older people had difficulty in understanding personal budgets, and there was a need for the Council to provide additional support to explain them
- There were concerns raised that there would be a sufficient range of services available to purchase

Eligibility criteria

- It was questioned how this proposal linked to the proposal re prevention services – in both cases it was felt that the impact would be to create more need as people's conditions deteriorated faster
- It was felt that this was short-sighted and there would be repercussions for many years as a result
- There was concern that the burden of care would be transferred to carers
- In addition, people were concerned about the charging policy for social care and the impact on older people with capital
- In particular, the Swifts and Night Owls service was mentioned frequently as a much valued service that people would not want to see reduced

Community meals

- It was noted that older people would need support to manage the change in this service – what food would be appropriate for them etc
- There was concern about quality assurance of providers and teleshopping was perceived as an expensive option and unsuitable for people on low incomes

- There was a sense that existing frozen meal providers were charging too much, were unreliable and the food of a poor standard.
- A concern was raised that people on low incomes, already affected by poverty and fuel poverty, would be disproportionately affected by this change
- It was noted that luncheon clubs were a vital source of social contact for older people and people did not want to see these services diminished
- It was suggested that volunteers or social enterprises could use existing kitchens around the county in schools, hospitals and other public sector organisations to cook and distribute hot meals in the immediate locality

Transport

- There were concerns expressed about the proposals for the Norwich Bus Station and the proposed limits to times when bus passes can be used (a national policy)
- Some older people have found the dial-a-ride service difficult to access (always engaged etc) and they were concerned about the quality of service provided by First Bus
- It was suggested that NCC could do more to publicise its services and the options available, and some older people also said that they would be willing to pay something to use the service rather than have it free of charge

Council Tax

- The issue of Council Tax was raised at all of the Forum discussions, however views differed:
 - Some felt that the Council should be raising taxes rather than cutting services
 - Others wanted to see Council Tax reduced to reflect a lower level of service
 - And others felt that it was already too high for many pensioners (25% of their income on average)

Finally, some other comments made were:

- That the council should be planning its budget jointly with the NHS. The changes being proposed to NHS and GP services will impact on social care and vice versa.
- That the impact of these proposals would be greater in rural areas
- That NCC should use its reserves to plug the gap in finances
- That it had been difficult to understand some of the terminology used in the consultation and the level of detail had made it difficult to understand and comment.

- That sheltered housing provision in Norfolk was becoming increasingly restricted and a general issue was raised about the need for good quality, secure, suitable housing for older people – particularly in the West of the County

3. Voluntary organisations

Four meetings were held with voluntary organisations:

- Norwich (60 people)
- King's Lynn (19 people)
- Great Yarmouth (80 people)
- A further meeting was held at the Mid-Norfolk Mencap Centre in Dereham, which was attended by carers and trustees of Norfolk Mencap (18 people).

Attendees represented a wide range of community and voluntary organisations, including:

- Voluntary sector infrastructure organisations
- Community transport associations
- Organisations working with disabled people and young people with disabilities
- Organisations working with older people
- Organisations working with young people
- Carers support organisations
- Organisations providing advice and advocacy services
- Faith organisations (e.g. Salvation Army, Diocese of Norwich)
- Organisations proving support to victims of domestic abuse

Proposals that were highlighted as being of particular concern to the organisations represented at these meetings, and in their view potentially the most damaging to the people they work with, were those that would:

- Reduce the scale and capacity of sensory support services (A15)
- Raise the eligibility criteria from 'substantial' to 'critical' only (A14)
- Reduce the social care budget for people with mental health problems (A13)
- Reduce spending on preventative services

- Reduce early intervention to support schools at risk of failing (B8)
- Produce fewer statements of Special Educational Need (B6)
- Stop all funding to youth services (B11)
- Increase the challenges faced by an already slimmed down Connexions Services (B12)
- Reduce the scale and capacity of services for looked after children (B16)

At each event participants asked questions of the members and officers who attended. Some common threads emerged from these discussions:

- The lack of contextual background information on some of the proposals made it extremely difficult to take an informed view of long-term consequences
- Not enough attention has been given to Impact Assessments – not just in relation to Equality Impact Assessments but the wider impact on individual service users and carers
- The consultation about and preparation for the application of cuts should ensure that unintended consequences of proposals are minimised
- The capacity of NCC to deal effectively with all the responses in a very short time frame
- The proposals will result in risk transference from local authorities to the voluntary sector
- The need to apply cost/benefit analysis to decision-making process – especially in relation to prevention services
- Targets for reduction are unrealistic and unlikely to be achieved within the timescales shown.

Whilst all participants in these meetings agreed that services need to be stable and sustainable for the future, issues such as those below emerged as common concerns that they would wish to see addressed:

- Voluntary organisations need time to reconfigure services and delivery in response to funding cuts
- The voluntary sector needs to build capacity to take on a wider service delivery role
- The sector is an important partner in redesigning services, for example in ensuring the balance of the prevention budget is applied to where it will have the greatest effect
- If Personal Budgets are to be a real alternative to traditional service delivery, they need to be less ‘clunky’ and much easier to use. People repeatedly reported that they do not understand the practicalities of Personal Budgets and what they will mean either for families and people who use services or for service providers

- The Dereham meeting in particular raised the question of why Council Tax cannot be increased to offset some of the necessary cuts

Participants at every event wanted to have dialogue and negotiation about how the cuts should fall in order to preserve as many beneficial services as possible, even where reductions in funding were inevitable.

It was noted that Norfolk's Big Conversation engagement, the recent agreement to implement delayed contract decisions and to offer subsequent notice periods, and the swift alteration of the questionnaires sent to providers when objections were raised by Voluntary Norfolk were all to be commended.

4. Disabled people

Six meetings were held for disabled people in Great Yarmouth, Norwich and King's Lynn. They were attended by disabled people, carers, and representatives from voluntary organisations working with disabled people. We publicised these events widely, using existing networks and publications, to reach over 1000 organisations, stakeholders and individuals. Overall these meetings were attended by around 140 people. Key themes raised at the meetings were:

- Concerns about proposal A14 re eligibility criteria – it was felt that this would put people at risk and that the burden of care would be transferred to families and friends as unpaid carers, and the voluntary sector
- A15 re: sensory support – similar concerns were raised as for A14, plus fears that this would further exclude people with sensory impairments
- There is a major lack of awareness about personal budgets (how they work / whether or not the proposals would affect individuals) from both residents and voluntary groups. Questions were raised about what service users will have to pay out of their personal budgets and whether this would result in people getting less services
- Concerns that the reduction in preventative services (A22) will mean more people will fall into substantial and critical – and ultimately be more expensive
- Concerns around safety due to the proposed reduction in quality assurance of services (A3)
- Concerns from carers around the potential closure of day services
- Concerns around what the proposed changes in transport services (including Park and Ride) will mean for disabled people
- Concerns from blind and visually impaired people on their safety regarding proposals to limit path surfaces (H5)

5. Deaf and hearing impaired people

Two meetings were held specifically for deaf and hearing impaired people at the Deaf Centre in Norwich. Each meeting was attended by approximately 15 people – both deaf and hearing impaired people and their families and/or carers.

The key issue at these meetings was the proposal around sensory support (A15) and a concern that people would lose specialist support that made a real difference to their quality of life.

6. Black and minority ethnic people

An event for BAME people was held in Norwich and attended by 26 people. Key themes that were raised were as follows:

- Residents from different BAME communities in Norfolk identified significant concerns about the proposal to cease funding youth services in Norfolk (B11), and the impact this may have on young people. A particular issue raised was the risk of young people being more vulnerable to gang culture or anti-social behaviour without appropriate alternatives provided in communities. It was also felt that this might have an impact on community cohesion.
- Consultation with residents from different BAME communities in Norfolk identified significant concerns about the proposal to end the Council's HIV/AIDS service in Norfolk (A17), and the impact this may have on young people. A particular issue raised was the risk of young men and women with HIV not managing their illness correctly, and exposing themselves and others to serious risk.
- There was big interest from BAME voluntary groups in opportunities for getting involved in service delivery.
- There were concerns expressed around reduction in cultural and community opportunities as Cultural Services are reduced, e.g. Black History Month.
- Concerns around ending of clothes grant (B20) as this will have the most impact on the lowest income families / asylum seekers and refugees and potential for putting the spot light on children from low income backgrounds
- Concerns were raised about the proposed reduction in attendance in school services (B17)

7. Carers

A consultation event was held for carers on 6 December, attended by 45 people. The key themes that were raised were:

- A general feeling that carers already contribute a great deal under significant pressure. There were concerns that the proposals would increase this pressure without making clear what any additional support would be
- There were general concerns about day opportunities (A10) – and that this would mean a reduction in provision and additional pressure for carers
- Concerns about the quality of care in the independent sector were raised if quality assurance is reduced

- Fear around what a reduction in preventative services will mean for carers and people they care for, plus a feeling that preventative services actually save the Council money in the longer term
- A lack of clarity regarding how Personal Budgets work and what this will mean

Officers also attended a meeting with the Carers Agency Partnership (CAP), which was attended by 8 members of the partnership (organisations that work to support carers). The following key issues and contentions were discussed, where this relates to a specific budget proposal this has been indicated in brackets:

- The third sector needs to be considered in delivering statutory services. There are specific opportunities for Carers Agency Partnership (CAP) agencies to take on carers assessments (A8)
- There are concerns that money previously ring-fenced for carers – through the Carers Grant – could get used for other things now it is not ring fenced.
- Members of the CAP argued that the Council does not recognise the added value that the third sector can provide in areas such as carers services – particularly accessing other kinds of funding (A6).
- The group argued that prevention needs to be very targeted and locally focussed (A22).
- There are strong and practical concerns that the cuts will come too quickly to allow the third sector to respond in a sustainable way (A6).
- The sector would benefit from clear guidance from the Council about the kind of support and expertise it might be able to offer to third sector organisations without illegally prejudicing the tendering of contracts etc (A6).
- The Council needs to target transport funding to meet the needs of the most vulnerable (A12).
- The voluntary sector will need to take a different approach to charging for services – in particular when service users are charged – as this is an area they don't have much experience in.
- The voluntary sector has a lot of support to offer with GP commissioning – and needs work to make greater local connections.
- The Council needs to be clearer in explaining how on one hand it is achieving economies of scale, and on the other hand being more locally focussed.

8. Parish and Town Councils

In addition to other engagement with Parish and Town Councils throughout the consultation period, two meetings were arranged for Parish and Town Councils to discuss which services they felt they could deliver and what support would be

needed from NCC to enable this to happen. The first meeting was held at the end of December and the second meeting will take place shortly, the outcomes of which will be updated verbally. The following councils attended the first meeting:

- Mundford Parish
- Dereham Town
- Downham Market Town
- Hunstanton Town
- Watton Town
- Shouldham Parish
- Barton Bendish Parish
- Bunwell Parish
- Swanton Morley Parish
- Hellesdon Parish

At the meeting the following opportunities were identified:

- councils should talk to each other / form clusters to approach the delivery of services
- Footpath management
- Arts development
- Gritting footways
- Grit bin management savings
- Tree management
- Grass verge management
- Asset management

The following were identified as enablers:

- Maintain expertise in Libraries
- Human Resources support required to help Town & Parish Councils with staff resource issues
- Clear contract templates are required

- Clear information required on the cost / specification of services that are delivered as a bench mark for providing lower cost services by locality e.g. grass cutting, closed churchyard maintenance, salting & gritting, footway construction / maintenance, fencing, drain and dyke maintenance, local speed control signs, litter picking
- Detailed asset register with maps
- Help generate more interest in elections
- NCC must be responsive to new ideas generated and be able to act quickly with Town and Parish Councils to expedite these
- Provide an indemnity scheme thereby reducing these costs
- Be a facilitator of joint / partnership working to reduce costs between councils of all levels
- Assist with the contract drafting to ensure legally binding contracts
- Develop a way for very small councils to work with others in order to deliver services

Section L

Online discussion threads

We received over 180 comments on the public online discussion site – many long and thoughtful, some short statements. Councillors are able to read all of these online.

These are some of the general themes that attracted comment/discussion

Council efficiency and ‘housekeeping’ – 53 comments in all

In general, all commentators saw this as being an important strand for saving which the council should be vigilant about.

Commentators endorsed the proposal to share more services with others and continue joining up and back office services with strong views that this was necessary and appropriate. Though some expressed cynicism as to whether this may happen.

Other comments/ideas included:

- Reducing pay for very senior managers and cutting senior management posts
- Reducing working hours to save money and enable staff to volunteer for other community activities
- Capping or restricting councillor allowances especially for people serving on more than one council
- Restricting spending on consultants, meals at meetings, catering options at county hall generally
- A need/impetus for fewer councils - merge councils or revisit the unitary option
- Using online and media more to communicate with residents – reducing or joining up council publications
- Review sick pay benefits
- Do not order/print/distribute staff diaries
- Introducing car park charges
- Stop sending monthly pension statements to county council pensioners – send annually instead
- Monitor and record staff time/outputs
- Sharing office accommodation, sell off unwanted parcels of land and assets

Services for young people – 41 comments in all

The vast majority stressed the value and importance of youth workers to younger, more vulnerable people in particular and their role in preventive work.

A couple of specific more negative comments were received about the impact of youth workers in the millennium library and the unattractiveness of specified youth options for some young people.

Ideas included the potential for greater use/securing of lottery funding

5 comments were recorded from people keen to see funding maintained to support the Duke of Edinburgh Award scheme, stressing its value for young peoples aspirations and ambitions

Preventive services – 15 comments in all

Most commentators wanted to see preventive services for children and older people protected where at all possible expressing the longer-term value of these services to Norfolk and in terms of VFM. This was particularly so in respect of services related to sensory support, equipment loan, family support, vulnerable children, mental health or carers

The only comment on the proposal in respect of community meals was in support of the proposal with the observation that store delivery drivers were also chatty and helpful in delivering meal options for older people.

Libraries – 12 comments in all

All the comments were from people who greatly value local libraries and want to see them protected and kept open.

Ideas and suggestions for doing so included:

- Reducing the late night hours of some libraries – especially the millennium library.
- Charge for internet use – allow some free minutes per user and then levy a charge
- Introduce a flat rate, economical fee for an annual library card
- Widen the availability of library books – introduce a small facility at the bus station for example

Study Support centres – 8 comments in all

People praised the contribution of study support centres and lodged strong opposition to their closure.

Roads – 7 comments in all

Those commenting wanted to stress the importance of keeping roads in good repair. Commentators suggested turning off more streetlights in less accident-prone areas could reduce costs.

Arts funding – 5 comments in all

Comments were largely from those keen to stress the wider value of the arts to Norfolk and its economy and also the contribution some arts organisations and activities make to prevention agendas for young people in particular. One commentator recognised the need for cutbacks and in particular objected to council sponsorship of theatres

Countryside access and rights of way – 5 comments in all

Those commenting wanted to stress the importance of keeping open rights of way and the value of countryside access and support for Norfolk's environmental and historic buildings legacy. Commentators raised issues of potential additional costs caused by insufficient maintenance and potential loss of assets.

Other ideas on the site included:

- Give those communities that can organise them minibuses to provide local 'dial a ride' type services
- Set up a timebank service for Norfolk whereby people can get rewards for the time they contribute free towards the service of their communities
- Give an option to increase Council Tax

Staff Online discussion threads

We received over 50 ideas on the staff online discussion site varied and wide ranging in nature. Many were concerned about the impact of savings proposals on the services that they knew particularly well or worked with.

These are some of the general themes that attracted comment/discussion

Some staff expressed concern that the description 'efficiencies' was being used or interpreted in a way that could cause confusion about actual efficiencies versus what they perceived as direct service cuts.

Suggestions included the proposal that that a reduction in working hours for most staff may achieve the same level of savings as that obtained via redundancies and would still enable people to have a job and thus be preferable. For example all staff working a nine day fortnight or reducing hours to a 35 hour week.

There were suggestions about a reduction or change in core working hours, for staff to be enabled/encouraged to use non paid time for volunteering and for NCC to 'sell' more of its specialist expertise including senior managers where appropriate, to other public sector organisations – for example, training and development, project management.

Other ideas included:

- Middle managers and more junior staff appearing to take most of the brunt of proposed cutbacks
- Reviewing and changing reporting processes and requirements for the Care First system to save resources and effort rather than the actual system itself
- Setting higher entry requirements for people on the temp register
- Energy and resource saving standards as requirements for printing, stationery, power switch offs etc
- Fewer councillors
- Reducing travel expenditure by using technology better to support telephone and video conferencing, supporting children with special educational needs
- Using pre booking specified timed saver tickets rather than 'open tickets'
- Sharing more accommodation with others and vacating and selling off old inefficient and not fit for purpose offices
- One contact centre and information service for all Norfolk council services and shared back office services such as HR
- A shared council publication for residents
- The Council using some of its reserves to help offset some savings proposals
- Use some of our own community facilities more imaginatively – e.g. libraries for some community day activities.
- An appetite from some specialist staff being keen and willing to explore enterprise options that would enable them to sell and trade their services more widely, for example schools advisory staff

Savings proposals that attracted particular concern and opposition where staff were keen to spell out the value and benefits of current service arrangements were principally those associated with:

- The Youth Service proposals and the value of this service in preventive work and helping keep young people safe
- The Sensory Support Service
- Changes to SEN provision and the provision of support for people with SEN
- Family support services, such as those provided via the Unthank Centre
- Library proposals – people expressed concern about the practicalities and impact on the service of using and managing volunteers
- The impact on the quality of the service received by bus travellers, in particular older people of the Norwich Bus Station proposals